CITY OF ENCINITAS

INFRASTRUCTURE TASK FORCE

MEETING NOTICE

TUESDAY, FEBRUARY 20, 2024

5:00 PM – 8:00 PM

Encinitas City Hall, Poinsettia Room

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT/SECTION 504 REHABILITATION ACT OF 1973 AND TITLE VI, THIS AGENCY IS AN EQUAL OPPORTUNITY PUBLIC ENTITY AND DOES NOT DISCRIMINATE ON THE BASIS OF RACE, COLOR, ETHNIC ORIGIN, NATIONAL ORIGIN, SEX, RELIGION, VETERAN STATUS OR PHYSICAL OR MENTAL DISABILITY IN EMPLOYMENT OR THE PROVISION OF SERVICE. IF YOU REQUIRE SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT BRANDI LEWIS AT 760-633-2774 AT LEAST 72 HOURS PRIOR TO THE MEETING.

CALL TO ORDER / ROLL CALL

Committee Members: Linda Culp (Chair), Scott Maloni (Vice Chair), Nicole A. Moreland, Dianna Mansi Nunez, Kendra Rowley, Richard (Dick) Stern, Nivardo Valenzuela

CHANGES TO THE AGENDA

AGENDA ITEMS

1. **PUBLIC COMMENT ON AGENDA RELATED ITEMS (3 MINUTES/SPEAKER)**
   To speak on items, please submit a speaker slip to the Committee Secretary. Comments may be sent via email to blewis@encinitasca.gov. Email comments will be forwarded to the Committee and included in the meeting record.

2. **APPROVAL OF MEETING MINUTES OF THE FEBRUARY 5, 2024 MEETING**
   a. **ATTACHMENT: Draft Meeting Minutes from the February 5, 2024 Meeting**
   b. **RECOMMENDED ACTION: Approve Minutes**

3. **REVIEW AND DISCUSSION OF ITF FINAL REPORT AND RECOMMENDATIONS**
   a. **ATTACHMENTS:**
      1. **Final ITF Report**
      2. **ITF 10-Year Project Lists**
      3. **ITF Backlog Project List**
      4. **ITF Future Needs Project List**
   b. **RECOMMENDED ACTION: ITF Discussion, Direction and Approval of the ITF Final Report and project lists.**

4. **ADDITIONAL PUBLIC COMMENT ON AGENDA RELATED ITEMS (3 MINUTES/SPEAKER)**
   To speak on items, please submit a speaker slip to the Committee Secretary.

5. **NEXT MEETING: Presentation of ITF Final Report to City Council on Wednesday, February 28th.**

6. **ADJOURNMENT**

I, Brandi L. Lewis, certify that I caused the above Notice/Agenda to be posted on the City Hall bulletin board on February 15, 2024.

Infrastructure Task Force Committee Secretary

CITY OF ENCINITAS
INFRASTRUCTURE TASK FORCE
MEETING MINUTES
MONDAY, FEBRUARY 5, 2024
Encinitas City Hall, Poinsettia Room

CALL TO ORDER / ROLL CALL

Chair Culp called the meeting to order at 5:04 pm

Present: Task Force Members: Linda Culp (Chair), Scott Maloni (Vice Chair) Nicole Moreland, Dianna Mansi Nunez, Richard (Dick) Stern, Nivardo Valenzuela, and Kendra Rowley

Absent: None

Staff Representatives: Jill Bankston, Engineering Department Director/City Engineer/ Task Force Manager; and Brandi Lewis, Task Force Coordinator

Other Attendees: Caralee Jaeckel and Amy Restelli from Kimley Horne and Associates, Jared Boigon with Team CivX (via Phone)

CHANGES TO THE AGENDA
(Announce Administrative Changes to the Agenda in compliance with the Brown Act.)

a. None

AGENDA ITEMS

Nicole Moreland arrived at 5:06 p.m.

1. PUBLIC COMMENT ON AGENDA RELATED ITEMS (3 MINUTES/SPEAKER)

    a. Gary Murphy, resident, spoke about drainage history and infrastructure in Leucadia and requested funding support for either the TetraTech and/or Q3 drainage solutions for Leucadia.

    b. Pete Albanese, resident, spoke in support of hiring an expert grant writing specialist to help increase the grant application success rate; the need for more clarity and specificity in the project lists and project descriptions, and support for a new fire station for Olivenhain, drainage and rail crossing projects in Leucadia. He requested that the Verdi Crossing not be funded because it supports only local residents and surfers vs. Leucadia crossings which support small businesses.

2. APPROVAL OF MEETING MINUTES OF THE JANUARY 22, 2024 MEETING

    a. RECOMMENDED ACTION: Approve Minutes

    b. ACTION: Motion to approve the minutes of the January 22, 2024 Meeting.
    Approved 7-0. (Moreland/Stern)

3. REVIEW AND DISCUSSION OF ITF FINAL REPORT AND RECOMMENDATIONS

    a. RECOMMENDED ACTION: ITF Discussion and Direction on Draft Final ITF Report

    b. ACTION: ITF Discussion and Direction on the following Changes:

1. Include guidance on when, who and how to utilize and revise the rubric.

2. Implement Nicole's edits to the Rubric, applying the "and/or" to the entire health/safety section and not just the deferral portion.

3. Modify the definition of Backlog, remove the last sentence (*"Backlog projects also include those that have been on the project list repeatedly in the past but have been unable to move forward due to lack of funding."*) and include project examples for frame of reference, (ie. Drainage and ADA Compliance).

4. Committee consensus to recommend options for a 10-year prioritized project list, separate backlog project list and future needs projects list, along with a recommendation to use a blended approach to fund a percentage of projects from each list (ie. 80% backlog/20% Future Projects); and to include direction on how to address additional funding of projects from grant awards or other revenue.

5. Include a disclaimer that Operating Budgets or City efficiencies were not reviewed or considered.

6. Kimley Horn to incorporate feedback and provide updated Draft Report to ITF for review by Friday, Feb. 9. ITF to provide any additional comments on the Draft ITF report by Feb. 14.

7. Direction to extend the meeting scheduled for Tue., Feb. 20 to a 3-hour meeting.

4. INITATIVE OUTREACH

   a. RECOMMENDED ACTION: Receive Update and Approve Initiative Outreach Approach

   b. ACTION: Receive update from Jared Boigon with Team CivX (via Phone)

   c. ACTION: ITF direction to leave specific recommendations on pursuit of a ballot initiative out of the Final ITF Report and have the Polling Consultant present the polling results and the options for next steps to City Council at the Feb. 28, 2024 City Council Meeting.

5. ADDITIONAL PUBLIC COMMENT ON AGENDA RELATED ITEMS (3 MINUTES/SPEAKER)

   a. Scott Campbell, resident, thanked the committee for their time and effort and spoke about deferred maintenance, such as water and sanitation infrastructure and the proposed rate hikes. He expressed support for hiring a professional grant writer and the need for more outreach and suggested using local community groups to assist with outreach.

6. NEXT MEETING: Tuesday, February 20, 2024 (Rescheduled from February 12)
   Primary Topic: Update/Finalize ITF Final Report and Prepare for City Council Presentation on February 28th.

   a. ACTION: Direction to make the Feb. 20, 2024 meeting a 3-hour meeting.

7. ADJOURNMENT: (7:04 p.m.)

City of Encinitas Infrastructure Task Force
FINAL REPORT

DRAFT February 2024

Kimley»Horn

Table of Contents

City of Encinitas Infrastructure Task Force Project Prioritization & Funding Plan

1. Introduction

Formation of the Infrastructure Task Force

At the November 16, 2022, City Council meeting, the Council approved the formation of the Infrastructure Task Force Committee (ITF) to address the gap between Capital Improvement Program (CIP) needs and estimated funding available over the next 10 years. Staff created an application for community member participation and performed community outreach to ensure a diverse mix of applicants.

At the January 25, 2023 City Council meeting, the Council appointed seven applicants to serve on the ITF. The appointees comprise members of the community from a variety of backgrounds, with interest and expertise in Capital Infrastructure Projects. This group advises and works with the City Engineer and City staff to meet the objectives of the Task Force.

The establishment of the ITF reflects the goals of the Organizational Effectiveness & Efficiency Focus Area of the Strategic Plan through the allocation of resources and appropriate staff levels.

CIP Background

A capital project represents any project that is over $100,000 and has a useful life of five years or more. Examples include roads and sidewalks, trails, buffered bike lanes, and civic buildings such as the library, marine safety center, city hall, and fire stations. All of these affect the quality of life in Encinitas. The city is tasked with upgrading older infrastructure and ensuring that adequate new infrastructure is added where needed.

The City typically adopts a six-year CIP funded by a combination of the General Fund and multiple restricted funding sources. Unlike the City's operating budget, capital projects have assigned budget amounts that are not tied to a single fiscal year as some projects may take several years of funding to complete.

The City has routinely transferred General Fund dollars to supplement the CIP to address and fund critical infrastructure needs in the City. Unfortunately, as is true for most cities across the nation, the amount available each year is insufficient to cover the costs of new infrastructure projects and updates to older, failing infrastructure (roads, bridges, facilities, etc.). The Council identified Council Members Mosca and Lyndes to serve on a subcommittee tasked with outlining a meeting structure for a Task Force to address the gap between CIP needs and estimated funding available over the next 10 years.

ITF Purpose

The purpose of the ITF is to develop a systematic method to quantify the City's infrastructure backlog and future needs, rank infrastructure projects according to a consistent set of scoring criteria that reflects the values of the City of Encinitas, and explore potential new revenue

sources. The infrastructure ranking system will help inform funding and staff resource allocation decisions to align with the infrastructure projects that best match City priorities.

ITF Mission and Goals

The Council Subcommittee identified a draft mission and overarching goals for the ITF:

1. Identify the City's capital improvement backlog and future needs for the 2025 to 2035 timeframe.
2. Define criteria and clarify processes for identifying and prioritizing future city CIP needs, projects, and funding opportunities.
3. Ensure that the CIP program and prioritization is linked to the City's policies and planning priorities.
4. Ensure transparency in communications about infrastructure needs, challenges, and the work of the ITF.
5. Make recommendations regarding funding the City's infrastructure backlog at the conclusion of the task force work.

ITF Scope of Work

The ITF has determined six key action items which encompass the scope of work required to fulfill its purpose:

1. Identify the City's infrastructure backlog and future needs.
2. Develop a project scoring rubric that reflects the City's values and priorities.
3. Estimate total cost of the infrastructure backlog including likely escalation in City project construction estimates and budgets, as well as increases in the cost of labor, equipment, and materials due to continuing price changes over time.
4. Estimate cost of a ten-year infrastructure future forecast (beyond the backlog) including likely escalation in City project construction estimates and budgets, as well as increases in the cost of labor, equipment, and materials due to continuing price changes over time.
5. Make recommendations that address funding the infrastructure backlog and 10-year future forecast at the conclusion of the ITF meetings in early 2024 considering:
    a. Public/private development partners.
    b. Public agency partners (State, Federal, Regional grant funding).
    c. Potential financing measures.
    d. Optimizing and leveraging existing city and partner investments for matching funds, and/or
    e. Other funding mechanism (assessment districts, new General Funds, etc.).
6. Determine if the City's infrastructure needs can be effectively implemented given current staff resources.

Purpose of this Document

The purpose of this document is to provide a summary of the task force's findings, including infrastructure needs and the ranking framework for City infrastructure projects, and to provide ITF's recommendations for City Council on planning, staffing, and funding decisions.

The process to develop the scoring rubric, project rankings, and recommended funding sources is intended to be repeated and revised periodically to reflect evolving City priorities, needs, and

initiatives. This document summarizes recommended modifications for future prioritization exercises based on the ITF committee members' experience with the initial process.

1 Infrastructure Backlog and Future Needs

Projects List Development Methodology

In the spring and summer of 2023, the Infrastructure Task Force received a list of projects from each of the following groups:

- Engineering Department, Traffic Division
- Engineering Department, Capital Improvements Division
- Development Services Department, Climate Action Division
- Development Services Department, Coastal Management Division
- Public Safety Department, Fire and Marine Safety Divisions
- Parks, Recreation, and Cultural Arts Department
- Public Works Department
- Information and Technology Department
- Utilities Department

The ITF also reviewed projects that were included in City planning documents such as the Modal Alternatives Project (MAP), the City of Encinitas Active Transportation Plan (ATP), the Climate Action Plan (CAP), the Capital Improvement Program (CIP), the Cross-Connect Implementation Plan, or any Department work plans.

The ITF project list includes a description of each project, the department and division it is associated with, the source that identified the project (such as planning documents, presentations, or City Council feedback), estimated recurring and non-recurring costs, total estimated cost during the 10-year program, whether the City department had identified it as a priority (see Glossary: "City Department Priority"), and whether it was on a corridor with demonstrated safety concerns as identified in the Local Road Safety Plan (LRSP).

Eligible Projects

In total, over 300 projects were presented to the ITF. To be eligible for inclusion in the 10-year CIP, projects must meet the following requirements:

- The project must focus on physical infrastructure;
- The project must have a cost estimate over $100,000;
- The asset or infrastructure must have a useful life of at least 5 years; and
- The project cannot be funded by user fees/enterprise funds.

The project list was refined to remove duplicates, projects that were already fully funded, already in construction, scheduled to be completed by the end of 2023, were not focused on physical infrastructure, did not have a cost estimate over $100,000, did not have a useful life over 5 years, or were funded by user fees/enterprise funds. Infrastructure such as water, sewer, and other utilities must be fully funded by user fees and are not eligible to receive supplemental funding from other sources of revenue.

Of the initial list of projects provided, 98 projects met these eligibility criteria. At the November 15, 2023 Joint City Council Infrastructure Task Force Meeting, the Council requested an

additional 16 projects be added to the list, for a new total of 114 projects at a total cost of $1,363,000,000.

Project Classification

Each project was assigned a classification as backlog or future needs based on the following definitions.

1.1.1.1 Backlog

Backlog projects are associated with existing assets or commitments. They are projects that maintain, repair and rehabilitate, or modernize existing assets to conform with an accepted industry standard or state of good repair. These projects may help the City meet existing local, regional, or state performance targets or mandates.

Examples of backlog projects include (but are not limited to) facility renovations and replacements, roadway safety projects, and drainage improvement projects.

The ranked list of Backlog Projects can be found in **Appendix XX**. The unfunded cost for the 35 projects on the list is estimated at $271 million. Detailed information on the ranking rubric can be found in Section 3 of this report. To implement all projects on the backlog list within 10 years, an annual budget of $27 million per year would be required.

1.1.1.1.1 Annual Backlog

Annual backlog projects are a subset of backlog projects. They address a general category of infrastructure to support existing infrastructure conformance with an accepted industry standard or state of good repair**.** The City sets aside annual funding to address these needs, which are typically incremental or citywide improvements. The precise project locations are generally unknown during the budgeting process.

Examples of annual backlog projects include (but are not limited to) curb ramp improvements to comply with current Americans with Disabilities Act (ADA) standards, storm drain repair, and traffic signal modification.

1.1.1.2 Future Needs

Future needs projects would provide community betterments through new or improved infrastructure. The ranked list of Future Needs Projects can be found in **Appendix XX**. The unfunded cost for the 79 projects on the list is estimated at $1.05 billion. To implement all projects on the future needs list within 10 years, an annual budget of $105 million per year would be required.

2 Project Prioritization Rubric

Rubric Development Process

The ITF considered many factors to develop a rubric that could be consistently used to rank the City's diverse array of infrastructure project needs. They considered the types of information available about each project, the opinions of subject matter experts within City staff, previous planning efforts and policies, and dozens of objective and subjective criteria. The process to develop the rubric is outlined below.

Peer Agency Review

The process began with a peer agency review of score-based ranking systems across the country. This step provided an overview of approaches from other peer agencies regarding the criteria, scoring weights, and the extent to which quantitative and qualitative information was utilized. Each project ranking system resulted in a numerical score based on several individual categories, which allowed for objective ranking of projects after scores were completed.

In general, public health, safety, and state of good repair were consistently assigned high priority and scoring weight among all peer agencies. Other criteria varied across agencies, which underscores the importance of taking local priorities into close consideration to align the project prioritization system with the City's unique challenges and values.

2.1.1 Criteria Selection

With the peer agency review as a starting point, the ITF began reviewing local priorities as outlined in the City of Encinitas Strategic Plan and ultimately selected a set of scoring criteria to align with the City's stated goals and priorities. Each criterion was assigned a maximum score based on the ITF's perception of importance through an iterative refinement process. Scoring guidelines were developed to help clarify the types of projects that would receive a high, medium, or low score for a given criterion. Finally, the proposed rubric was presented to the Encinitas City Council for feedback and approval on November 15, 2023.

The selected criteria, maximum scores, and scoring guidelines were developed to align with the City of Encinitas FY 23/24 Strategic Plan. The goal of the rubric is to create a repeatable and refinable process for the city to identify priority projects in the future. For future project prioritization exercises, the rubric should be evaluated and updated if necessary to align with evolving City priorities.

Criteria Maximum Scores

The maximum scores of each of the five criteria, along with a brief description for the reason of behind them, are as follows:

Criterion 1, **Risk to Health, Safety, and Regulatory or Mandated Requirements,** has a maximum score of 30 points, the highest in the rubric. The ITF members felt that mitigating risk to health and safety is paramount, as is remaining in compliance with legal mandates. Scoring this category highly was supported by the observed trends in peer agency rating systems.

Criterion 2, **Identified Infrastructure Need and Asset Longevity,** has a maximum score of 28 points. This criterion was determined to be a close second to Criterion 1 in terms of importance. This criterion was intended to prioritize projects that keep the City's existing infrastructure in good repair or have been identified as a priority need by City staff subject matter experts.

Criterion 3, **Sustainability, Environmental Conservation, and Resilience,** has a maximum score of 16 points. Given that Encinitas is a coastal beach town, the City values projects that support the natural environment and protect its community, lifestyle, and businesses from natural hazards.

Criterion 4, **Livability and/or Equitable Community Investment**, has a maximum score of 14 points. This criterion supports projects that equitably improve quality of life for residents and creates a welcoming atmosphere for visitors.

Criterion 5, **Consistency with City Priorities,** has a maximum score of 12 points. This criterion is used to determine whether a project addresses local priorities based on the City of Encinitas Strategic Plan.

Prioritization Rubric

The ITF members rated each project with a “high,” “medium,” or “low” score for each criterion based on the project description and supporting information available. Projects given a “high” rating receive all of that criterion’s available points, while a “medium” rating receives half of the available points, and a “low” rating receives zero points. All seven of the ITF members performed the exercise of ranking each project according to the prioritization rubric. The average score was calculated to determine the ultimate project rankings.

Table 1 below shows City of Encinitas Infrastructure Project Prioritization Rubric. See **Appendix XX** for the complete scoring guidelines.

Table 1 - City of Encinitas Infrastructure Project Prioritization Rubric

Criteria	Maximum Score	Scores		
		Low – No Points	Medium – Half Points	High – Full Points
1. Risk to Health, Safety, and Regulatory or Mandated Requirements	**30**	Project does not address existing health/safety issues and is not legally mandated.	Project maintains or improves public health/safety. Project may be deferred without impacting existing health/safety and project is not legally mandated.	Project satisfies one or more of the following statements: • Project provides an essential service or infrastructure to correct, maintain, or improve an existing deficiency that may directly affect health/safety. • Project deferral may impact future risk to health/safety. • Project is legally mandated.
2. Identified Infrastructure Need and Asset Longevity	**28**	Project is not an identified infrastructure need and does not improve longevity or reliability of infrastructure.	Project is an identified infrastructure need in a City planning document but was **not** identified as a priority by a City department **or** maintains assets nearing the end of their useful lives.	Project is identified as a City department priority **or** corrects existing deficiencies to maintain critical functioning of the asset.
3. Sustainability, Environmental Conservation, and Resilience	**16**	Project does not improve sustainability, environmental conservation, or resilience (as defined in the scoring guidance).	Project improves one of the following: sustainability, environmental conservation, or resilience (as defined in the scoring guidance).	Project improves at least two of the following: sustainability, environmental conservation, or resilience (as defined in the scoring guidance).
4. Livability and/or Equitable Community Investment	**14**	Project does not improve livability, community equity, or existing disparities.	Project improves livability **or** equity for underserved communities/users of all ages and abilities by addressing disparities in infrastructure.	Project improves livability **and** equity for underserved communities/users of all ages and abilities by addressing disparities in infrastructure.
5. Consistency with City Priorities	**12**	Project does not address City priorities (as defined in the scoring guidance).	Project addresses one City priority (as defined in the scoring guidance).	Project addresses multiple City priorities (as defined in the scoring guidance).
Total	**100**			

Ranked List of Projects

Based on the average total score for each project, the comprehensive list of projects was ranked with the highest score corresponding with the highest ranking. Each project has an overall ranking, as well as a ranking within its project classification (either backlog or future need).

See **Appendix XX** for the full integrated list of ranked infrastructure projects.

3 Funding Infrastructure Needs

Existing CIP Funding Sources

The existing CIP budget is comprised of the unrestricted General Fund and restricted funding sources such as Special Revenue funds, grants, and other restricted funds as outlined below.

Unrestricted Funds

The General Fund is an unrestricted fund, used to account for revenues which are not required to be accounted for in a separate fund, including: sales tax, property tax, 80% of transient occupancy tax, licenses and permits, fines, and forfeitures. Data on the City's annual budget was provided to the ITF in March 2023. The following information is reflective of the FY 2023/24 budget. General Fund revenues were projected to total $100.3 million in fiscal year (FY) 2023-2024, of which approximately $3.9 million was available for new CIP project implementation.

See **Figure XX** for a breakdown of FY 23/24 General Fund expenditures.

Restricted Funds

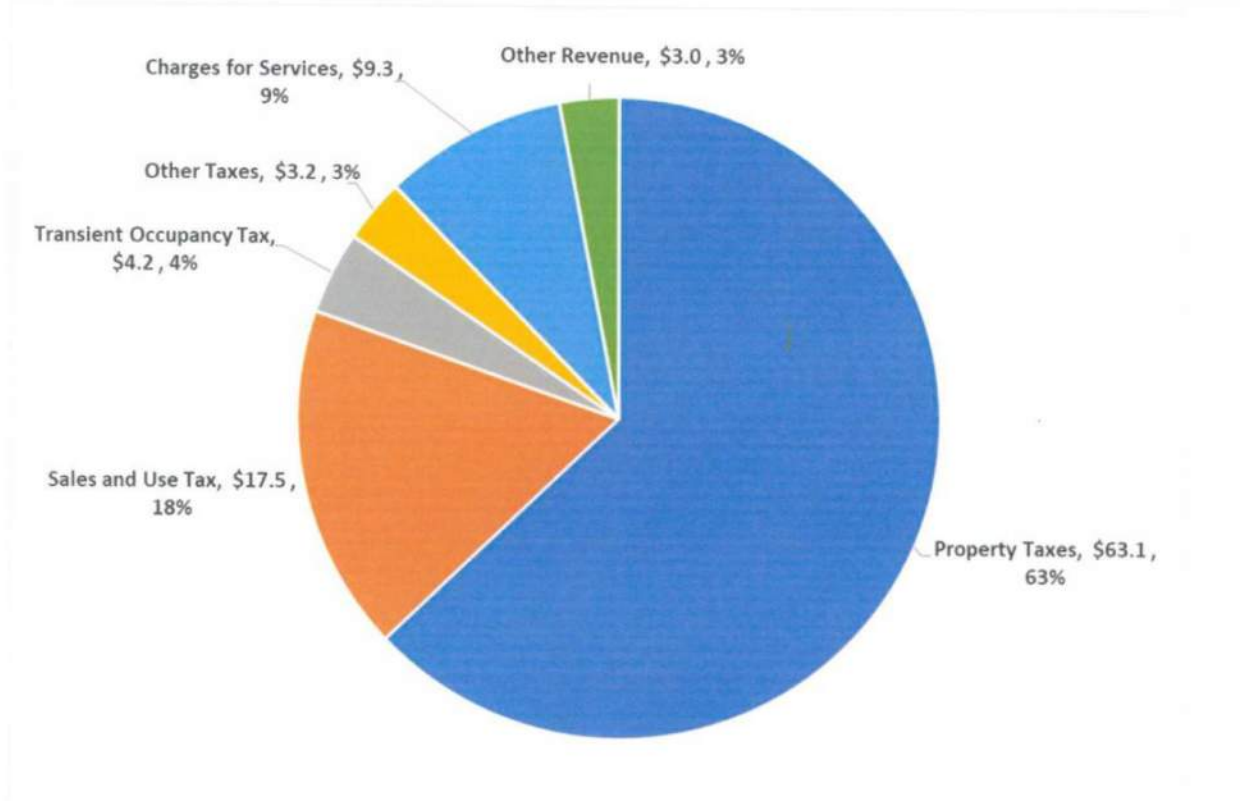
Restricted funds are funds that are set aside for specific purposes.

- Special Revenue
  - Gas Tax/Senate Bill 1 (SB1)
    - reserved for annual paving
  - TransNet: ½ cent sales tax
    - reserved for annual paving
- State Grants (project-specific funds)
  - Department of Transportation
  - Coastal Conservancy
- Federal Grants (project-specific funds)
  - Highway Safety Improvement Program (HSIP)
  - Active Transportation Program (ATP)
  - RAISE Grants
  - Safe Streets & Roads for All (SS4A)
  - Federal Railroad Administration (FRA)
  - Community Development Block Grants (CDBG)
    - Reserved for projects in disadvantaged areas or projects that improve facilities in accordance with the Americans with Disabilities Act (ADA)
- Developer Impact Fees

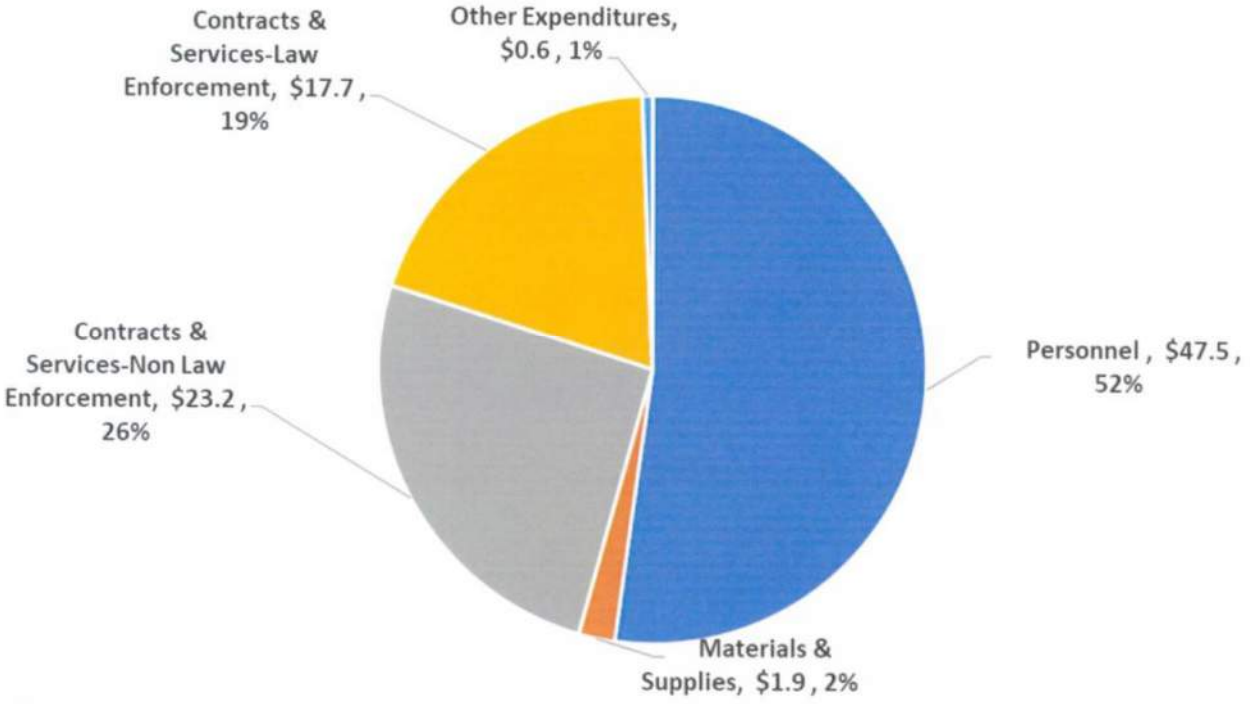
    - Reserved for projects that mitigate development impacts
- Enterprise Funds
    - Reserved for utility projects
- Transient Occupancy Tax (TOT)
    - Encinitas currently has a TOT tax of 10%.
    - 80% of the revenue goes to the General Fund for unrestricted use, and 20% funds sand replenishment and stabilization projects.
    - The TOT tax ranges from 10.5% to 14% in the neighboring cities of Imperial Beach, National City, Solana Beach, Del Mar, and San Diego.
- Facilities Fund
    - Reserved for building maintenance/enhancement

Existing General Fund Revenue Sources and Expenditures

Property taxes are the primary revenue source for the City of Encinitas General Fund. Because the City is already largely developed, property tax revenue is expected to remain relatively steady. FY 23/24 General Fund revenues were projected to total $100.3 million. The graph below shows General Fund revenue by source, in millions of dollars (2023 unescalated dollars).



The graph below shows FY 23/24 budgeted General Fund expenditures by function (in millions of dollars), totaling $90.9 million for FY 2023-2024.

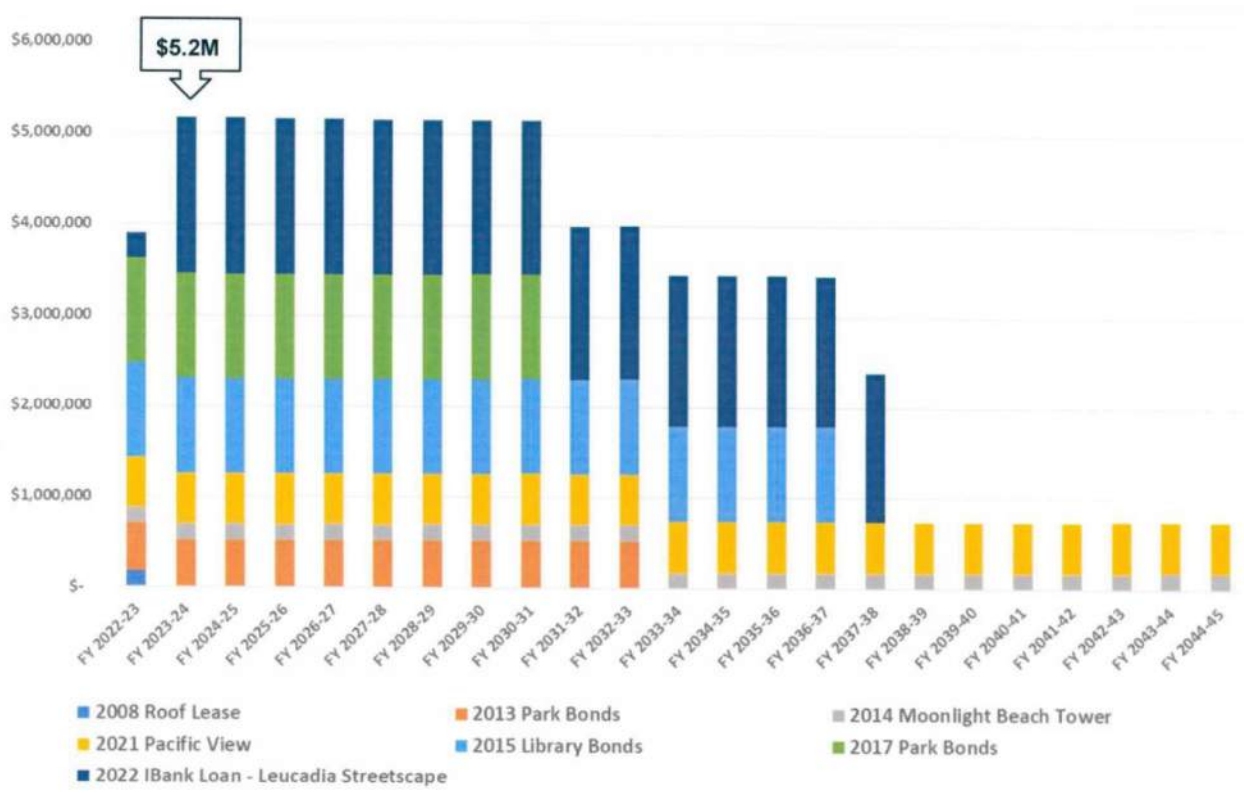


Existing 10-year CIP Revenue Projection

The FY 23/24CIP budget consisted of approximately $8 million. Approximately $4 million per year is funded by HUTA, SB1, and TransNet and is reserved for citywide annual paving projects. The remaining $3.9 million was funded by the General Fund, and available for implementation of other CIP projects.

Bonding and Borrowing Capacity

The graph below showed the FY 23/24 projected payments due on the City's bonds and loans over the FY 2022-2045 timeframe. TO maintain a AAA bond rating, the City cannot take on additional loans or bonds at this time. In the chart below, you can see that in 2031/32 the 2017 Park Bonds will be paid off and there will be some additionally borrowing capacity.


$5.2M
$6,000,000
$5,000,000
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$-
FY 2022-23
FY 2023-24
FY 2024-25
FY 2025-26
FY 2026-27
FY 2027-28
FY 2028-29
FY 2029-30
FY 2030-31
FY 2031-32
FY 2032-33
FY 2033-34
FY 2034-35
FY 2035-36
FY 2036-37
FY 2037-38
FY 2038-39
FY 2039-40
FY 2040-41
FY 2041-42
FY 2042-43
FY 2043-44
FY 2044-45
2008 Roof Lease
2013 Park Bonds
2014 Moonlight Beach Tower
2021 Pacific View
2015 Library Bonds
2017 Park Bonds
2022 IBank Loan - Leucadia Streetscape

Kimley»Horn

Potential Funding Sources

The following matrices summarize categories of new revenue available to a local agency under current law. The ITF received information about each of these funding sources, the potential revenue they could generate, pros and cons and how readily the new revenue could be implemented.

Funding Matrix – Requires 50% Voter Approval

These potential revenue sources require a ballot measure or election and would be successful with a simple majority approval.

	Assessment District (AD)	General Sales Tax Increase	Transient Occupancy Tax (TOT) Increase
Description	Benefit assessment to fund certain public improvements and services	General Local Sales Tax (percentage increase range 0.125%-2%)	TOTs are imposed on rooms or living spaces at hotels, inns, rental houses, homes, motels, or campsites
Authority	Improvement Act of 1911 Municipal Improvement Act of 1913	Laws passed by the State Legislature	Revenue & Taxation Code Sec. 7280
Eligible for Funding	Public services and capital projects	General Services (goes to General Fund)	General Services (goes to General Fund)
Rate and Methodology	Mathematical formula based on how much each property will benefit, if a property benefits it must be assessed	Additional Sales Tax revenue generated by a local increase to the sales tax rate.	In CA, the TOT rate varies by locality, typical ranges from 8% to 15.5% of the room rate
Assessment	Fixed percentage of total district debt assigned to each parcel, requires annual public hearing process	Fixed rate increase on sales of goods and services	The TOT is collected by the lodging establishment, then remitted to the agency
Concerns	Cannot assess for general benefit (defined as benefit to the public at large or benefits that are not property related, for example, through traffic on arterial roadway, traffic signals, protection of life). 5-year limitation on funding capital improvements for streets, roads or highways. Unless narrowly crafted, unable to fund 100% of a program due to general benefits.	Requires ballot measure, costly to campaign for, requires 1/2 registered voter approval	Requires ballot measure, requires 1/2 registered voter approval
Why use this approach?	Can be used in undeveloped areas and/or established areas to fund public infrastructure and services	Can be used for specific or particular purpose, not subject to Prop 13 limitations	Does not typically produce financial hardship on residents. No cap.
Primary steps to complete	1. Public outreach 2. Resolution of Intention 3. Prop 218 ballots mailed to each property owner in the district 4. Public Hearing 5. Adoption of Resolution of Formation 6. Protest Hearing (majority protest, weighted, of ballots returned)	1. Public outreach 2. Proposal filed with Attorney General for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (1/2 majority vote for approval)	1. Public Outreach 2. Proposal filed with Attorney General for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (1/2 majority vote for approval)
Timeframe	Estimate 6 to 12 months	Estimate 18 to 24 months	Estimate 6-12 months
Potential Funding	Requires additional information to determine Sample Encinitas tax rate = 1.09437 Sample Oceanside tax rate = 1.11051	Current Sales Tax = 7.75% 0.5% increase = ~ $7.6 Million 1.0% increase = ~$15.2 Million (Data from ITF Q&A Matrix)	Current TOT = 10% 1% increase = ~$440,000 annually 2% increase = ~$880,000 annually (Data from ITF Q&A Matrix)

Source: Harris & Associates, 2023.

Funding Matrix – Requires 2/3 Voter Approval

These three potential revenue sources require a ballot measure or election and would be successful with 2/3 majority approval.

	Special District	Community Facilities District (CFD)	Public Bond Measure Financing
Description	Parcel tax for a specific purpose	Special tax district to fund public improvements and services	Long-term borrowing that governments frequently use to raise money
Authority	Laws passed by the State Legislature, Principal Acts	Mello-Roos Community Facilities Act of 1982 (Government Code Section 53311 et. seq.)	Laws passed by the State Legislature
Eligible for Funding	Specific or particular purpose only	Public services and capital projects, including maintenance	Primarily used for long-lived infrastructure assets, Bond will identify eligible projects
Rate and Methodology	Apportioned out to each parcel within the special district	Not subject to strict principles of benefit assessment, tax formula must be reasonable, allows for defined tax exemptions	Bond amount is set - duration of loan established (~ 30 years) and repaid by taxable property within the jurisdiction over length of the bond
Assessment	Fixed rate per property parcel based on either square footage or flat charge for a specified length of time	Maximum Annual Special Tax Rate, may run in perpetuity	Payback of loan is dispersed through collection of taxes
Concerns	Requires ballot measure, costly, requires 2/3 registered voter approval	Higher taxes. Can be complex to administer when funding public improvements through bonding, requires 2/3 registered voter approval If less than 12 registered voters, may be a landowner vote, requires 2/3 of all acreage within district boundary in favor for approval	Requires ballot measure, costly, requires 2/3 registered voter approval
Why use this approach?	Can be used for specific or particular purpose, not subject to Prop 13 limitations	Broadest range of eligible funding, may fund 100% of costs, allows for expedited future annexations – best used in developing areas	Can be used for specific or particular purpose, not subject to Prop 13 limitations
Primary steps to complete	1. Public outreach 2. Proposal filed with Attorney General for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (2/3 supermajority vote for approval)	1. Public outreach 2. Initiation of CFD 3. Adoption of Local Goals and Policies, Proposal of Resolution of Intention 4. Public Hearing, Adoption of Resolution of Formation 5. Election (2/3 supermajority vote when >12 voters)	1. Public outreach 2. Proposal filed with Attorney General for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (2/3 supermajority vote for approval)
Timeframe	Estimate 12 to 24 months	Estimate 9 to 12 months	Estimate 18 to 24 months
Potential Funding	Requires additional information to determine Sample Range: $9/parcel to $1500/parcel County Public Road District (PRD)	Requires additional information to determine Sample Range: Encinitas Ranch = $541/parcel to $2,770/parcel	Varies – No limit Currently maxed out on bond capacity until 2031/32

Source: Harris & Associates, 2023.

4 Funding Matrix – Requires Studies and Fee Calculations

These potential revenue sources require Engineering studies to determine fees. New Development Impact Fees can be assessed after a public hearing and City Council adoption. Transportation Utility Fees require a ballot measure and 2/3 majority approval.

	Development Impact Fee Update / Additional DIFs	Transportation Utility Fee
Description	One-time charges applied to new developments for facilities	Fee to fund transportation services.
Authority	Assembly Bill 1600 (Mitigation Fee Act)	Laws passed by the State Legislature
Eligible for Funding	Capital Costs for new improvements only	In CA, TUFs can only be levied as a fee for a service—i.e., to fund transit service. It cannot be linked to larger health and safety purposes
Rate & Methodology	Fair share based on a rational nexus test	Typically assess the fee using a per trip methodology
Assessment	One-time fee on new development to mitigate impacts	TUF is usually paid monthly as part of the utility bill or along with the property tax payments
Concerns	Cannot fund existing deficiencies, ongoing maintenance, or salaries	CA cities have not implemented TUFs yet – may have liability issues or face extreme backlash
Why use this?	Tried and true method of funding new development's share of capital facility costs. Does not impact property taxes	Jurisdictions have typically tried to levy TUF as a fee rather than as a tax to avoid voting
Primary Steps to Complete	1. Public outreach 2. Public Hearing 3. Adoption of ordinance & resolution	1. Identify Fee Type (Fee, Special Fee, Assessment, general tax, or special tax) 2. TUF as a special tax is likely the most defensible option legally. 3. (See Special District Parcel Tax)
Timeframe	Estimate 4 to 5 months	Estimate 18 to 24 months
Potential Funding	Varies – depends on new development and fee update FY 22/23 Traffic Fees were $276K 20% Traffic Fee increase = +$56K FY 22/23 Flood Control was $81K 20% Flood Control Fee increase = +$16K	Varies

Source: Harris & Associates, 2023.

Funding Matrix – Requires Special Conditions/Agreements

Specific information about each of these four potential revenue sources is shown in the table below.

	Enhanced Infrastructure Financing District (EIFDs)	Private Loans/Borrowing	Public Private Partnerships	Grants
Description	Special financing district to earmark existing revenue to finance projects within the EIFD	Private loans (private placements) /borrowing from accredited banking institutions	Collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects	Funding awarded by an entity for a particular purpose
Authority	Laws passed by the State Legislature	General Police Power (California Constitution Article XI, Section 7)	City and Private Entity	Grantee organization
Eligible for Funding	Public infrastructure projects, infrastructure maintenance, affordable housing development, economic development, etc.	Generally, anything the entity would like to spend funds on, as long as they can pay back the loan to bank	Depends on partnership agreement terms, common projects: public transportation networks, parks, and convention centers	Depends on grant terms
Rate and Methodology	Increment increase in property tax is diverted into a separate pool of money, which can be used to pay for improvements or pay back bonds	Lump Sum	Could be lump sum, earmarked for specific use, matching funds, reimbursement	Could be lump sum, earmarked for specific use, matching funds, reimbursement
Assessment	Tax increment over the base amount; uses the growth from existing tax revenues	Likely general fund will pay back loan	Varies	Grantee may require phased delivery of funds
Concerns	Cumbersome administrative process and increase public engagement requirements; need to form Public Financing Authority for oversight	Financial Risk – Poor terms (higher interest rates), potential for accelerated/immediate repayments	Few big businesses within City Limits that would be viable partners	Unpredictable, Competitive pool of applicants, many grants are for lower income communities
Why use this approach?	No voter requirement for formation or bond issuance (Assembly Bill 116 - 2019)	Lower issuance costs, fewer disclosure requirements	Often times free money	Often times free money
Primary steps to complete	1. Form team 2. Evaluate EIFD feasibility 3. Conduct outreach 4. Initiate formal process 5. Prepare Infrastructure Financing Plan 6. Pre-adoption / Public Hearings 7. Approval and Formation	1. Request private placement terms from multiple accredited banking institutions 2. Identify which has best terms for City's interest 3. Execute agreement between bank and City	1. Coordinate with Economic Development Team 2. Identify viable private partnership opportunities 3. Secure agreement	1. Identify grant opportunities 2. Submit grant application (typically involves heavy staff involvement)
Timeframe	Estimate 12-18 months	Estimate 3-6 months	Varies	Varies
Potential Funding	Dependent upon tax revenue growth	Varies. City is currently maxed out on loan capacity until 2031/32	Varies	Varies

Source: Harris & Associates, 2023.

5 ITF Final Recommendations

Funding Recommendations

The City's existing revenue is insufficient to fund its identified infrastructure backlog and needs over the next ten years. This section explains the ITF's recommendations for potential new sources of funding and financing that could be implemented individually or collectively to fund infrastructure projects. Although the scope of this task force was limited to finding new revenue sources, the ITF also recommends that the City assess whether identifying efficiencies in the existing City budget could increase funding available to the CIP.

The ITF reviewed the City's bond/loan capacity, amount of potential revenue generated and likelihood of successful implementation to evaluate the fifteen funding mechanisms presented, The following recommendations are based on ITF deliberations made after data presented by Harris & Associates, True North Research, and TeamCivX.

One Percent General Sales Tax Increase

The most significant and achievable option available to the City to generate new revenue is implementation of a one percent (or one cent) sales tax increase. Nine other cities in San Diego County have previously approved a local sales tax increase. The City of Encinitas has not. A one-cent sales tax increase would bring the City's existing 7.75% sales tax to 8.75%, equal to the sales tax rate of nearby communities like Del Mar, Solana Beach, Chula Vista, Imperial Beach, and National City.

A sales tax increase requires a majority approval of registered voters on a general ballot measure. If approved by voters, a one percent sales tax increase would generate $15.2M in new annual revenue, and $152M over the 10-year CIP cycle. Putting forward a ballot measure gives residents the choice to vote for or against new funding that could be used to fund infrastructure improvements.

In November 2023, the City contracted with True North Research and TeamCivX to conduct a citywide survey of residents to gauge public support for a potential 10-year, one-cent general sales tax increase for infrastructure improvements. Polling results were presented to the ITF on January 22, 2024 and indicated that local voters who are likely to participate in the upcoming November 2024 election cycle would support funding the City's infrastructure needs with a one-cent general sales tax increase. See **Appendix XX** for the full polling survey results.

The polling results were well above the simple majority required for passage of the general tax, even after the respondents were presented with potential opposition arguments, with 58% of respondents indicating they would probably or definitely vote yes on the one-cent sales tax increase. These findings indicate that voter approval of the sales tax increase appears feasible if put forth on the November 2024 ballot. Therefore, the ITF recommends that City Council consider presenting residents with the choice in the upcoming election cycle to vote for or against a 10-year, one-cent sales tax increase.

Two Percent TOT Increase

An additional mechanism to generate new revenue is to increase the Transient Occupancy Tax (TOT). The City has not increased its TOT since 1998, over 25 years ago. The City's existing

10% TOT is 2% lower than the neighboring cities of Del Mar and San Diego, and 4% lower than Imperial Beach and National City. A 2% TOT increase would generate an additional $880,000 in revenue per year and would bring Encinitas into alignment with some neighboring cities' TOT percentages. Therefore, the ITF recommends that City Council consider a future action to present residents with the choice to vote for or against a two percent TOT increase.

To reduce voter confusion, the polling consultant recommended to put forth only one tax initiative per election. Due to the smaller increase in yearly funding the TOT increase would yield compared to the sales tax increase, the ITF recommends that the Council consider putting forth the sales tax measure first and that the City conduct a polling survey to gauge public support for a future TOT increase, possibly in the 2026 election cycle.

Grants

The ITF recommends increasing efforts to investigate opportunities for state and federal grants for any eligible project on the projects list, regardless of their rank on the prioritized list. Many of the City's desired projects could be eligible for grant programs.

Due to the City's demographic composition and absence of census tracts that meet state and federal metrics for disadvantaged and low-income communities, the ITF recommends prioritizing grant applications for existing programs like the Highway Safety Improvement Program (HSIP), the Active Transportation Program (ATP), and the Bridge Investment Program (BIP), where Encinitas may see a greater chance of success.

Grant applications can increase their chances of success by committing a larger share of local funding to the project. A possible funding approach could include setting aside a dedicated portion of the new revenue to commit a strong match (20% or more) for eligible projects while the sales tax increase is in effect. By strengthening the grant applications and maximizing the chances of success, the taxpayer dollar can go even further.

Include text here about a grant writer?

Public-Private Partnership Financing

Public Private Partnerships (P3) are increasingly popular as an alternative means to finance municipal infrastructure. A successfully structured P3 could help the City leverage and maximize new sources of revenue for larger capital projects like a new civic center or public safety facilities.

The ITF recommends the City Council procure P3 consulting services to determine which, if any, city infrastructure projects would be attractive to the P3 marketplace, including but not limited to:

- Private building development on leased public property with leaseback options to City for all or a portion of the developed facility (such as City Hall). Agreements could require that all maintenance be performed by the private development entity.
- Private facilities on public lands.
- Public use of EV charging stations on city-owned lots.
- Communications fiber in unused or underutilized City conduits.
- Private capital construction of solar photovoltaics on City property. Note, this may be less attractive with new public utility commission rules implemented in April 2023.
- Microtransit, such as neighborhood electric vehicles.

- Railroad track safety partnerships with NCTD for pedestrian and bicycle crossings

Future CIP Budget Projection

If voters approve a one percent sales tax increase in November 2024 and a two percent TOT increase in 2026, the existing $3.9 million CIP budget is estimated to increase by $16.2 million per year. Excluding the existing HUTA/SB1/TransNet funds that are set aside for citywide paving, the future 10-year CIP budget projection is estimated to be $199,640,000. When combined with the $4 million annual HUTA/SB1/TransNet funds, the projected 10-year CIP budget is estimated to be $241 million.

Project Implementation Recommendation

The ITF recommends that Council allocate the majority of the new revenue to address backlog projects to keep the existing infrastructure in good repair, while also implementing some of the high priority future need projects.

Appendix XX contains a variety of possible approaches to the 10-year funding plan. These include:

- Funding all backlog projects in order of rank, before funding any future need projects
    - Due to the high volume of backlog projects, this approach would not fund any future need projects.
- Dedicating 80% of the CIP budget to backlog projects and 20% to future need projects, in order of rank.

Funding all annual backlog projects, the top 3 future need projects, and devoting the remaining 65% of the budget to backlog projects.Staffing Recommendations

Assuming the sales tax increase is approved by voters and is fully allocated to the CIP budget, the City could have more than double the current volume of capital improvements to execute over the next 10 years. The ITF recommends that the City develop a staffing plan to implement the influx of new capital projects in a timely manner. The staffing plan should consider all phases of the project, from securing grant funding, planning, design, construction, operations, and maintenance.

The staffing plan would depend on the types of projects that are funded and the associated resources they require. For example, the plan could include hiring expert grant writing staff or consultant support to increase the success rate. If a new fire station is constructed, new fire personnel will be needed to staff the facility. If the size of the CIP budget is doubled, new engineers and support staff will be needed to execute capital projects in a timely manner. If new assets are built, additional maintenance staff may be needed once the assets are operational. In addition to hiring new staff, the ITF recommends that the City consider any necessary adjustments to how projects are assigned to staff to keep the increased volume of projects moving forward.

Infrastructure Project Ranking Recommendations

During the process of developing the rubric and considering aspects of each project, the ITF noted some opportunities to support a fair, objective, data-driven comparison of projects.

- Periodically perform the project ranking exercise and revise the scoring rubric.
    - The ITF recommends that City staff rank all projects on a yearly basis to ensure that projects that are funded in the annual update to the CIP are consistent with City priorities.
    - Revise the scoring rubric and guidelines at least every five years, or if there are significant changes to the City priorities stated in the Strategic Plan.
- Provide City departments with guidelines on identifying priority projects.
    - Provide a maximum number of projects or a percentage of the total number of projects each department is allowed to identify as a Department priority.
    - Provide a rubric for departments to consider which projects best fit the City's stated priorities
    - Consider eliminating the City Department priority aspect of the rubric and allow each department to create its own rubric scoring guidelines specific to the project types in that department.
- Collect quantitative data about each project, such as:
    - Asset management program output;
    - Polling data on which types of projects have the most public support;
    - Geographic Information Systems (GIS) demographics information (such as housing density, income, seniors, schools);
    - GIS information to quantify the distribution of infrastructure funding throughout the City districts; and
    - Tie safety improvement factors to project features.
- Add more qualitative information, such as:
    - More complete project descriptions
        - Explain the need for the project, what issues the project will address, what risks the project may mitigate, possible consequences of project deferral;
        - Provide more context for risk to public health and safety on all project types, not just mobility projects.
        - Provide more context for how projects are tied to compliance with legal requirements.
    - Public support data, provided by a polling specialist.
- Add recommended reference documents to use during the ranking process.
    - Documents could include the Strategic Plan, ATP, MAP, CAP, Cross Connect, LRSP, and City department presentations.
- Determine an income threshold or demographic characteristics that defines "underserved communities," as there were no census tracts classified as Low Income Communities or Disadvantaged Communities within the City of Encinitas in the 20XX census.

6 Glossary

Annual Backlog: Ongoing projects that address a general category of infrastructure as needed to support existing infrastructure conformance with an accepted industry standard or state of good repair**.**

Asset Longevity: How long an asset can reasonably be expected to be used for the benefit of the City. Projects that extend asset longevity include repairs and preventative maintenance, such as resurfacing roadways or fixing a leaky roof.

Backlog: Backlog projects are associated with existing assets or commitments. Projects that maintain, repair and rehabilitate, or modernize existing assets to conform with an accepted industry standard or state of good repair. Projects that would help the City meet existing local, regional, or state performance targets.

City Department Priority: Project was identified as a priority by a City department. It is assumed that the City departments applied their subject matter expertise, local knowledge, and good faith judgment to identify priority projects.

Critical Function: A function that is necessary to effectively utilize an infrastructure asset. Failure to maintain critical function would prevent the asset from being effectively utilized.

Future Need: Projects that would provide community betterments through new infrastructure.

Identified Infrastructure Need: Project was identified in a City planning document or City budget.

Infrastructure: Physical improvements, assets, and facilities under the jurisdiction of the City of Encinitas

- Excluding projects under $100,000 or useful life under 5 years
- Excluding projects that are funded purely by user fees/enterprise funds (all utility projects)

City of Encinitas Infrastructure Task Force
FINAL REPORT

DRAFT February 2024

Style Definition: TOC 1

Commented [lc1]: Please spend some time figuring out the appendices and reference them in order. Is Backlog and Future in separate appendices? Is there a master list of all projects ranked that should go before any separate backlog/future appendix? And there's a polling appendix, correct? Lastly, should the final list be shown in the table of contents? could we run thru these at our Feb 20 meeting?

Kimley»Horn

Kimley»Horn

Table of Contents

Kimley»Horn

Kimley»Horn

Kimley»Horn

City of Encinitas Infrastructure Task Force Project Prioritization & ~~Financing~~ Funding Plan

1. Introduction

Formation of the Infrastructure Task Force

At the November 16, 2022, City Council meeting, the Council approved the formation of the Infrastructure Task Force Committee (ITF) to address the gap between Capital Improvement Program (CIP) needs and estimated funding available over the next 10 years. Staff created an application for community member participation and performed community outreach to ensure a diverse mix of applicants.

At the January 25, 2023 City Council meeting, the Council appointed seven applicants to serve on the ITF. The appointees comprise members of the community from a variety of backgrounds, with interest and expertise in Capital Infrastructure Projects. This group advises and works with the City Engineer and City staff to meet the objectives of the Task Force.

The establishment of the ITF reflects the goals of the Organizational Effectiveness & Efficiency Focus Area of the Strategic Plan through the allocation of resources and appropriate staff levels.

CIP Background

A capital project represents any project that is over $100,000 and has a useful life of five years or more. Examples include roads and sidewalks, trails, buffered bike lanes, and civic buildings such as the library, marine safety center, city hall, and fire stations. All of these affect the quality of life in Encinitas. The city is tasked with upgrading older infrastructure and ensuring that adequate new infrastructure is added where needed.

The City typically adopts a six-year CIP funded by a combination of the General Fund and multiple restricted funding sources. Unlike the City's operating budget, capital projects have assigned budget amounts that are not tied to a single fiscal year as some projects may take several years of funding to complete.

The City has routinely transferred General Fund dollars to supplement the CIP to address and fund critical infrastructure needs in the City. Unfortunately, as is true for most cities across the nation, the amount available each year is insufficient to cover the costs of new infrastructure projects and updates to older, failing infrastructure (roads, bridges, facilities, etc.). The Council identified Council Members Mosca and Lyndes to serve on a subcommittee tasked with outlining a meeting structure for a Task Force to address the gap between CIP needs and estimated funding available over the next 10 years.

ITF Purpose

The purpose of the ITF is to develop a systematic method to quantify the City's infrastructure backlog and future needs, rank infrastructure projects according to a consistent set of scoring criteria that reflects the values of the City of Encinitas, and explore potential new revenue

sources. The infrastructure ranking system will help inform funding and staff resource allocation decisions to align with the infrastructure projects that best match City priorities.

ITF Mission and Goals

The Council Subcommittee identified a draft mission and overarching goals for the ITF:

1. Identify the City's capital improvement backlog and future needs for the 2025 to 2035 timeframe.
2. Define criteria and clarify processes for identifying and prioritizing future city CIP needs, projects, and funding opportunities.
3. Ensure that the CIP program and prioritization is linked to the City's policies and planning priorities.
4. Ensure transparency in communications about infrastructure needs, challenges, and the work of the ITF.
5. Make recommendations regarding funding the City's infrastructure backlog at the conclusion of the task force work.

ITF Scope of Work

The ITF has determined six key action items which encompass the scope of work required to fulfill its purpose:

1. Identify the City's infrastructure backlog and future needs.
2. Develop a project scoring rubric that reflects the City's values and priorities.
3. Estimate total cost of the infrastructure backlog including likely escalation in City project construction estimates and budgets, as well as increases in the cost of labor, equipment, and materials due to continuing price changes over time.
4. Estimate cost of a ten-year infrastructure future forecast (beyond the backlog) including likely escalation in City project construction estimates and budgets, as well as increases in the cost of labor, equipment, and materials due to continuing price changes over time.
5. Make recommendations that address funding the infrastructure backlog and 10-year future forecast at the conclusion of the ITF meetings in early 2024 considering:
    a. Public/private development partners.
    b. Public agency partners (State, Federal, Regional grant funding).
    ~~b. Potential sources of new General Fund revenue.~~
    c. Potential financing measures.
    d. Optimizing and leveraging existing city and partner investments for matching funds, and/or
    e. Other funding mechanism (assessment districts, new General Funds, etc.).
6. Determine if the City's infrastructure needs can be effectively implemented given current staff resources.

Purpose of this Document

The purpose of this document is to provide a summary of the task force's findings, including infrastructure needs and the ranking framework for City infrastructure projects, and to provide ITF's recommendations for City Council on planning, staffing, and funding decisions.

Commented [lc3]: I had previously suggested a paragraph addressing this, could that or something similar be added?

Commented [ca4R3]: What section would this fit in? Do you envision this would essentially be a description of the Brown Act?

Commented [lc5]: have we adequately addressed escalation?

Commented [ca6R5]: We need to discuss this. Originally we were going to address escalation after the projects were chosen for funding. Now that we know the ITF will not be choosing the specific projects and the phasing is also not up to this group, we question the value of going through this effort.

Perhaps a general escalation in revenue based on CPI and a general escalation based on construction cost increases would be appropriate/relevant.

Commented [ca7]: Are we able to edit the scope of work? This was established by Council.

Commented [rp8]: change district to districts

The process to develop the scoring rubric, project rankings, and recommended funding sources is intended to be repeated and revised periodically to reflect evolving City priorities, needs, and initiatives. This document summarizes recommended modifications for future prioritization exercises based on the ITF committee members' experience with the initial process.

1 Infrastructure Backlog and Future Needs

Projects List Development Methodology

In the spring and summer of 2023, the Infrastructure Task Force received a list of projects from each of the following groups:

- Engineering Department, Traffic Division
- Engineering Department, Capital Improvements Division
- Development Services Department, Climate Action Division
- Development Services Department, Coastal Management Division
- Public Safety Department, Fire and Marine Safety Divisions
- Parks, Recreation, and Cultural Arts Department
- Public Works Department
- Information and Technology Department
- Utilities Department

The ITF also reviewed projects that were included in City planning documents such as the Modal Alternatives Project (MAP), the City of Encinitas Active Transportation Plan (ATP), the Climate Action Plan (CAP), the Capital Improvement Program (CIP), the Cross-Connect Implementation Plan, or any Department work plans.

The ITF project list includes a description of each project, the department and division it is associated with, the source that identified the project (such as planning documents, presentations, or City Council feedback), estimated recurring and non-recurring costs, total estimated cost during the 10-year program, whether the City department had identified it as a priority (see Glossary: "City Department Priority"), and whether it was on a corridor with demonstrated safety concerns as identified in the Local Road Safety Plan (LRSP).

Eligible Projects

In total, over 300 projects were presented to the ITF. To be eligible for inclusion in the 10-year CIP, projects must meet the following requirements:

- The project must focus on physical infrastructure;
- The project must have a cost estimate over $100,000;
- The asset or infrastructure must have a useful life of at least 5 years; and
- The project cannot be funded by user fees/enterprise funds.

The project list was refined to remove duplicates, projects that were already fully funded, already in construction, scheduled to be completed by the end of 2023, were not focused on physical infrastructure, did not have a cost estimate over $100,000, did not have a useful life over 5 years, or were funded by user fees/enterprise funds. Infrastructure such as water, sewer, and other utilities must be fully funded by user fees and are not eligible to receive supplemental funding from other sources of revenue.

Commented [rp9]: Remove period from the sentence ending in funds. two periods are there now.

Of the initial list of projects provided, 98 projects met these eligibility criteria. At the November 15, 2023 Joint City Council Infrastructure Task Force Meeting, the Council requested an additional 16 projects be added to the list, for a new total of 114 projects at a total cost of $1,363,000,000.

Project Classification

Each project was assigned a classification as backlog or future needs based on the following definitions.

1.1.1.1 Backlog

Backlog projects are associated with existing assets or commitments. They are projects that maintain, repair and rehabilitate, or modernize existing assets to conform with an accepted industry standard or state of good repair. These projects may help the City meet existing local, regional, or state performance targets or mandates.

Commented [rp10]: suggest adding the words 'or mandates'

Examples of backlog projects include (but are not limited to) facility renovations and replacements, roadway safety projects, and drainage improvement projects.

The ranked list of Backlog Projects can be found in **Appendix XX**. The unfunded cost for the 35 projects on the list is estimated at $271 million. Detailed information on the ranking rubric can be found in Section 3 of this report. To implement all projects on the backlog list within 10 years, an annual budget of $27 million per year would be required.

1.1.1.1.1 Annual Backlog

Annual backlog projects are a subset of backlog projects. They address a general category of infrastructure to support existing infrastructure conformance with an accepted industry standard or state of good repair**.** The City sets aside annual funding to address these needs, which are typically incremental or citywide improvements. The precise project locations are generally unknown during the budgeting process.

Examples of annual backlog projects include (but are not limited to) curb ramp improvements to comply with current Americans with Disabilities Act (ADA) standards, storm drain repair, and traffic signal modification.

1.1.1.2 Future Needs

Future needs projects would provide community betterments through new or improved infrastructure. The ranked list of Future Needs Projects can be found in **Appendix XX**. The unfunded cost for the 79 projects on the list is estimated at $1.05 billion. To implement all projects on the future needs list within 10 years, an annual budget of $105 million per year would be required.

2 Project Prioritization Rubric

Rubric Development Process

The ITF considered many factors to develop a rubric that could be consistently used to rank the City's diverse array of infrastructure project needs. They considered the types of information available about each project, the opinions of subject matter experts within City staff, previous

planning efforts and policies, and dozens of objective and subjective criteria. The process to develop the rubric is outlined below.

Peer Agency Review

The process began with a peer agency review of score-based ranking systems across the country. This step provided an overview of approaches from other peer agencies regarding the criteria, scoring weights, and the extent to which quantitative and qualitative information was utilized. Each project ranking system resulted in a numerical score based on several individual categories, which allowed for objective ranking of projects after scores were completed.

In general, public health, safety, and state of good repair were consistently assigned high priority and scoring weight among all peer agencies. Other criteria varied across agencies, which underscores the importance of taking local priorities into close consideration to align the project prioritization system with the City's unique challenges and values.

2.1.1 Criteria Selection

With the peer agency review as a starting point, the ITF began reviewing local priorities as outlined in the City of Encinitas Strategic Plan and ultimately selected a set of scoring criteria to align with the City's stated goals and priorities. Each criterion was assigned a maximum score based on the ITF's perception of importance through an iterative refinement process. Scoring guidelines were developed to help clarify the types of projects that would receive a high, medium, or low score for a given criterion. Finally, the proposed rubric was presented to the Encinitas City Council for feedback and approval on November 15, 2023.

Formatted: Not Highlight

The selected criteria, maximum scores, and scoring guidelines were developed to align with the City of Encinitas FY 23/24 Strategic Plan. The goal of the rubric is to create a repeatable and refinable process for the city to identify priority projects in the future. For future project prioritization exercises, the rubric should be evaluated and updated if necessary to align with evolving City priorities.

Criteria Maximum Scores

The maximum scores of each of the five criteria, along with a brief description for the reason of behind them, are as follows:

Criterion 1, **Risk to Health, Safety, and Regulatory or Mandated Requirements,** has a maximum score of 30 points, the highest in the rubric. The ITF members felt that mitigating risk to health and safety is paramount, as is remaining in compliance with legal mandates. Scoring this category highly was supported by the observed trends in peer agency rating systems.

Criterion 2, **Identified Infrastructure Need and Asset Longevity,** has a maximum score of 28 points. This criterion was determined to be a close second to Criterion 1 in terms of importance.

This criterion was intended to prioritize projects that keep the City's existing infrastructure in good repair or have been identified as a priority need by City staff subject matter experts.

Criterion 3, **Sustainability, Environmental Conservation, and Resilience,** has a maximum score of 16 points. Given that Encinitas is a coastal beach town, the City values projects that support the natural environment and protect its community, lifestyle, and businesses from natural hazards.

Criterion 4, **Livability and/or Equitable Community Investment**, has a maximum score of 14 points. This criterion supports projects that equitably improve quality of life for residents and creates a welcoming atmosphere for visitors.

Criterion 5, **Consistency with City Priorities,** has a maximum score of 12 points. This criterion is used to determine whether a project addresses local priorities based on the City of Encinitas Strategic Plan.

Prioritization Rubric

The ITF members rated each project with a "high," "medium," or "low" score for each criterion based on the project description and supporting information available. Projects given a "high" rating receive all of that criterion's available points, while a "medium" rating receives half of the available points, and a "low" rating receives zero points. All seven of the ITF members performed the exercise of ranking each project according to the prioritization rubric. The average score was calculated to determine the ultimate project rankings.

Table 1 below shows City of Encinitas Infrastructure Project Prioritization Rubric. See **Appendix XX** for the complete scoring guidelines.

Commented [lc11]: Shouldn't this be Appendix C?

Commented [ca12R11]: Appendices will be re-labeled when they have been finalized.

Table 1 - City of Encinitas Infrastructure Project Prioritization Rubric

Criteria	Maximum Score	Scores		
		Low – No Points	Medium – Half Points	High – Full Points
1. Risk to Health, Safety, and Regulatory or Mandated Requirements	**30**	Project does not address existing health/safety issues and is not legally mandated.	Project maintains or improves public health/safety. Project may be deferred without impacting existing health/safety and project is not legally mandated.	Project satisfies one or more of the following statements: • Project provides an essential service infrastructure to correct, maintain, or improve an existing deficiency that may directly affect health/safety. • Project deferral may impact future risk to health/safety. • Project is legally mandated.
2. Identified Infrastructure Need and Asset Longevity	**28**	Project is not an identified infrastructure need and does not improve longevity or reliability of infrastructure.	Project is an identified infrastructure need in a City planning document but was **not** identified as a priority by a City department **or** maintains assets nearing the end of their useful lives.	Project is identified as a City department priority **or** corrects existing deficiencies to maintain critical functioning of the asset.
3. Sustainability, Environmental Conservation, and Resilience	**16**	Project does not improve sustainability, environmental conservation, or resilience (as defined in the scoring guidance).	Project improves one of the following: sustainability, environmental conservation, or resilience (as defined in the scoring guidance).	Project improves at least two of the following: sustainability, environmental conservation, or resilience (as defined in the scoring guidance).
4. Livability and/or Equitable Community Investment	**14**	Project does not improve livability, community equity, or existing disparities.	Project improves livability **or** equity for underserved communities/users of all ages and abilities by addressing disparities in infrastructure.	Project improves livability **and** equity for underserved communities/users of all ages and abilities by addressing disparities in infrastructure.
5. Consistency with City Priorities	**12**	Project does not address City priorities (as defined in the scoring guidance).	Project addresses one City priority (as defined in the scoring guidance).	Project addresses multiple City priorities (as defined in the scoring guidance).
Total	**100**			

Commented [JC13]: Discuss in ITF meeting if we should reformat all the "and/or/but" statements like this.

Kimley»Horn

Ranked List of Projects

Based on the average total score for each project, the comprehensive list of projects was ranked with the highest score corresponding with the highest ranking. Each project has an overall ranking, as well as a ranking within its project classification (either backlog or future need).

See **Appendix XX** for the full integrated list of ranked infrastructure projects.

Commented [lc14]: What project lists are we including in the report and then referencing the full list in the appendix?

Commented [ca15R14]: Discuss this in the meeting.

Commented [ni16]: Include Project Description column in project lists in Appendices?

3 Funding Infrastructure Needs

Existing CIP Funding Sources

The existing CIP budget is comprised of the unrestricted General Fund and restricted funding sources such as Special Revenue funds, grants, and other restricted funds as outlined below.

Unrestricted Funds

The General Fund is an unrestricted fund, used to account for revenues which are not required to be accounted for in a separate fund, including: sales tax, property tax, 80% of transient occupancy tax, licenses and permits, fines, and forfeitures. Data on the City's annual budget was provided to the ITF in March 2023. The following information is reflective of the FY 2023/24 budget. General Fund revenues were projected to total $100.3 million in fiscal year (FY) 2023-2024, of which approximately $3.9 million was available for new CIP project implementation.

See **Figure XX** for a breakdown of FY 23/24 General Fund expenditures.

Commented [ni17]: I made a comment in the previous draft about removing the word "contain" to clarify whether this amount is budgeted expenditure, revenue, or something else. Based on section 4.1.3, I'm guessing it's projected revenue, but please re-edit if that's not correct.

Commented [ca18R17]: Need clarification from Jill on this. My understanding is that it is budgeted expenditure. Last round, I changed all references of "revenue" to "budget" in this paragraph.

Restricted Funds

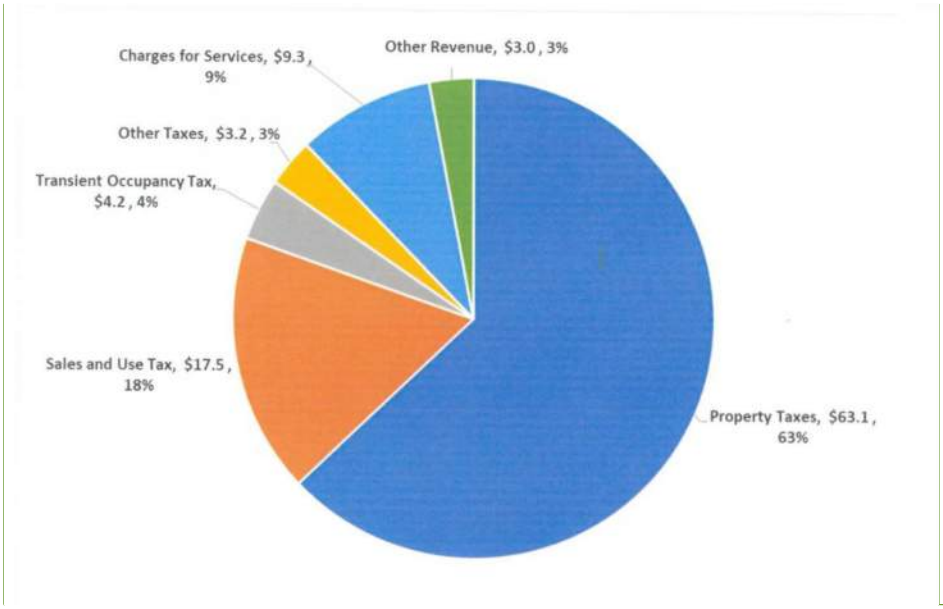
Restricted funds are funds that are set aside for specific purposes.

- Special Revenue
  - Gas Tax/Senate Bill 1 (SB1)
    - reserved for annual paving
  - TransNet: ½ cent sales tax
    - reserved for annual paving
- State Grants (project-specific funds)
  - Department of Transportation
  - Coastal Conservancy
- Federal Grants (project-specific funds)
  - Highway Safety Improvement Program (HSIP)
  - Active Transportation Program (ATP)
  - RAISE Grants
  - Safe Streets & Roads for All (SS4A)
  - Federal Railroad Administration (FRA)
  - Community Development Block Grants (CDBG)
    - Reserved for projects in disadvantaged areas or projects that improve facilities in accordance with the Americans with Disabilities Act (ADA)
- Developer Impact Fees

    - Reserved for projects that mitigate development impacts
- Enterprise Funds
    - Reserved for utility projects
- Transient Occupancy Tax (TOT)
    - Encinitas currently has a TOT tax of 10%.
    - 80% of the revenue goes to the General Fund for unrestricted use, and 20% funds sand replenishment and stabilization projects.
    - The TOT tax ranges from 10.5% to 14% in the neighboring cities of Imperial Beach, National City, Solana Beach, Del Mar, and San Diego.
- Facilities Fund
    - Reserved for building maintenance/enhancement

Existing General Fund Revenue Sources and Expenditures

Property taxes are the primary revenue source for the City of Encinitas General Fund. Because the City is already largely developed, property tax revenue is expected to remain relatively steady. FY 23/24 General Fund revenues were projected to total $100.3 million. The graph below shows General Fund revenue by source, in millions of dollars (2023 unescalated dollars).



The graph below shows FY 23/24 budgeted General Fund expenditures by function (in millions of dollars), totaling $90.9 million for FY 2023-2024.

Commented [ni19]: These edits are based on the same assumption that the $100.3 million is projected revenue. If it's actually budgeted expenditures or something else, please re-edit. In any case, please avoid the word "contain."

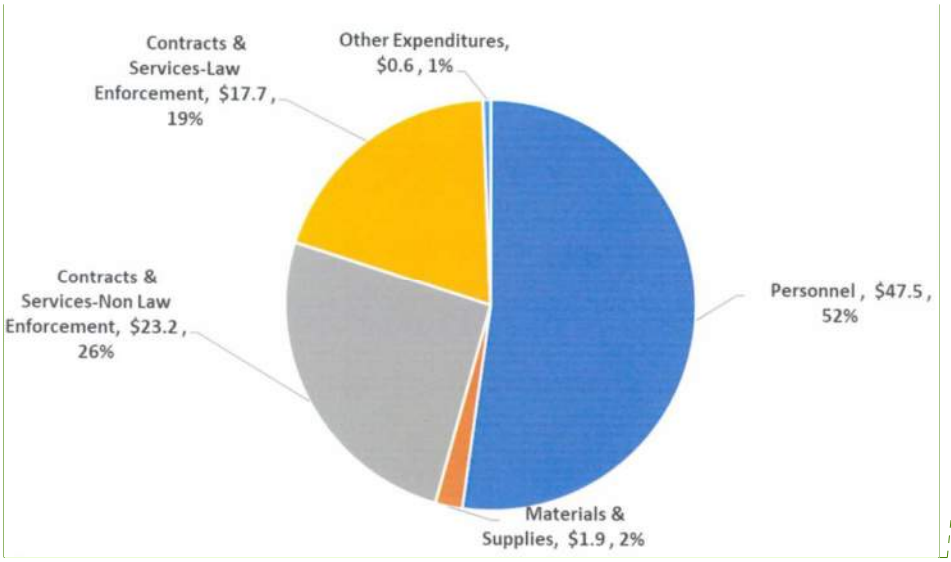
Commented [ca20R19]: Need confirmation from Jill.

Commented [ca21]: Add figure #s throughout. Also add a label that says something like "Dollar amounts are in millions."

Commented [lc22]: The previous graph has a Figure xx associated w/ it. Please be consistent and label all or none. Also, if labeling, include the Figure xx with the specific graph.

Commented [ni23]: Is $90.9M the budgeted amount or the projected Actuals? I'm guessing the former, but please re-edit if that's not correct.

Commented [ca24R23]: Need confirmation from Jill.



Commented [ca25]: Add figure # and "millions" label

Existing 10-year CIP Revenue Projection

The FY 23/24CIP budget consisted of approximately $8 million. Approximately $4 million per year is funded by HUTA, SB1, and TransNet and is reserved for citywide annual paving projects. The remaining $3.9 million was funded by the General Fund, and available for implementation of other CIP projects.

Commented [JB26]: The available CIP funding varies widely from year to year. This year we're looking at closer to $1.5M.

Bonding and Borrowing Capacity

Formatted: Heading 3

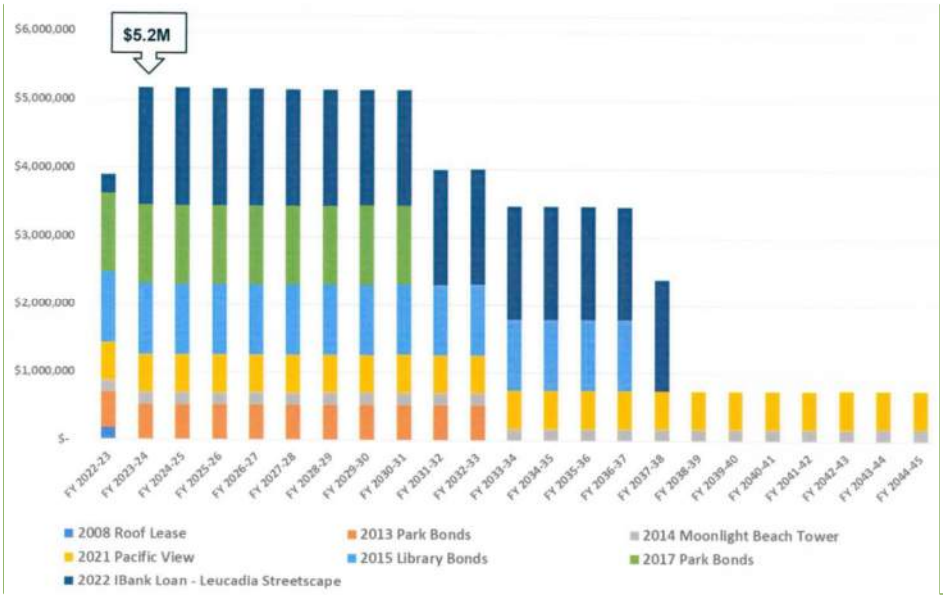
The graph below showed the FY 23/24 projected payments due on the City's bonds and loans over the FY 2022-2045 timeframe. TO maintain a AAA bond rating, the City cannot take on additional loans or bonds at this time. In the chart below, you can see that in 2031/32 the 2017 Park Bonds will be paid off and there will be some additionally borrowing capacity.

Commented [lc27]: Could there be a sentence added here for some context that compliments the chart?

Commented [ni28R27]: I agree. In the previous draft, I'd suggested describing the additional loans or bonds that could be accommodated, by year and $ amount.

Commented [ca29R27]: Need confirmation and input from Jill on incorporating this comment.

Kimley»Horn



Commented [ca30]: Add figure #

Kimley»Horn

Potential Funding Sources

The following matrices summarize categories of new revenue available to a local agency under current law. The ITF received information about each of these funding sources, the potential revenue they could generate, pros and cons and how readily the new revenue could be implemented.

Funding Matrix – Requires 50% Voter Approval

These potential revenue sources require a ballot measure or election and would be successful with a simple majority approval.

Commented [ni31]: Same comments as in previous draft:
Several comments on this table…
Assessment District: The #s in the Potential Funding section are not self-explanatory. How do those rates translate to $?
Sales Tax: The Rate & Methodology section is confusing/misleading. It makes it sound like the increase is due to an action by the County. Also, do the $ amounts in Potential Funding need to be updated?
TOT: The amount should be $440k, not $44k. There was a typo in the original info from City Finance.

Commented [ca32R31]: Approach to editing the Harris deliverables to be confirmed by Jill.

	Assessment District (AD)	General Sales Tax Increase	Transient Occupancy Tax (TOT) Increase
Description	Benefit assessment to fund certain public improvements and services	General Local Sales Tax (percentage increase range 0.125%-2%)	TOTs are imposed on rooms or living spaces at hotels, inns, rental houses, homes, motels, or campsites
Authority	Improvement Act of 1911 Municipal Improvement Act of 1913	Laws passed by the State Legislature	Revenue & Taxation Code Sec. 7280
Eligible for Funding	Public services and capital projects	General Services (goes to General Fund)	General Services (goes to General Fund)
Rate and Methodology	Mathematical formula based on how much each property will benefit, if a property benefits it must be assessed	Additional Sales Tax revenue generated by a local increase to the sales tax rate.	In CA, the TOT rate varies by locality, typical ranges from 8% to 15.5% of the room rate
Assessment	Fixed percentage of total district debt assigned to each parcel, requires annual public hearing process	Fixed rate increase on sales of goods and services	The TOT is collected by the lodging establishment, then remitted to the agency
Concerns	Cannot assess for general benefit (defined as benefit to the public at large or benefits that are not property related, for example, through traffic on arterial roadway, traffic signals, protection of life). 5-year limitation on funding capital improvements for streets, roads or highways. Unless narrowly crafted, unable to fund 100% of a program due to general benefits.	Requires ballot measure, costly to campaign for, requires 1/2 registered voter approval	Requires ballot measure, requires 1/2 registered voter approval
Why use this approach?	Can be used in undeveloped areas and/or established areas to fund public infrastructure and services	Can be used for specific or particular purpose, not subject to Prop 13 limitations	Does not typically produce financial hardship on residents. No cap.
Primary steps to complete	1. Public outreach 2. Resolution of Intention 3. Prop 218 ballots mailed to each property owner in the district 4. Public Hearing 5. Adoption of Resolution of Formation 6. Protest Hearing (majority protest, weighted, of ballots returned)	1. Public outreach 2. Proposal filed with Attorney General for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (1/2 majority vote for approval)	1. Public Outreach 2. Proposal filed with Attorney General for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (1/2 majority vote for approval)
Timeframe	Estimate 6 to 12 months	Estimate 18 to 24 months	Estimate 6-12 months
Potential Funding	Requires additional information to determine Sample Encinitas tax rate = 1.09437 Sample Oceanside tax rate = 1.11051	Current Sales Tax = 7.75% 0.5% increase = ~ $7.6 Million 1.0% increase = ~$15.2 Million (Data from ITF Q&A Matrix)	Current TOT = 10% 1% increase = ~$440,000 annually 2% increase = ~$880,000 annually (Data from ITF Q&A Matrix)

Source: Harris & Associates, 2023.

Funding Matrix – Requires 2/3 Voter Approval

	Special District	Community Facility District (CFD)	Public Bond Measure
Description	Parcel tax for a specific purpose	Special tax district to fund public improvements and services	Long-term borrowing that governments frequently u raise money - the loan repayment comes from a tax taxable property within that jurisdiction's boundarie
Authority	Laws passed by the State Legislature, Principal Acts	Mello-Roos Community Facilities Act of 1982 (Government Code Section 53311 et. seq.)	Laws passed by the State Legislature
Eligible for Funding	Specific or particular purpose only	Public services and capital projects, including maintenance	Primarily used for long-lived infrastructure assets, B identify eligible projects
Rate & Methodology	Apportioned out to each parcel within the special district	Not subject to strict principles of benefit assessment, tax formula must be reasonable, allows for defined tax exemptions	Bond amount is set - duration of loan established (u years) and is repaid by taxpayers over the length of t
Assessment	Fixed rate per property parcel based on either square footage or flat charge for a specified length of time	Maximum Annual Special Tax Rate, may run in perpetuity	Payback of loan is dispersed through collection of ta
Concerns	Requires ballot measure, costly, requires 2/3 registered voter approval	Higher taxes and can be complex to administer when funding public improvements through bonding, requires 2/3 registered voter approval If less than 12 registered voters, may be a landowner vote, requires 2/3 of all acreage within district boundary in favor for approval	Requires ballot measure, costly, requires 2/3 registe approval
Why use this?	Can be used for specific or particular purpose, not subject to Prop 13 limitations	Broadest range of eligible funding, may fund 100% of costs, allows for expedited future annexations – best used in developing areas	Can be used for specific or particular purpose, not subject to Prop 13 limitations
Primary Steps to Complete	1. Public outreach 2. Proposal filed with attorney general for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (2/3 supermajority vote for approval)	1. Public outreach 2. Initiation of CFD 3. Adoption of Local Goals and Policies, Proposal of Resolution of Intention 4. Public Hearing, Adoption of Resolution of Formation 5. Election (2/3 supermajority vote when >12 voters)	1. Public outreach 2. Proposal filed with attorney general for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (2/3 supermajority vote for approval)
Timeframe	Estimate 12 to 24 months	Estimate 9 to 12 months	Estimate 18 to 24 months
Potential Funding	Requires additional information to determine Sample Range: $9/parcel to $1500/parcel County PRD	Requires additional information to determine Sample Range: Encinitas Ranch = $541/parcel to $2,770/parcel	Varies – No limit Currently maxed out on bond capacity

These three potential revenue sources require a ballot measure or election and would be successful with 2/3 majority approval.

Commented [ni33]: Same comments as in previous draft:
Several comments about this table…
Table as a whole: I recommend separating lists into separate rows or bullets, rather than commas.
Special District: spell out "PRD" (in Potential Funding section)
CFD: Separate "Higher taxes" and "can be complex to administer" into 2 issues (Concerns section)
Public Bond Measure: mention that this is financing (spreading payments out over time), not new funding/revenue. Also, in the Description section, I believe the City can use other revenue sources to repay bonds, not just property taxes. Also, in the Potential Funding section, I recommend adding that the City is maxed out "until fiscal year 2031-2032"

Commented [ca34R33]: Approach to editing the Harris deliverables to be confirmed by Jill.

Formatted: Normal, Indent: First line: 0.13"

	Special District	Community Facilities District (CFD)	Public Bond Measure Financing
Description	Parcel tax for a specific purpose	Special tax district to fund public improvements and services	Long-term borrowing that governments frequently use to raise money
Authority	Laws passed by the State Legislature, Principal Acts	Mello-Roos Community Facilities Act of 1982 (Government Code Section 53311 et. seq.)	Laws passed by the State Legislature
Eligible for Funding	Specific or particular purpose only	Public services and capital projects, including maintenance	Primarily used for long-lived infrastructure assets, Bond will identify eligible projects
Rate and Methodology	Apportioned out to each parcel within the special district	Not subject to strict principles of benefit assessment, tax formula must be reasonable, allows for defined tax exemptions	Bond amount is set - duration of loan established (~ 30 years) and repaid by taxable property within the jurisdiction over length of the bond
Assessment	Fixed rate per property parcel based on either square footage or flat charge for a specified length of time	Maximum Annual Special Tax Rate, may run in perpetuity	Payback of loan is dispersed through collection of taxes
Concerns	Requires ballot measure, costly, requires 2/3 registered voter approval	Higher taxes. Can be complex to administer when funding public improvements through bonding, requires 2/3 registered voter approval If less than 12 registered voters, may be a landowner vote, requires 2/3 of all acreage within district boundary in favor for approval	Requires ballot measure, costly, requires 2/3 registered voter approval
Why use this approach?	Can be used for specific or particular purpose, not subject to Prop 13 limitations	Broadest range of eligible funding, may fund 100% of costs, allows for expedited future annexations – best used in developing areas	Can be used for specific or particular purpose, not subject to Prop 13 limitations
Primary steps to complete	1. Public outreach 2. Proposal filed with Attorney General for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (2/3 supermajority vote for approval)	1. Public outreach 2. Initiation of CFD 3. Adoption of Local Goals and Policies, Proposal of Resolution of Intention 4. Public Hearing, Adoption of Resolution of Formation 5. Election (2/3 supermajority vote when >12 voters)	1. Public outreach 2. Proposal filed with Attorney General for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (2/3 supermajority vote for approval)
Timeframe	Estimate 12 to 24 months	Estimate 9 to 12 months	Estimate 18 to 24 months
Potential Funding	Requires additional information to determine Sample Range: $9/parcel to $1500/parcel County Public Road District (PRD)	Requires additional information to determine Sample Range: Encinitas Ranch = $541/parcel to $2,770/parcel	Varies – No limit Currently maxed out on bond capacity until 2031/32

Source: Harris & Associates, 2023.

Formatted: Normal

Commented [di35]: Table 4.3.1 appears twice

4 Funding Matrix – Requires Studies and Fee Calculations

Formatted: Heading 1

	Assessment District (AD)	General Sales Tax Increase	Transient Occupancy Tax Increase
Description	Benefit assessment to fund certain public improvements and services	General Local Sales Tax (percentage increase range 0.125%-2%)	TOTs are imposed on rooms or living spaces at hotels, inns, rental houses, homes, motels, or campsites
Authority	Improvement Act of 1911 Municipal Improvement Act of 1913	Laws passed by the State Legislature	Revenue & Taxation Code Sec. 7280
Eligible for Funding	Public services and capital projects	General Services (goes to General Fund) - measure could be overseen by advisory committee directing funds to be earmarked to specific programs	General Services (goes to General Fund)
Rate & Methodology	Mathematical formula based on how much each property will benefit, if a property benefits it must be assessed	Sales Tax revenue generated from increased sales tax apportioned to the City from County	In CA, the TOT rate varies by locality, but it typically ranges from 8% to 15.5% of the room rate
Assessment	Fixed percentage of total district debt assigned to each parcel, requires annual public hearing process	Fixed rate increase on sales of goods and services	The TOT is collected by the lodging establishment and then remitted to the local government
Concerns	Cannot assess for general benefit (defined as benefit to the public at large or benefits that are not property related, for example, through traffic on arterial roadway, traffic signals, protection of life). 5-year limitation on funding capital improvements for streets, roads or highways. Unless narrowly crafted, unable to fund 100% of a program due to general benefits	Requires ballot measure, costly to campaign for, requires 1/2 registered voter approval	Requires ballot measure, requires 1/2 registered voter approval
Why use this?	Can be used in undeveloped areas and/or established areas to fund public infrastructure and services	Can be used for specific or particular purpose, not subject to Prop 13 limitations	Does not typically produce financial hardship on residents. No cap.
Primary Steps to Complete	1. Public outreach 2. Resolution of Intention 3. Prop 218 ballots mailed to each property owner in the district 4. Public Hearing 5. Adoption of Resolution of Formation 6. Election (majority protest, weighted, of ballots returned)	1. Public outreach 2. Proposal filed with attorney general for ballot title 3. Signature gathering 4. Legislative hearings on proposal 5. Submission of signatures 6. Ballot Measure (1/2 majority vote for approval)	1. Proposal filed with attorney general for ballot title 2. Signature gathering 3. Legislative hearings on proposal 4. Submission of signatures 5. Ballot Measure (1/2 majority vote for approval)
Timeframe	Estimate 6 to 12 months	Estimate 18 to 24 months	Estimate 6-12 months
Potential Funding	Requires additional information to determine Sample Encinitas tax rate = 1.09437 Sample Oceanside tax rate = 1.11051	Current Sales Tax = 7.75% 0.5% increase = ~ $8.5 Million 1.0% increase = ~$17 Million	Current TOT = 10% 1% increase in TOT = ~$44,000 annually (based on FY 21-22) (Data from ITF Q& A Matrix)

These potential revenue sources require Engineering studies to determine fees. New Development Impact Fees can be assessed after a public hearing and City Council adoption. Transportation Utility Fees require a ballot measure and 2/3 majority approval.

Formatted: Normal, Indent: First line: 0.13"

Kimley»Horn

	Development Impact Fee Update / Additional DIFs	Transportation Utility Fee
Description	One-time charges applied to new developments for facilities	Fee to fund transportation services.
Authority	Assembly Bill 1600 (Mitigation Fee Act)	Laws passed by the State Legislature
Eligible for Funding	Capital Costs for new improvements only	In CA, TUFs can only be levied as a fee for a service—i.e., to fund transit service. It cannot be linked to larger health and safety purposes
Rate & Methodology	Fair share based on a rational nexus test	Typically assess the fee using a per trip methodology
Assessment	One-time fee on new development to mitigate impacts	TUF is usually paid monthly as part of the utility bill or along with the property tax payments
Concerns	Cannot fund existing deficiencies, ongoing maintenance, or salaries	CA cities have not implemented TUFs yet – may have liability issues or face extreme backlash
Why use this?	Tried and true method of funding new development's share of capital facility costs. Does not impact property taxes	Jurisdictions have typically tried to levy TUF as a fee rather than as a tax to avoid voting
Primary Steps to Complete	1. Public outreach 2. Public Hearing 3. Adoption of ordinance & resolution	1. Identify Fee Type (Fee, Special Fee, Assessment, general tax, or special tax) 2. TUF as a special tax is likely the most defensible option legally. 3. (See Special District Parcel Tax)
Timeframe	Estimate 4 to 5 months	Estimate 18 to 24 months
Potential Funding	Varies – depends on new development and fee update FY 22/23 Traffic Fees were $276K 20% Traffic Fee increase = +$56K FY 22/23 Flood Control was $81K 20% Flood Control Fee increase = +$16K	Varies

Source: Harris & Associates, 2023.

Formatted: Centered, Indent: First line: 0.13"

Funding Matrix – Requires Special Conditions/Agreements

	Enhanced Infrastructure Financing District	Loans / Borrowing	Public Private Partnerships	Grants
Description	Special financing district that utilizes a portion of tax increment revenue to finance projects within the EIFD	Private loans (private placements) /borrowing from accredited banking institutions	Collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects	Funding given by a government or othe organization for a particular purpose
Authority	Laws passed by the State Legislature	General Police Power (California Constitution Article XI, Section 7)	City and Private Entity	Grantee organization
Eligible for Funding	Public infrastructure projects, infrastructure maintenance, affordable housing development, economic development, etc.	Generally, anything the entity would like to spend funds on, as long as they can pay back the loan to bank	Depends on partnership agreement terms, common projects: public transportation networks, parks, and convention centers	Depends on grant terms
Rate & Methodology	Increment increase in property tax is diverted into a separate pool of money, which can be used to pay for improvements or pay back bonds	Lump Sum	Could be lump sum, earmarked for specific use, matching funds, reimbursement	Could be lump sum, earmarked for specific use, matching funds, reimbursement
Assessment	Tax increment over the base amount; uses the growth from existing tax revenues	Likely general fund will pay back loan	Varies	Grantee may require phased delivery of funds
Concerns	Cumbersome administrative process and increase public engagement requirements; need to form Public Financing Authority for oversight	Financial Risk – Poor terms (higher interest rates), potential for accelerated/immediate repayments	Few big businesses within City Limits that would be viable partners	Unpredictable, Competitive pool of applicants, many grants are for lower income communities
Why use this?	No voter requirement for formation or bond issuance (Assembly Bill 116 - 2019)	Lower issuance costs, fewer disclosure requirements, faster execution process	Often times free money	Often times free money, typically requires a 20% match.
Primary Steps to Complete	1. Form team 2. Evaluate EIFD feasibility 3. Conduct outreach 4. Initiate formal process 5. Prepare Infrastructure Financing Plan 6. Pre-adoption / Public Hearings 7. Approval and Formation	1. Request private placement terms from multiple accredited banking institutions 2. Identify which has best terms for City's interest 3. Execute agreement between bank and City	1. Coordinate with Economic Development Team 2. Identify viable private partnership opportunities 3. Secure agreement	1. Identify grant opportunities 2. Submit grant application (typically involves heavy staff involvement)
Timeframe	Estimate 12-18 months	Estimate 3-6 months	Varies	Varies
Potential Funding	Dependent upon tax revenue growth	Varies Currently maxed out on loan capacity	Varies	Varies

Specific information about each of these four potential revenue sources is shown in the table below.

Commented [ni36]: Same comments as in previous draft:
Two comments about this table…
EIFD: Make it more clear that this does not increase revenue, but is a mechanism for earmarking existing revenue.
Loans: In the Potential Funding section, add that the City is maxed out until FY 2031-2032.

	Enhanced Infrastructure Financing District (EIFDs)	Private Loans/Borrowing	Public Private Partnerships	Grants
Description	Special financing district to earmark existing revenue to finance projects within the EIFD	Private loans (private placements) /borrowing from accredited banking institutions	Collaboration between a government agency and a private-sector company that can be used to finance, build, and operate projects	Funding awarded by an entity for a particular purpose
Authority	Laws passed by the State Legislature	General Police Power (California Constitution Article XI, Section 7)	City and Private Entity	Grantee organization
Eligible for Funding	Public infrastructure projects, infrastructure maintenance, affordable housing development, economic development, etc.	Generally, anything the entity would like to spend funds on, as long as they can pay back the loan to bank	Depends on partnership agreement terms, common projects: public transportation networks, parks, and convention centers	Depends on grant terms
Rate and Methodology	Increment increase in property tax is diverted into a separate pool of money, which can be used to pay for improvements or pay back bonds	Lump Sum	Could be lump sum, earmarked for specific use, matching funds, reimbursement	Could be lump sum, earmarked for specific use, matching funds, reimbursement
Assessment	Tax increment over the base amount; uses the growth from existing tax revenues	Likely general fund will pay back loan	Varies	Grantee may require phased delivery of funds
Concerns	Cumbersome administrative process and increase public engagement requirements; need to form Public Financing Authority for oversight	Financial Risk – Poor terms (higher interest rates), potential for accelerated/immediate repayments	Few big businesses within City Limits that would be viable partners	Unpredictable, Competitive pool of applicants, many grants are for lower income communities
Why use this approach?	No voter requirement for formation or bond issuance (Assembly Bill 116 - 2019)	Lower issuance costs, fewer disclosure requirements	Often times free money	Often times free money
Primary steps to complete	1. Form team 2. Evaluate EIFD feasibility 3. Conduct outreach 4. Initiate formal process 5. Prepare Infrastructure Financing Plan 6. Pre-adoption / Public Hearings 7. Approval and Formation	1. Request private placement terms from multiple accredited banking institutions 2. Identify which has best terms for City's interest 3. Execute agreement between bank and City	1. Coordinate with Economic Development Team 2. Identify viable private partnership opportunities 3. Secure agreement	1. Identify grant opportunities 2. Submit grant application (typically involves heavy staff involvement)
Timeframe	Estimate 12-18 months	Estimate 3-6 months	Varies	Varies
Potential Funding	Dependent upon tax revenue growth	Varies. City is currently maxed out on loan capacity until 2031/32	Varies	Varies

Source: Harris & Associates, 2023.

45 ITF Final Recommendations

Funding Recommendations

The City's existing revenue is insufficient to fund its identified infrastructure backlog and needs over the next ten years. This section explains the ITF's recommendations for potential new sources of funding and financing that could be implemented individually or collectively to fund infrastructure projects. Although the scope of this task force was limited to finding new revenue sources, the ITF also recommends that the City assess whether identifying efficiencies in the existing City budget could increase funding available to the CIP.

The ITF reviewed the City's bond/loan capacity, amount of potential revenue generated and likelihood of successful implementation to evaluate the fifteen funding mechanisms presented, The following recommendations are based on ITF deliberations made after data presented by Harris & Associates, True North Research, and TeamCivX.

One Percent General Sales Tax Increase

The most significant and achievable option available to the City to generate new revenue is implementation of a one percent (or one cent) sales tax increase. Nine other cities in San Diego County have previously approved a local sales tax increase. The City of Encinitas has not. A one-cent sales tax increase would bring the City's existing 7.75% sales tax to 8.75%, equal to the sales tax rate of nearby communities like Del Mar, Solana Beach, Chula Vista, Imperial Beach, and National City.

A sales tax increase requires a majority approval of registered voters on a general ballot measure. If approved by voters, a one percent sales tax increase would generate $15.2M in new annual revenue, and $152M over the 10-year CIP cycle. Putting forward a ballot measure gives residents the choice to vote for or against new funding that could be used to fund infrastructure improvements.

In November 2023, the City contracted with True North Research and TeamCivX to conduct a citywide survey of residents to gauge public support for a potential 10-year, one-cent general sales tax increase for infrastructure improvements. Polling results were presented to the ITF on January 22, 2024 and indicated that local voters who are likely to participate in the upcoming November 2024 election cycle would support funding the City's infrastructure needs with a one-cent general sales tax increase. See **Appendix XX** for the full polling survey results.

The polling results were well above the simple majority required for passage of the general tax, even after the respondents were presented with potential opposition arguments, with 58% of respondents indicating they would probably or definitely vote yes on the one-cent sales tax increase. These findings indicate that voter approval of the sales tax increase appears feasible if put forth on the November 2024 ballot. Therefore, the ITF recommends that City Council consider presenting residents with the choice in the upcoming election cycle to vote for or against a 10-year, one-cent sales tax increase.

Two Percent TOT Increase

An additional mechanism to generate new revenue is to increase the Transient Occupancy Tax (TOT). The City has not increased its TOT since 1998, over 25 years ago. The City's existing

Commented [sm37]: Is this sentence correct? We are recommending that the city re-allocate exiting revenue to increase the CIP? I don't remember that discussion.

Commented [ca38R37]: This was from your comment about finding efficiencies within the existing budget. Please advise on the phrasing that adequately captures your thought.

Commented [JC39]: Add more data from the survey consultant or include as an appendix?

Commented [lc40]: Is it correct to say the City has never increased the general sales tax? If so, can we include in this section.

Commented [ca41R40]: Need confirmation from Jill

Commented [ni42]: Table 4.3.1 needs to be updated to match this amount.

Commented [lc43]: What about noting that additional local revenues could be used as grant match to leverage additional local, state, and federal opportunities.

Kimley»Horn

10% TOT is 2% lower than the neighboring cities of Del Mar and San Diego, and 4% lower than Imperial Beach and National City. A 2% TOT increase would generate an additional $880,000 in revenue per year and would bring Encinitas into alignment with some neighboring cities' TOT percentages. Therefore, the ITF recommends that City Council consider a future action to present residents with the choice to vote for or against a two percent TOT increase.

To reduce voter confusion, the polling consultant recommended to put forth only one tax initiative per election. Due to the smaller increase in yearly funding the TOT increase would yield compared to the sales tax increase, the ITF recommends that the Council consider putting forth the sales tax measure first and that the City conduct a polling survey to gauge public support for a future TOT increase, possibly in the 2026 election cycle.

Grants

The ITF recommends increasing efforts to investigate opportunities for state and federal grants for any eligible project on the projects list, regardless of their rank on the prioritized list. Many of the City's desired projects could be eligible for grant programs.

Due to the City's demographic composition and absence of census tracts that meet state and federal metrics for disadvantaged and low-income communities, the ITF recommends prioritizing grant applications for existing programs like the Highway Safety Improvement Program (HSIP), the Active Transportation Program (ATP), and the Bridge Investment Program (BIP), where Encinitas may see a greater chance of success.

Grant applications can increase their chances of success by committing a larger share of local funding to the project. A possible funding approach could include setting aside a dedicated portion of the new revenue to commit a strong match (20% or more) for eligible projects while the sales tax increase is in effect. By strengthening the grant applications and maximizing the chances of success, the taxpayer dollar can go even further.

Include text here about a grant writer?

Public-Private Partnership Financing

Commented [sm44]: P3's are technically a financing strategy, not a funding strategy. Should we have a seoerate header?

Public Private Partnerships (P3) are increasingly popular as an alternative means to finance municipal infrastructure. A successfully structured P3 could help the City leverage and maximize new sources of revenue for larger capital projects like a new civic center or public safety facilities.

The ITF recommends the City Council procure P3 consulting services to determine which, if any, city infrastructure projects would be attractive to the P3 marketplace, including but not limited to:

- Private building development on leased public property with leaseback options to City for all or a portion of the developed facility (such as City Hall). Agreements could require that all maintenance be performed by the private development entity.
- Private facilities on public lands.
- Public use of EV charging stations on city-owned lots.
- Communications fiber in unused or underutilized City conduits.
- Private capital construction of solar photovoltaics on City property. Note, this may be less attractive with new public utility commission rules implemented in April 2023.
- Microtransit, such as neighborhood electric vehicles.

- Railroad track safety partnerships with NCTD for pedestrian and bicycle crossings

Future CIP Budget Projection

If voters approve a one percent sales tax increase in November 2024 and a two percent TOT increase in 2026, the existing $3.9 million CIP budget is estimated to increase by $16.2 million per year. Excluding the existing HUTA/SB1/TransNet funds that are set aside for citywide paving, the future 10-year CIP budget projection is estimated to be $199,640,000. When combined with the $4 million annual HUTA/SB1/TransNet funds, the projected 10-year CIP budget is estimated to be $241 million.

Commented [sm45]: It strikes me as highly unlikely that voters would approve tax measures for infrastructure on back-to-back ballots. Consider calculating only the estimated sales tax revenue., so ~$15.4M/yr. Can add footnote that if separate TOT tax is approved then budget would increase by an additional ~$880,000/yr

Project Implementation Recommendation

The ITF recommends that Council allocate the majority of the new revenue to address backlog projects to keep the existing infrastructure in good repair, while also implementing some of the high priority future need projects.

Appendix XX contains a variety of possible approaches to the 10-year funding plan. These include:

Commented [JC46]: Describe the different approaches, pros and cons

- Funding all backlog projects in order of rank, before funding any future need projects
  - Due to the high volume of backlog projects, this approach would not fund any future need projects.
- Dedicating 80% of the CIP budget to backlog projects and 20% to future need projects, in order of rank.
- Funding all annual backlog projects, the top 3 future need projects, and devoting the remaining 65% of the budget to backlog projects.

Commented [lc47]: The last bullet seems overally complicated and we've already listed several potential alternatives for consideration. Is the main point to fund emergency projects potentially not on any existing list?

Staffing Recommendations

Assuming the sales tax increase is approved by voters and is fully allocated to the CIP budget, the City could have more than double the current volume of capital improvements to execute over the next 10 years. The ITF recommends that the City develop a staffing plan to implement the influx of new capital projects in a timely manner. The staffing plan should consider all phases of the project, from securing grant funding, planning, design, construction, operations, and maintenance.

The staffing plan would depend on the types of projects that are funded and the associated resources they require. For example, the plan could include hiring expert grant writing staff or consultant support to increase the success rate. If a new fire station is constructed, new fire personnel will be needed to staff the facility. If the size of the CIP budget is doubled, new engineers and support staff will be needed to execute capital projects in a timely manner. If new assets are built, additional maintenance staff may be needed once the assets are operational.

In addition to hiring new staff, the ITF recommends that the City consider any necessary adjustments to how projects are assigned to staff to keep the increased volume of projects moving forward.

Infrastructure Project Ranking Recommendations

During the process of developing the rubric and considering aspects of each project, the ITF noted some opportunities to support a fair, objective, data-driven comparison of projects.

- Periodically perform the project ranking exercise and revise the scoring rubric.
  - The ITF recommends that City staff rank all projects on a yearly basis to ensure that projects that are funded in the annual update to the CIP are consistent with City priorities.
  - Revise the scoring rubric and guidelines at least every five years, or if there are significant changes to the City priorities stated in the Strategic Plan.
- Provide City departments with guidelines on identifying priority projects.
  - Provide a maximum number of projects or a percentage of the total number of projects each department is allowed to identify as a Department priority.
  - Provide a rubric for departments to consider which projects best fit the City's stated priorities
  - Consider eliminating the City Department priority aspect of the rubric and allow each department to create its own rubric scoring guidelines specific to the project types in that department.
- Collect quantitative data about each project, such as:
  - Asset management program output;
  - Polling data on which types of projects have the most public support;
  - Geographic Information Systems (GIS) demographics information (such as housing density, income, seniors, schools);
  - GIS information to quantify the distribution of infrastructure funding throughout the City districts; and
  - Tie safety improvement factors to project features.
- Add more qualitative information, such as:
  - More complete project descriptions
    - Explain the need for the project, what issues the project will address, what risks the project may mitigate, possible consequences of project deferral;
    - Provide more context for risk to public health and safety on all project types, not just mobility projects.
    - Provide more context for how projects are tied to compliance with legal requirements.
  - Public support data, provided by a polling specialist.
- Add recommended reference documents to use during the ranking process.
  - Documents could include the Strategic Plan, ATP, MAP, CAP, Cross Connect, LRSP, and City department presentations.
- Determine an income threshold or demographic characteristics that defines "underserved communities," as there were no census tracts classified as Low Income Communities or Disadvantaged Communities within the City of Encinitas in the 20XX census.

Commented [ni48]: These bullets are a list of data to be collected, but it's not clear what data is being collected in this bullet. Please clarify.

Commented [di49]: Complete project descriptions should include specificity regarding the project's scope; geographical location and boundaries and projected costs (including recurring costs).

Commented [ni50]: Please fill in the year

Commented [di51]: Consider the definition of "underserved communites" to include, those communities in which basic infrastructure is absent.

~~5~~6 Glossary

Annual Backlog: Ongoing projects that address a general category of infrastructure as needed to support existing infrastructure conformance with an accepted industry standard or state of good repair.

Asset Longevity: How long an asset can reasonably be expected to be used for the benefit of the City. Projects that extend asset longevity include repairs and preventative maintenance, such as resurfacing roadways or fixing a leaky roof.

Backlog: Backlog projects are associated with existing assets or commitments. Projects that maintain, repair and rehabilitate, or modernize existing assets to conform with an accepted industry standard or state of good repair. Projects that would help the City meet existing local, regional, or state performance targets.

City Department Priority: Project was identified as a priority by a City department. It is assumed that the City departments applied their subject matter expertise, local knowledge, and good faith judgment to identify priority projects.

Critical Function: A function that is necessary to effectively utilize an infrastructure asset. Failure to maintain critical function would prevent the asset from being effectively utilized.

Future Need: Projects that would provide community betterments through new infrastructure.

Identified Infrastructure Need: Project was identified in a City planning document or City budget.

Infrastructure: Physical improvements, assets, and facilities under the jurisdiction of the City of Encinitas

- Excluding projects under $100,000 or useful life under 5 years
- Excluding projects that are funded purely by user fees/enterprise funds (all utility projects)

Formatted: Font: Not Bold

Formatted: Font: Not Bold

Commented [di52]: Should this be stated OR projects that would help the City meet existing local, regional or state performance targets.

Commented [di53]: Is this definition of City Department Priority consistent with the recommendations made in 5.4 (second bullet)?

City of Encinitas 10-Year Infrastructure Funding - Possible Approach

Funding only Backlog Projects in Order of Overall Rank

Citywide Rank	Category Rank*	Project Name	Department	ROM Unfunded Cost Estimate
6	B1	Electric Fleet Vehicles (30+) (incl. Plug-In Electric Fire Engine) & EV Charging for City Fleet/Facilities (CAP Measure MCET-1)	Public Works	$ 7,000,000
14	AB1	CMP Lining/Replacement (All City)	Engineering	$ 4,800,000
15	B2	Fire Station #1 Replacement	Fire	$ 20,000,000
16	B3	Fire Station #6	Fire	$ 14,200,000
17	B4	Lake Drive Storm Drain Replacement [Donut Chart HH]	Engineering	$ 7,000,000
18	AB2	Drainage Projects (Annual Project/Citywide)	Public Works	$ 1,000,000
23	B5	Fire Station #4 Replacement	Fire	$ 20,000,000
29	AB3	Annual Street Overlay and Slurry Project Increase [Donut Chart Annual]	Engineering	$ 70,000,000
34	B6	Local Road Safety Plan & Vision Zero Improvement Projects	Engineering	$ 4,000,000
39	B7	North Coast Highway 101 Drainage Improvements (North End) [Donut Chart X]	Engineering	$ 15,000,000
42	B8	Scout House Upgrade for ADA Accessibility	Parks & Rec	$ 350,000
45	B9	Jason Street Drainage Improvements [Donut Chart CC]	Engineering	$ 650,000
50	B10	North Coast Highway 101 Drainage Improvements (Segment A)	Engineering	$ 4,000,000
53	B11	D Street Access Refurbishment	Parks & Rec	$ 517,000
56	B12	Vulcan Ave Drainage Improvements	Engineering	$ 31,123,000
			Total:	$ 199,640,000

= Project is partially funded

*Key

AB	Annual Backlog
B	Backlog

City of Encinitas 10-Year Infrastructure Funding - Possible Approach

Dedicate 80% of CIP Budget to Backlog Projects, and 20% to Future Needs Projects

Citywide Rank	Backlog/ Future Need	Category Rank*	Project Name	Department	ROM Unfunded Cost Estimate (Unescalated)
1	F	F1	Coastal Rail Trail, Interim: Vulcan Ped Path (Encinitas Blvd to La Costa, East Side of Tracks) [MAP Bike 1]	Engineering	$ 2,100,000
2	F	F2	Leucadia Boulevard Sidewalk Infill (Neptune to Eolus) [MAP Rank 6, MAP Pedestrian #11]	Engineering	$ 3,100,000
3	F	F3	Encinitas Blvd Multi-use Path (West) (Moonlight Beach to Saxony) [MAP Rank 4, MAP Bike #29]	Engineering	$ 4,000,000
4	F	F4	Quail Gardens Dr Class IIB /Westlake St Class II Bike Lanes (Leucadia to Requeza) [MAP Rank 2, MAP Bike #23]	Engineering	$ 7,200,000
5	F	F5	Manchester Avenue Class II Bike Lanes (Via Poco to Encinitas Blvd) [MAP Rank 3, MAP Bike #43]	Engineering	$ 5,800,000
7	F	F6	Coast Highway 101 Sidewalk Infill (A St to Marcheta)	Engineering	$ 300,000
8	F	F7	Coast Highway 101 Sidewalk Infill (Chesterfield Dr to South Cardiff)	Engineering	$ 1,600,000
9	F	F8	Leucadia At-Grade Crossings [Donut Chart JJ: Rail Safety Study At-Grade Crossings (Leucadia)]	Engineering	$ 6,000,000
10	F	F9	USACE 50-Year Storm Damage Reduction Project (San Diego County, CA Project)	Development Services	$ 9,828,000
				Total	$ 39,928,000
6	B	B1	Electric Fleet Vehicles (30+) (incl. Plug-In Electric Fire Engine) & EV Charging for City Fleet/Facilities (CAP Measure MCET-1)	Public Works	$ 7,000,000
14	B	AB1	CMP Lining/Replacement (All City)	Engineering	$ 4,800,000
15	B	B2	Fire Station #1 Replacement	Fire	$ 20,000,000
16	B	B3	Fire Station #6	Fire	$ 14,200,000
17	B	B4	Lake Drive Storm Drain Replacement [Donut Chart HH]	Engineering	$ 7,000,000
18	B	AB2	Drainage Projects (Annual Project/Citywide)	Public Works	$ 1,000,000
23	B	B5	Fire Station #4 Replacement	Fire	$ 20,000,000
29	B	AB3	Annual Street Overlay and Slurry Project Increase [Donut Chart Annual]	Engineering	$ 70,000,000
34	B	B6	Local Road Safety Plan & Vision Zero Improvement Projects	Engineering	$ 4,000,000
39	B	B7	North Coast Highway 101 Drainage Improvements (North End) [Donut Chart X]	Engineering	$ 11,712,000
				Total	$ 159,712,000
			Total Spent on Projects	$ 199,640,000	

= Project is partially funded

*Key

AB	Annual Backlog
B	Backlog
F	Future Need

City of Encinitas 10-Year Infrastructure Funding - Possible Approach

Fund All Annual Backlog Projects and Top 3 Future Needs Projects, Dedicate Remaining Budget to Backlog Projects

Overall Rank	Category Rank*	Project Name	Department	ROM Unfunded Cost Estimate (Unescalated)
14	AB1	CMP Lining/Replacement (All City)	Engineering	$ 4,800,000
18	AB2	Drainage Projects (Annual Project/Citywide)	Public Works	$ 1,000,000
29	AB3	Annual Street Overlay and Slurry Project Increase [Donut Chart Annual]	Engineering	$ 40,000,000
64	AB4	Traffic Safety and Calming (Annual Project/Citywide) [Donut Chart Annual]	Engineering	$ 750,000
65	AB5	Storm Drain Repair (Annual Project) [Donut Chart Annual]	Engineering	$ 5,000,000
75	AB6	IT Security Controls (Future)	IT	$ 1,000,000
85	AB7	Playground Replacement	Parks & Rec	$ 4,000,000
91	AB8	Traffic Signal Modifications & Upgrades (Annual Project/Citywide) [Donut Chart Annual]	Engineering	$ 500,000
99	AB9	Facility Maintenance	Public Works	$ 2,500,000
100	AB10	Habitat Stewardship Program	Parks & Rec	$ 1,000,000
			Total	$ 60,550,000
1	F1	Coastal Rail Trail, Interim: Vulcan Ped Path (Encinitas Blvd to La Costa, East Side of Tracks) [MAP Bike 1]	Engineering	$ 2,100,000
2	F2	Leucadia Boulevard Sidewalk Infill (Neptune to Eolus) [MAP Rank 6, MAP Pedestrian #11]	Engineering	$ 3,100,000
3	F3	Encinitas Blvd Multi-use Path (West) (Moonlight Beach to Saxony) [MAP Rank 4, MAP Bike #29]	Engineering	$ 4,000,000
			Total	$ 9,200,000
6	B1	Engine) & EV Charging for City Fleet/Facilities (CAP Measure MCET-1)	Public Works	$ 7,000,000
15	B2	Fire Station #1 Replacement	Fire	$ 20,000,000
16	B3	Fire Station #6	Fire	$ 14,200,000
17	B4	Lake Drive Storm Drain Replacement [Donut Chart HH]	Engineering	$ 7,000,000
23	B5	Fire Station #4 Replacement	Fire	$ 20,000,000
34	B6	Local Road Safety Plan & Vision Zero Improvement Projects	Engineering	$ 4,000,000
39	B7	North Coast Highway 101 Drainage Improvements (North End) [Donut Chart X]	Engineering	$ 15,000,000
42	B8	Scout House Upgrade for ADA Accessibility	Parks & Rec	$ 350,000
45	B9	Jason Street Drainage Improvements [Donut Chart CC]	Engineering	$ 650,000
50	B10	North Coast Highway 101 Drainage Improvements (Segment A)	Engineering	$ 4,000,000
53	B11	D Street Access Refurbishment	Parks & Rec	$ 517,000
56	B12	Vulcan Ave Drainage Improvements	Engineering	$ 30,000,000
59	B13	North Coast Highway 101 Drainage Improvements (South to Cottonwood Creek) (Leucadia Watershed Master Plan (and Implementation) [Donut Chart LL])	Engineering	$ 7,173,000
			Total	$ 129,890,000
		Total Spent on Projects:	$ 199,640,000	

= Project is Partially Funded

*Key

AB	Annual Backlog
B	Backlog
F	Future Need

Voter Opinion Survey

Summary Report for Baseline Study

Prepared for the
City of Encinitas

December 2023

TrueNorth Research
1592 N Coast Highway 101
Encinitas CA 92024
760.632.9900 www.tn-research.com

THIS PAGE INTENTIONALLY LEFT BLANK

Table of Contents

List of Tables

List of Figures

INTRODUCTION

Located along six miles of beautiful coastline in northern San Diego County, the City of Encinitas offers a spectacular quality of life to residents and visitors alike, with miles of beaches, plentiful shopping and dining establishments, and a variety of recreation opportunities ranging from golf, to surfing, to arts and cultural events. Currently home to 61,085 residents[1], the City has a dedicated team of full-time and part-time employees that provide a full suite of services to residents, visitors, and local businesses.

Over the past decade, the City of Encinitas' revenues have not kept pace with the growing costs associated with providing high quality municipal services and facilities. Although the City has been proactive in responding to this challenge by reducing its costs, deferring maintenance projects, cutting back on basic services where feasible, and through effective financial management practices, the practical reality is that existing revenues will not support the quality services that residents have come to expect. The challenge is especially acute when it comes to the City's aging infrastructure. To provide the funding required to fix potholes, maintain streets, make traffic safety improvements, repair/upgrade aging stormdrains, infrastructure, and public safety facilities, reduce water pollution, and keep Encinitas parks, beaches, and public facilities safe, clean, and well-maintained, the City of Encinitas is considering establishing a local revenue measure.

MOTIVATION FOR RESEARCH The primary purpose of this study was to produce an unbiased, statistically reliable evaluation of voters' interest in supporting a general sales tax measure to provide the funding noted above. Additionally, should the City decide to move forward with a revenue measure, the survey can guide how best to structure the measure so it is consistent with the community's priorities and expressed needs. Specifically, the study was designed to:

- Gauge current, *baseline* support for enacting a local sales tax to provide funding for general municipal services;
- Identify the types of services voters are most interested in funding, should the measure pass;
- Expose voters to arguments in favor of, and against, the proposed tax measure to assess how information affects support for the measure; and
- Estimate support for the measure once voters are presented with the types of information they will likely be exposed to during an election cycle.

It is important to note at the outset that voters' opinions about tax measures are often somewhat fluid, especially when the amount of information they initially have about a measure is limited. How voters think and feel about a measure today may not be the same way they think and feel once they have had a chance to hear more information about the measure during the election cycle. Accordingly, to accurately assess the feasibility of establishing a local sales tax to fund municipal services, it was important that in addition to measuring *current* opinions about the measure (Question 5), the survey expose respondents to the types of information voters are likely to encounter during an election cycle, including arguments in favor of (Question 8) and

1. *Source*: California Department of Finance estimate for January 2023.

opposed to (Question 10) the measure, and gauge how this type of information ultimately impacts their voting decision (Questions 9 & 11).

OVERVIEW OF METHODOLOGY For a full discussion of the research methods and techniques used in this study, turn to *Methodology* on page 30. In brief, the survey was administered to a random sample of 1,242 voters in the City of Encinitas who are likely to participate in the November 2024 election. The survey followed a mixed-method design that employed multiple recruiting methods (email, text, and telephone) and multiple data collection methods (telephone and online). Administered between December 7 and December 11, 2023, the average interview lasted 16 minutes.

ORGANIZATION OF REPORT This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the section titled *Key Findings* is for you. It provides a summary of the most important factual findings of the survey in a Question & Answer format. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaire used for the interviews is contained at the back of this report (see *Questionnaire & Toplines* on page 33), and a complete set of crosstabulations for the survey results is contained in Appendix A.

ACKNOWLEDGMENTS True North thanks the City of Encinitas for the opportunity to assist the City in this important effort. The collective expertise, local knowledge, and insight provided by city staff and representatives improved the overall quality of the research presented here. A special thanks also to Jared Boigon (TeamCivX) for contributing to the design of the study.

DISCLAIMER The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not necessarily those of the City of Encinitas. Any errors and omissions are the responsibility of the authors.

ABOUT TRUE NORTH True North is a full-service survey research firm that is dedicated to providing public agencies with a clear understanding of the values, perceptions, priorities, and concerns of their residents and voters. Through designing and implementing scientific surveys, focus groups, and one-on-one interviews as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, establishing fiscal priorities, passing revenue measures, and developing effective public information campaigns.

During their careers, Dr. McLarney and Mr. Sarles have designed and conducted over 1,200 survey research studies for public agencies, including more than 400 revenue measure feasibility studies. Of the measures that have gone to ballot based on Dr. McLarney's recommendation, 95% have been successful. In total, the research that Dr. McLarney has conducted has led to over $35 billion in voter-approved local revenue measures.

KEY FINDINGS

As noted in the *Introduction*, this study was designed to provide the City of Encinitas with a statistically reliable understanding of voters' interest in establishing a one-cent sales tax to fund city services. Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer some of the key questions that motivated the research. The following conclusions are based on True North's and TeamCivX's interpretations of the survey results and the firms' collective experience conducting revenue measure studies for public agencies throughout the State.

Is it feasible to place a local sales tax measure on the November 2024 ballot?

Yes. Encinitas voters have a high opinion of the quality of life in the City, and they value the services they receive from the City of Encinitas. Together, these sentiments translate into solid *natural* support (61%) for establishing a one-cent sales tax to provide funding for city services in Encinitas, such as fixing potholes, maintaining streets, making traffic safety improvements, repairing/upgrading aging stormdrains, infrastructure, and public safety facilities, reducing water pollution, and keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained.

The results of this survey indicate that a local sales tax measure is feasible for the November 2024 ballot provided that it focuses on the projects and services that voters identify as their priorities *and* is accompanied by robust community/opinion leader engagement, education, and communication (more on this below).

Having stated that a local sales tax measure appears feasible, it is important to note that the measure's prospects will be shaped by external factors (not within the City's or an independent campaign's control) and that a recommendation to place the measure on the November 2024 ballot comes with several qualifications and conditions. Indeed, although the results are promising, all revenue measures must overcome challenges prior to being successful. The proposed measure is no exception. The following paragraphs discuss some of the challenges and the next steps that True North and TeamCivX recommend.

Which services do Encinitas voters view as priorities for funding?

A general tax is "any tax imposed for general governmental purposes"[2] and is distinguished from a special tax in that the funds raised by a general tax are not earmarked for a specific purpose(s). Thus, a general tax provides a municipality with ~~a great deal of~~ flexibility with respect to what is funded by the measure on a year-to-year basis.

2. Section 1, Article XIIIC, California Constitution.

Although the Encinitas City Council would have the discretion to decide how to spend the sales tax revenues, the survey results indicate that voters are *primarily* interested in using the proceeds to repair aging infrastructure including storm drains, bridges, sidewalks, curbs, and public facilities (88% strongly or somewhat favor), keep parks, beaches, recreation facilities, community centers, and public facilities safe, clean, and well-maintained (88%), keep trash and pollution out of local lagoons, waterways, and off our beaches (86%), fix potholes (85%), and protect local public beaches, including restoring sand and protecting local reefs and marine habitat (85%).

How might a public information campaign affect support for the proposed measure?

As noted in the body of this report, individuals' opinions about revenue measures are often not rigid, especially when the amount of information presented to the public on a measure has been limited. Thus, in addition to measuring current support for the measure, one of the goals of this study was to explore how the introduction of additional information about the measure may affect voters' opinions about the proposal.

It is clear from the survey results that some voters' opinions about the proposed measure are somewhat sensitive to the nature—and amount—of information that they have about the measure. Information about the specific services that could be funded by the sales tax, as well as arguments in favor of the measure, were found by many voters to be compelling reasons to support the measure. However, voters also exhibited sensitivity to opposition arguments, and there is a risk that voters could be swayed by divisive and hyper-partisan campaigning during the 2024 election cycle. Accordingly, one of the keys to building and *sustaining* support for a local sales tax measure will be the presence of an effective, well-organized public outreach effort, as well as an independent campaign that focuses on the need for the measure as well as the many benefits that it will bring.

How might changes to the economic or political climate alter support for the measure?

A survey is a snapshot in time—which means the results of this study and the conclusions noted above must be viewed in light of the *current* economic and political climates. On the one hand, this should provide some reassurances to the City that a local sales tax measure is feasible. Even with lingering concerns regarding the pandemic, inflation, high gas prices, and the trajectory of the economy, voters strongly supported establishing a local sales tax to fund infrastructure repairs and essential city services.

On the other hand, the months leading up to the November 2024 election are likely to be punctuated with significant events on the economic and political fronts. Exactly how these events unfold and may shape voters' opinions remains to be seen. Should the economy and/or political climate improve, support for the measure could increase. Conversely, negative economic and/or political developments (including devolving

into a hyper-partisan environment), competing measures, and/or skewed voter turnout could dampen support for the measure below what was recorded in this study.

Quality of Life & City Services

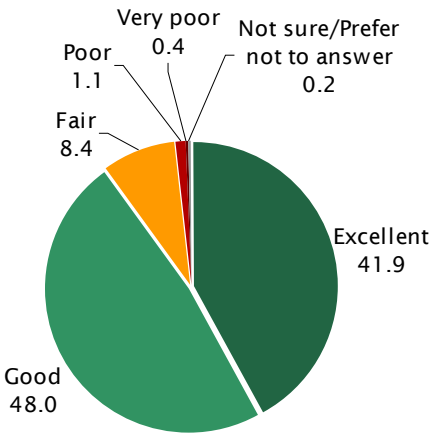
The opening section of the survey was designed to gauge voters' opinions regarding the quality of life in Encinitas, their ideas for how it can be improved, as well as their assessment of the City's performance in providing municipal services.

QUALITY OF LIFE

At the outset of the interview, voters were asked to rate the quality of life in the City of Encinitas using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, nine-in-ten voters shared favorable opinions of the quality of life in Encinitas, with 42% reporting it is excellent and 48% stating it is good. Approximately 8% of voters surveyed rated the quality of life in the City as fair, whereas just 2% used poor or very poor to describe the quality of life in Encinitas.

Question 2 *How would you rate the overall quality of life in Encinitas? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 1 QUALITY OF LIFE



Figures 2 and 3 show how ratings of the quality of life in the City of Encinitas varied by length of residence, presence of a child in the home, home ownership, age, and gender. The most striking pattern in the figures is the *consistency* with which voters provided high ratings for the quality of life in the City, with at least 87% of respondents in *every* subgroup rating the quality of life in Encinitas as excellent or good.

FIGURE 2 QUALITY OF LIFE BY YEARS IN ENCINITAS, CHILD IN HSLD & HOMEOWNER ON VOTER FILE

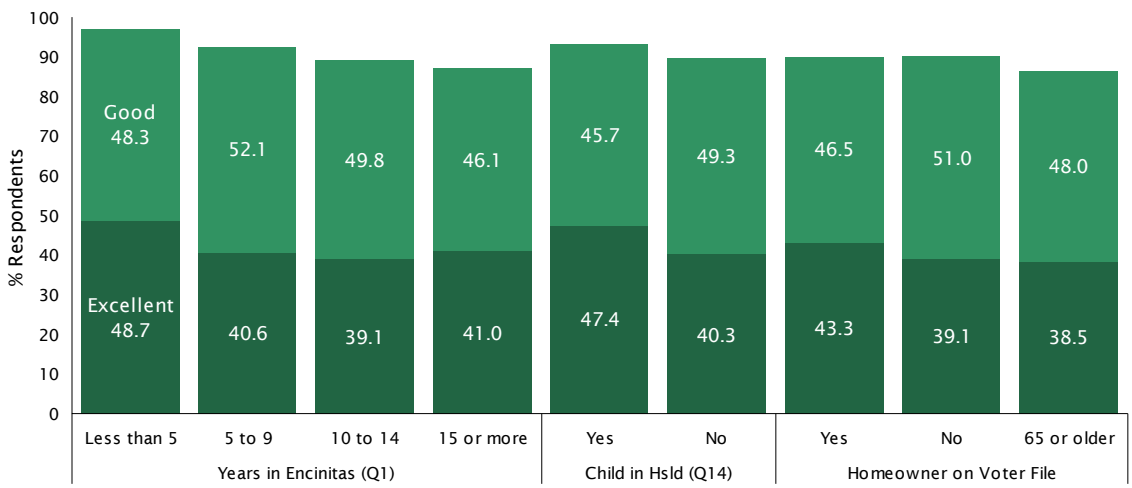
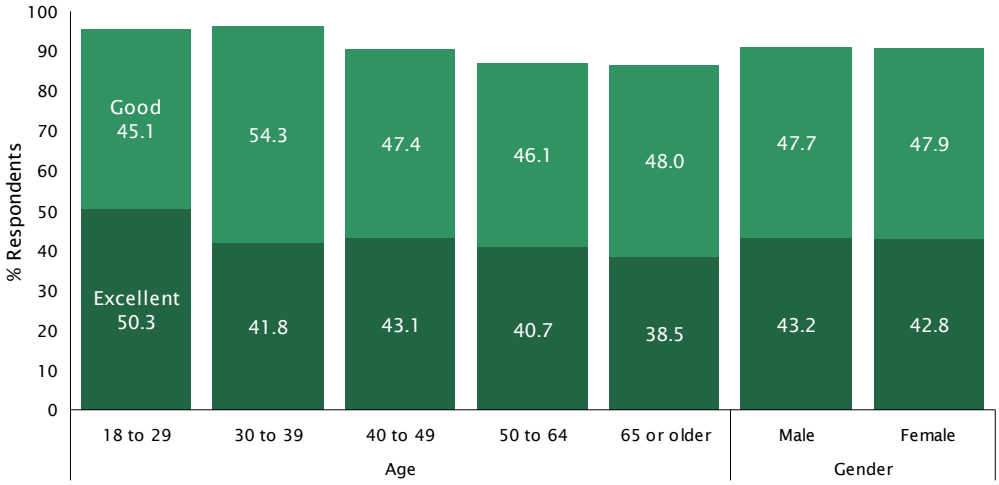


FIGURE 3 QUALITY OF LIFE BY AGE & GENDER



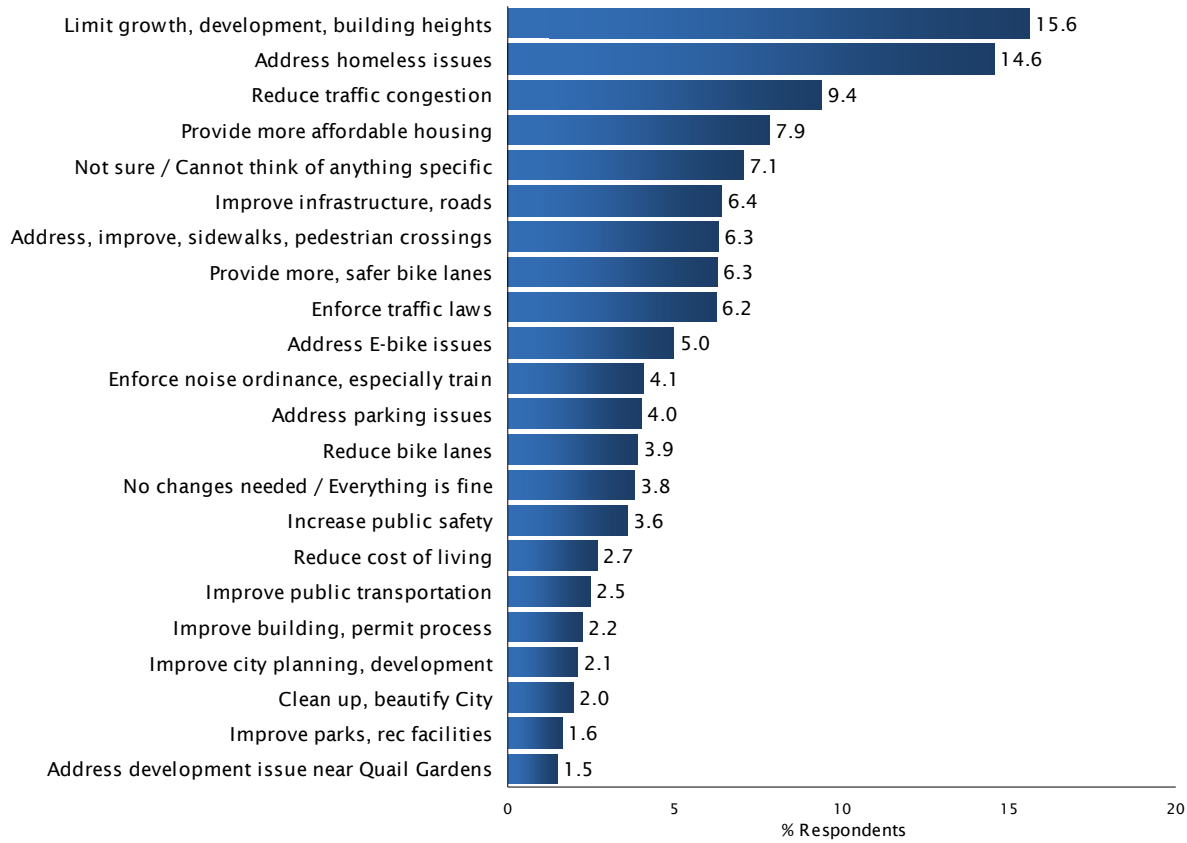
CHANGES TO IMPROVE ENCINITAS

The next question in this series asked voters to indicate the one thing that city government could *change* to make Encinitas a better place to live, now and in the future. Question 3 was posed in an open-ended manner, allowing residents to mention any aspect or attribute that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 4 on the next page.

Among specific changes desired, limiting growth/development and building heights (16%) and addressing homeless issues (15%) were the most common, followed by reducing traffic congestion (9%) and providing more affordable housing (8%). It is also worth noting that approximately 11% of respondents could not think of a change to Encinitas that they desired (7%) or indicated that no changes are needed/everything is fine as is (4%).

Question 3 *If the city government could change one thing to make Encinitas a better place to live now and in the future, what change would you like to see?*

FIGURE 4 CHANGES TO IMPROVE CITY



OVERALL PERFORMANCE RATING The final question in this series asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City of Encinitas is doing to provide city services. Because this question does not reference a specific program, facility, or service and requested that the respondent consider the City's performance in general, the findings of this question may be regarded as an *overall performance rating* for the City.

As shown in Figure 5 on the next page, seven-in-ten voters surveyed indicated that they were satisfied with the City of Encinitas' efforts to provide municipal services, with 21% saying they were very satisfied and 48% somewhat satisfied. Approximately 24% reported that they were dissatisfied with the City's overall performance, whereas 6% were unsure or unwilling to state their opinion. For the interested reader, figures 6 and 7 display how the percentage of respondents satisfied with the City's overall performance varied across demographic subgroups.

Question 4 *Generally speaking, are you satisfied or dissatisfied with the job the City of Encinitas is doing to provide city services?*

FIGURE 5 OVERALL SATISFACTION

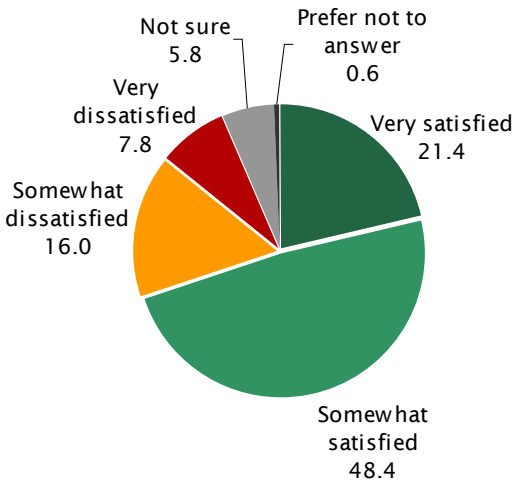


FIGURE 6 OVERALL SATISFACTION BY YEARS IN ENCINITAS, CHILD IN HSLD & HOMEOWNER ON VOTER FILE

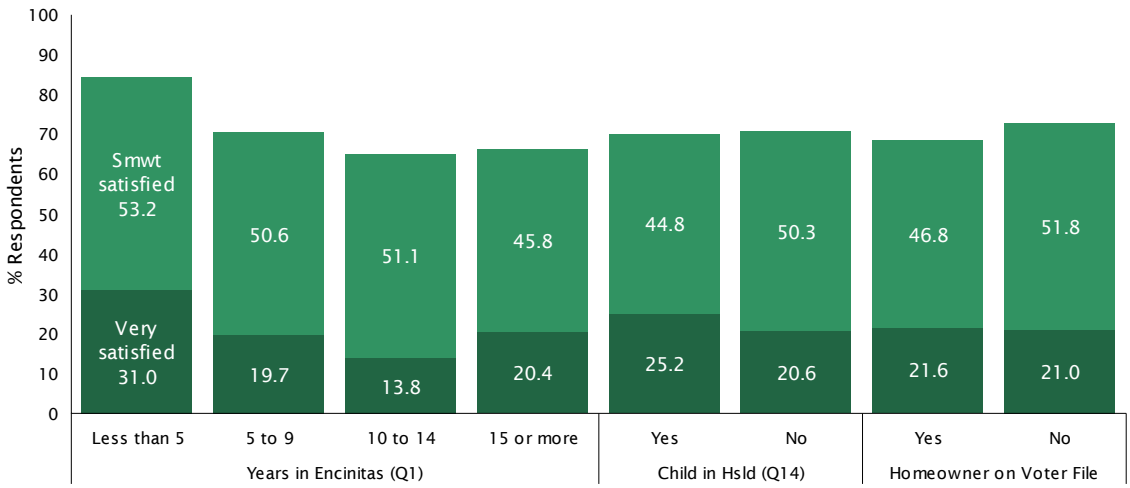
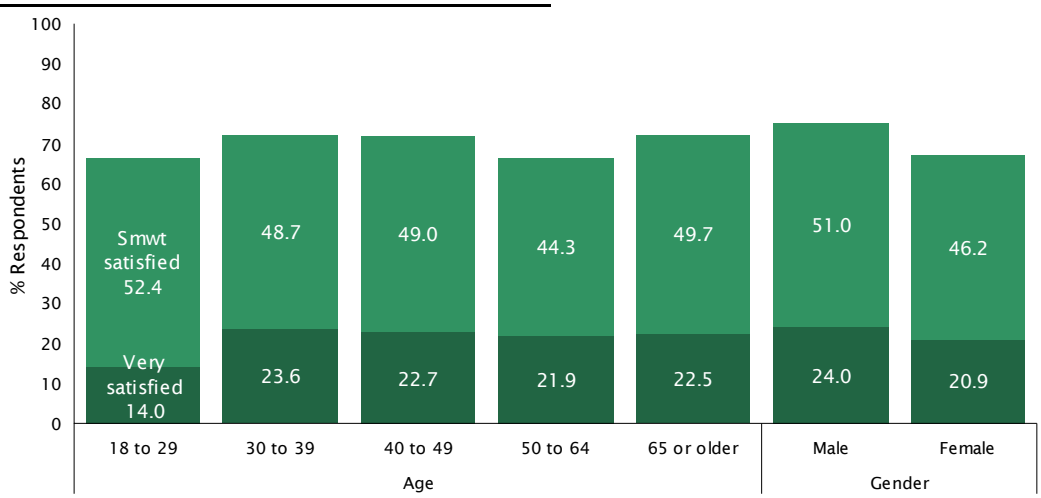


FIGURE 7 OVERALL SATISFACTION BY AGE & GENDER



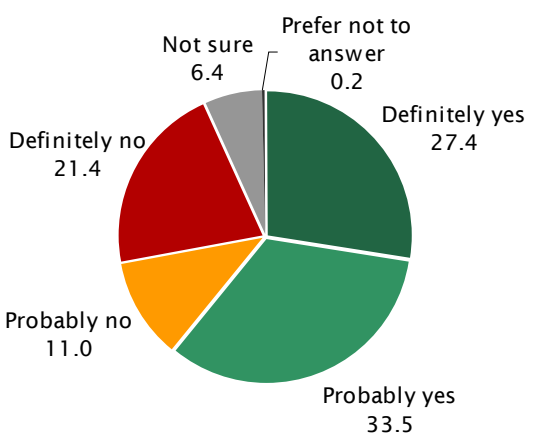
Initial Ballot Test

The primary research objective of this survey was to estimate voters' support for establishing a one-cent sales tax to provide funding for city services in Encinitas, such as fixing potholes, maintaining streets, and traffic safety improvements; repairing/upgrading aging stormdrains, infrastructure, and public safety facilities; reducing water pollution; and keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained. To this end, Question 5 was designed to take an early assessment of voters' support for the proposed measure.

The motivation for placing Question 5 near the front of the survey is twofold. First, voter support for a measure can often depend on the amount of information they have about a measure. At this point in the survey, the respondent has not been provided information about the proposed measure beyond what is presented in the ballot language. This situation is analogous to a voter casting a ballot with limited knowledge about the measure, such as what might occur in the absence of an effective campaign. Question 5, also known as the Initial Ballot Test, is thus a good measure of voter support for the proposed measure *as it is today*, on the natural. Because the Initial Ballot Test provides a gauge of natural support for the measure, it also serves a second purpose in that it provides a useful baseline from which to judge the impact of various information items conveyed later in the survey on voter support for the measure.

Question 5 *Next year, voters in Encinitas may be asked to vote on a local ballot measure. Let me read you a summary of the measure. To provide funding for city services in Encinitas, such as fixing potholes, maintaining streets, traffic safety improvements; repairing/upgrading aging stormdrains, infrastructure, and public safety facilities; reducing water pollution; and keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained; shall City of Encinitas' ordinance establishing a one-cent sales tax be adopted, providing 17 million dollars annually for general government use for 10 years, with citizen oversight, independent audits, and all money locally controlled? If the election were held today, would you vote yes or no on this measure?*

Figure 8 Initial Ballot Test



As shown in Figure 8, 61% of likely November 2024 voters surveyed indicated that they would support the proposed one-cent sales tax, whereas 32% stated that they would oppose the measure and 7% were unsure or unwilling to share their vote choice. For general taxes in California, the level of support recorded at the Initial Ballot Test is approximately 11 percentage points above the simple majority (50%+1) required for passage.

SUPPORT BY SUBGROUPS For the interested reader, Table 1 shows how support for the measure at the Initial Ballot Test varied by key demographic traits. The blue column (Approximate % of Universe) indicates the percentage of the likely November 2024 electorate that each subgroup category comprises. Support for the proposed measure was widespread, exceeding a majority in nearly all identified subgroups. When compared to their respective counterparts, support was strongest among newer residents (less than 5 years), respondents who rated the City's fiscal management as excellent or good, voters under 30 years of age, renters, Democrats and dual-Democrat households, respondents likely to vote by mail, lower propensity voters (likely to vote in November but not in March), individuals who registered to vote in Encinitas on or after June 2006, and those satisfied with the City's overall performance.

TABLE 1 DEMOGRAPHIC BREAKDOWN OF SUPPORT AT INITIAL BALLOT TEST

		Approximate % of Voter Universe	% Probably or Definitely Yes	% Not sure
Overall		100.0	60.9	6.4
Years in Encinitas (Q1)	Less than 5	17.8	77.6	6.7
	5 to 9	15.1	62.9	6.5
	10 to 14	12.9	57.8	9.5
	15 or more	54.2	55.6	5.4
Opinion of Fiscal Management (Q13)	Excellent, good	34.3	81.2	5.0
	Fair	27.0	55.1	5.9
	Poor, very poor	17.2	22.8	6.5
	Not sure	21.5	67.2	9.4
Age	18 to 29	13.5	75.4	3.0
	30 to 39	15.1	67.1	3.3
	40 to 49	16.9	62.0	9.4
	50 to 64	25.2	51.9	9.1
	65 or older	29.3	58.2	5.5
Child in Hsld (Q14)	Yes	31.6	62.9	7.3
	No	68.4	61.5	6.0
Homeowner on Voter File	Yes	67.5	59.0	6.8
	No	32.5	64.8	5.6
Household Party Type	Single dem	21.7	73.0	5.8
	Dual dem	13.6	78.0	7.4
	Single rep	9.7	37.3	5.5
	Dual rep	8.4	42.7	7.6
	Other / Mixed	46.6	58.5	6.3
Likely to Vote by Mail	Yes	80.9	62.7	5.8
	No	19.1	53.1	9.1
Likely Mar 2024 Voter	Yes	76.6	58.8	6.9
	No	23.4	67.7	4.9
Party	Democrat	45.0	73.9	6.3
	Republican	23.8	38.3	7.3
	Other / DTS	31.2	59.4	5.9
Registration Year	Since Nov '18	15.8	70.6	4.2
	Jun '06 to <Nov '18	27.5	66.9	4.8
	Before Jun '06	56.7	55.3	7.8
Overall Satisfaction (Q4)	Satisfied	74.6	70.3	6.3
	Dissatisfied	25.4	32.5	6.5
Gender	Male	50.5	64.4	4.6
	Female	49.5	60.7	8.3

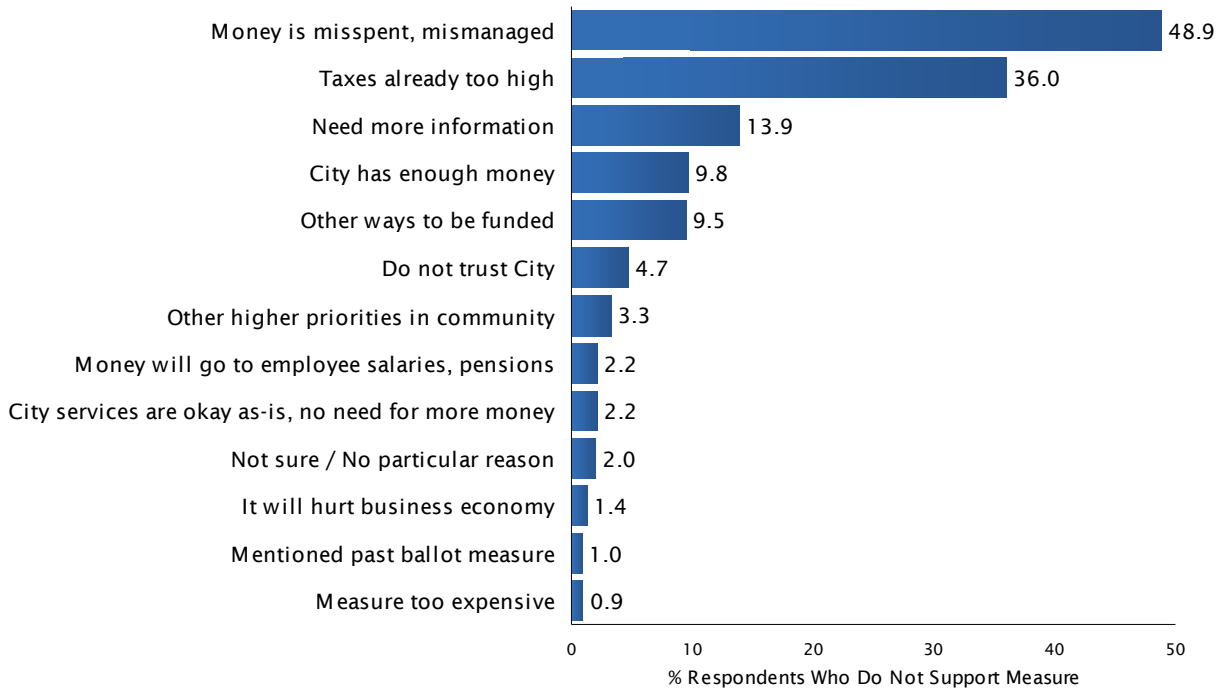
REASONS FOR NOT SUPPORTING MEASURE

Respondents who opposed the measure (or were unsure) at the Initial Ballot Test were subsequently asked if there was a particular reason for their position. Question 6 was asked in an open-ended manner, allowing respondents to mention any reason that came to mind without being prompted by, or restricted to, a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 9.

Among the specific reasons offered for not supporting the measure, the perception that city funds have been/will be mismanaged or misspent (49%) and a belief that taxes are already too high (36%) were the most common, followed by a need for more information (14%), the belief that the City already has enough money (10%), and the opinion that city services could be funded in other ways (10%).

Question 6 *Is there a particular reason why you do not support or are unsure about the measure I just described?*

FIGURE 9 REASONS FOR NOT SUPPORTING MEASURE



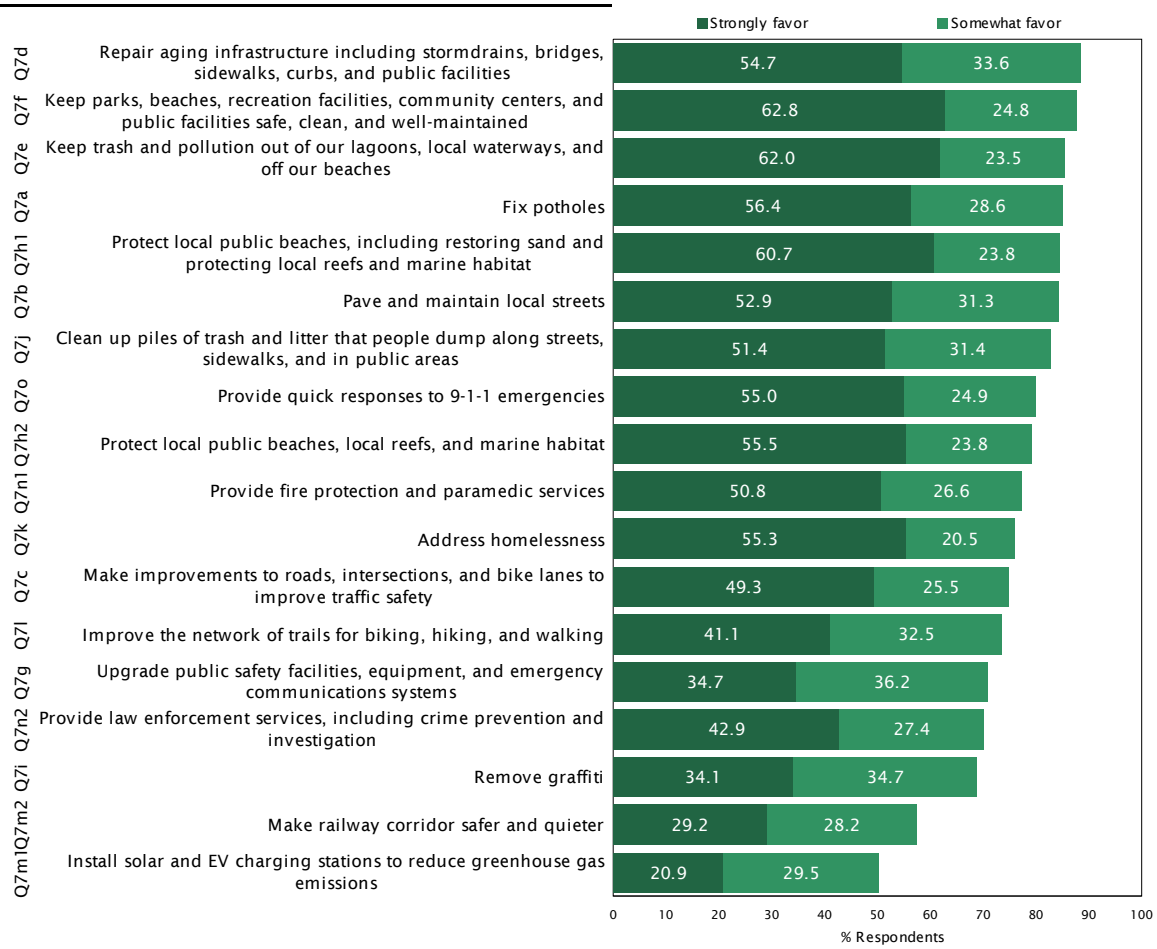
PROJECTS & SERVICES

The ballot language presented in Question 5 indicated that the proposed measure would provide funding for city services in Encinitas, such as fixing potholes, maintaining streets, and traffic safety improvements; repairing/upgrading aging stormdrains, infrastructure, and public safety facilities; reducing water pollution; and keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained. The purpose of Question 7 was to provide respondents with a full range of services that may be funded by the proposed measure, as well as identify which of these services voters most favored funding with the proceeds of the measure.

After reading each service, respondents were asked if they would favor or oppose spending some of the money on that particular item assuming that the measure passed. Descriptions of the services tested, as well as voters' responses, are shown in Figure 10.[3] The order in which the services were presented to respondents was randomized to avoid a systematic position bias.

Question 7 *The measure we've been discussing will provide funding for a variety of services in your community. If the measure passes, would you favor or oppose using some of the money to: _____, or do you not have an opinion?*

FIGURE 10 PROJECTS & SERVICES



3. For the full text of the services tested, turn to Question 7 in *Questionnaire & Toplines* on page 33.

Nearly all projects and services tested were popular with Encinitas voters, with at least two-thirds of respondents indicating they would favor spending measure proceeds on 16 of the 18 items tested. That said, the services that resonated with the *largest* percentage of respondents were repairing aging infrastructure including storm drains, bridges, sidewalks, curbs, and public facilities (88% strongly or somewhat favor), keeping parks, beaches, recreation facilities, community centers, and public facilities safe, clean, and well-maintained (88%), keeping trash and pollution out of our lagoons, local waterways, and off our beaches (86%), fixing potholes (85%), and protecting local public beaches, including restoring sand and protecting local reefs and marine habitat (85%).

SERVICE RATINGS BY INITIAL SUPPORT Table 2 on the next page presents the top five services (showing the percentage of respondents who *strongly* favor each) by position at the Initial Ballot Test. Not surprisingly, individuals who initially opposed the measure were generally less likely to favor spending money on a given service when compared with supporters. Nevertheless, initial supporters, opponents, and the undecided did agree on one of the top five priorities for funding (keeping parks, beaches, recreation facilities, community centers, and public facilities safe, clean, and well-maintained).

TABLE 2 TOP PROJECTS & SERVICES BY POSITION AT INITIAL BALLOT TEST

Position at Initial Ballot Test (Q5)	Item	Project or Service Summary	% Strongly Favor
Probably or Definitely **Yes** (*n* = 756)	Q7e	Keep trash and pollution out of our lagoons, local waterways, and off our beaches	78
	Q7f	Keep parks, beaches, recreation facilities, community centers, and public facilities safe, clean, and well-maintained	76
	Q7h2	Protect local public beaches, local reefs, and marine habitat	74
	Q7h1	Protect local public beaches, including restoring sand and protecting local reefs and marine habitat	73
	Q7d	Repair aging infrastructure including stormdrains, bridges, sidewalks, curbs, and public facilities	66
Probably or Definitely **No** (*n* = 403)	Q7a	Fix potholes	43
	Q7n2	Provide law enforcement services, including crime prevention and investigation	42
	Q7o	Provide quick responses to 9-1-1 emergencies	41
	Q7k	Address homelessness	39
	Q7f	Keep parks, beaches, recreation facilities, community centers, and public facilities safe, clean, and well-maintained	39
Not Sure (*n* = 79)	Q7a	Fix potholes	62
	Q7f	Keep parks, beaches, recreation facilities, community centers, and public facilities safe, clean, and well-maintained	61
	Q7o	Provide quick responses to 9-1-1 emergencies	60
	Q7b	Pave and maintain local streets	56
	Q7h1	Protect local public beaches, including restoring sand and protecting local reefs and marine habitat	55

Positive Arguments

If the City chooses to place a measure on an upcoming ballot, voters will be exposed to various arguments about the measure in the ensuing months. Proponents of the measure will present arguments to try to persuade voters to support a measure, just as opponents may present arguments to achieve the opposite goal. For this study to be a reliable gauge of voter support for the proposed sales tax measure, it is important that the survey simulate the type of discussion and debate that will occur prior to the vote taking place and identify how this information ultimately shapes voters' opinions about the measure.

The objective of Question 8 was thus to present respondents with arguments in favor of the proposed measure and identify whether they felt the arguments were convincing reasons to support it. Arguments in opposition to the measure were also presented and are discussed later in this report (see *Negative Arguments* on page 21). Within each series, specific arguments were administered in random order to avoid a systematic position bias.

Question 8 *What I'd like to do now is tell you what some people are saying about the measure we've been discussing. Supporters of the measure say: _____. Do you think this is a very convincing, somewhat convincing, or not at all convincing reason to SUPPORT the measure?*

Figure 11 Positive Arguments

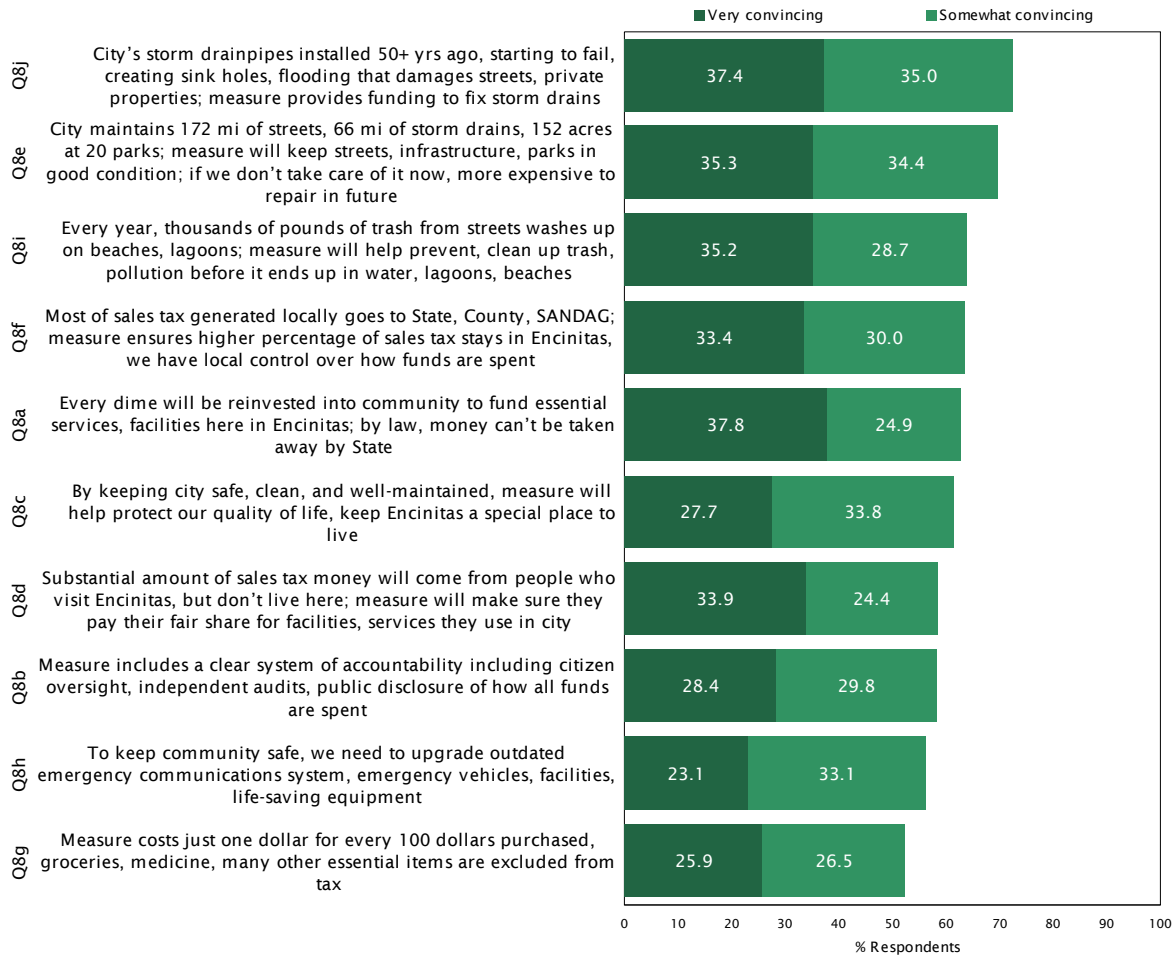


Figure 11 presents the truncated positive arguments tested, as well as voters' reactions to the arguments. The arguments are ranked from most convincing to least convincing based on the percentage of respondents who indicated that the argument was either a 'very convincing' or 'somewhat convincing' reason to support the sales tax measure. Using this methodology, the most compelling positive arguments were: *The City's storm drainpipes were installed more than 50 years ago and are starting to fail, creating sink holes and flooding that damage streets and private properties. This measure provides the funding needed to fix our storm drains* (72% very or somewhat convincing), *The City maintains 172 miles of streets, 66 miles of storm drains, and 152 acres at 20 city parks. This measure will provide the funding we need to keep our streets, infrastructure, and parks in good condition. If we don't take care of it now, it will be a lot more expensive to repair in the future* (70%), and *Every year, thousands of pounds of trash from our streets washes up on local beaches and in our lagoons. This measure will help prevent and clean up trash and pollution before it ends up in our water, lagoons, and along our beaches* (64%).

POSITIVE ARGUMENTS BY INITIAL SUPPORT Table 3 on the next page lists the top five most convincing positive arguments (showing the percentage of respondents who cited it as *very* convincing) according to respondents' vote choice at the Initial Ballot Test. The positive arguments resonated with a much higher percentage of voters initially inclined to support the measure compared with those who initially opposed the measure or were unsure. Nevertheless, two arguments were ranked among the top five most compelling by all three groups.

TABLE 3 TOP POSITIVE ARGUMENTS BY POSITION AT INITIAL BALLOT TEST

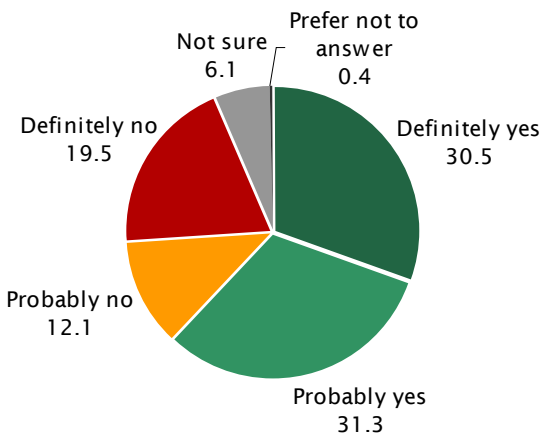
Position at Initial Ballot Test (Q5)	Item	Positive Argument Summary	% Very Convincing
Probably or Definitely **Yes** (*n* = 756)	Q8a	Every dime will be reinvested into community to fund essential services, facilities here in Encinitas; by law, money can't be taken away by State	54
	Q8j	City's storm drainpipes installed 50+ yrs ago, starting to fail, creating sink holes, flooding that damages streets, private properties; measure provides funding to fix storm drains	52
	Q8e	City maintains 172 mi of streets, 66 mi of storm drains, 152 acres at 20 parks; measure will keep streets, infrastructure, parks in good condition; if we don't take care of it now, more expensive to repair in future	51
	Q8i	Every year, thousands of pounds of trash from streets washes up on beaches, lagoons; measure will help prevent, clean up trash, pollution before it ends up in water, lagoons, beaches	51
	Q8f	Most of sales tax generated locally goes to State, County, SANDAG; measure ensures higher percentage of sales tax stays in Encinitas, we have local control over how funds are spent	48
Probably or Definitely **No** (*n* = 403)	Q8j	City's storm drainpipes installed 50+ yrs ago, starting to fail, creating sink holes, flooding that damages streets, private properties; measure provides funding to fix storm drains	11
	Q8d	Substantial amount of sales tax money will come from people who visit Encinitas, but don't live here; measure will make sure they pay their fair share for facilities, services they use in city	11
	Q8a	Every dime will be reinvested into community to fund essential services, facilities here in Encinitas; by law, money can't be taken away by State	10
	Q8b	Measure includes a clear system of accountability including citizen oversight, independent audits, public disclosure of how all funds are spent	10
	Q8i	Every year, thousands of pounds of trash from streets washes up on beaches, lagoons; measure will help prevent, clean up trash, pollution before it ends up in water, lagoons, beaches	9
Not Sure (*n* = 79)	Q8j	City's storm drainpipes installed 50+ yrs ago, starting to fail, creating sink holes, flooding that damages streets, private properties; measure provides funding to fix storm drains	31
	Q8f	Most of sales tax generated locally goes to State, County, SANDAG; measure ensures higher percentage of sales tax stays in Encinitas, we have local control over how funds are spent	30
	Q8a	Every dime will be reinvested into community to fund essential services, facilities here in Encinitas; by law, money can't be taken away by State	29
	Q8d	Substantial amount of sales tax money will come from people who visit Encinitas, but don't live here; measure will make sure they pay their fair share for facilities, services they use in city	28
	Q8b	Measure includes a clear system of accountability including citizen oversight, independent audits, public disclosure of how all funds are spent	24

Interim Ballot Test

After exposing respondents to services that could be funded by the measure as well as the types of positive arguments voters may encounter during an election cycle, the survey again presented respondents with the ballot language used previously to gauge how support for the proposed sales tax measure may have changed. As shown in Figure 12, overall support among likely November 2024 voters ticked up to 62%, with 31% of voters indicating that they would *definitely* vote yes on the measure. Approximately 32% of respondents opposed the measure at this point in the survey, and an additional 7% were unsure or unwilling to state their vote choice.

Question 9 *Sometimes people change their mind about a measure once they have more information about it. Now that you have heard a bit more about the measure, let me read you a summary of it again. To provide funding for city services in Encinitas, such as fixing potholes, maintaining streets, traffic safety improvements; repairing/upgrading aging stormdrains, infrastructure, and public safety facilities; reducing water pollution; and keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained; shall City of Encinitas' ordinance establishing a one-cent sales tax be adopted, providing 17 million dollars annually for general government use for 10 years, with citizen oversight, independent audits, and all money locally controlled? If the election were held today, would you vote yes or no on this measure?*

Figure 12 Interim Ballot Test



SUPPORT BY SUBGROUPS Table 4 on the next page shows how support for the measure at this point in the survey varied by key voter subgroups, as well as the change in subgroup support when compared with the Initial Ballot Test. Positive differences appear in green, whereas negative differences appear in red. As shown in the table, support for the sales tax measure increased or decreased by minimal amounts (2 percentage points or less) between the Initial and Interim Ballot Test for all voter subgroups.

TABLE 4 DEMOGRAPHIC BREAKDOWN OF SUPPORT AT INTERIM BALLOT TEST

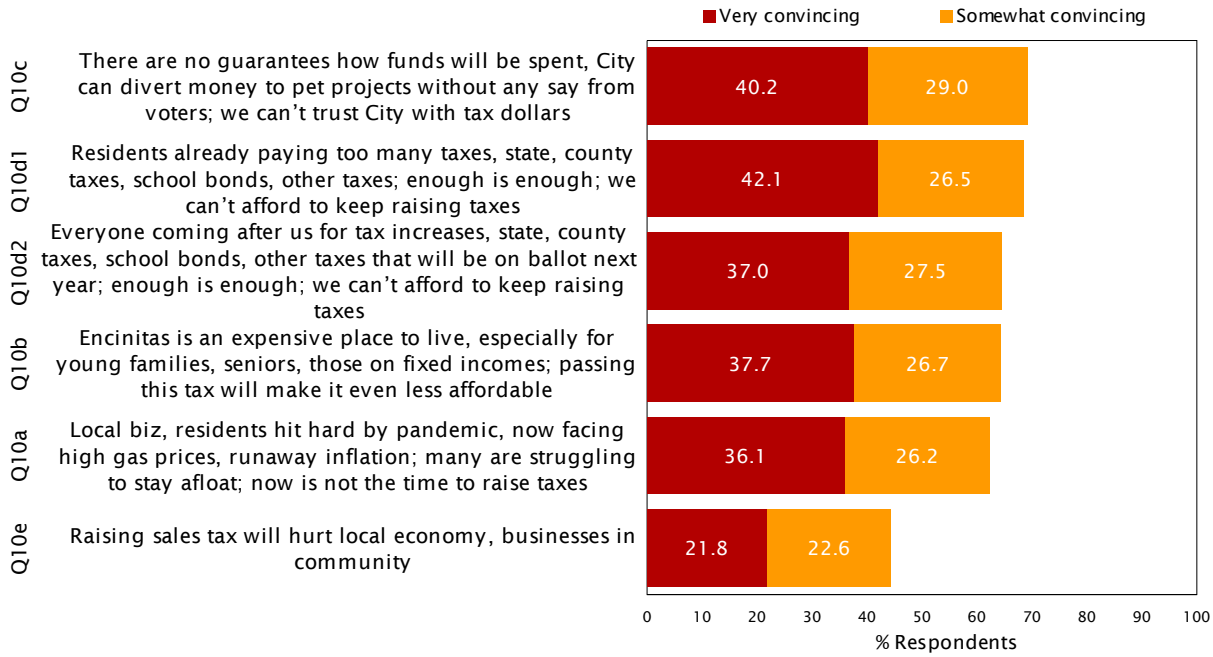
		Approximate % of Voter Universe	% Probably or Definitely Yes	Change From Initial Ballot Test (Q5)
Overall		100.0	61.8	+0.9
Years in Encinitas (Q1)	Less than 5	17.8	76.8	-0.8
	5 to 9	15.1	61.8	-1.1
	10 to 14	12.9	58.2	+0.3
	15 or more	54.2	57.8	+2.2
Opinion of Fiscal Management (Q13)	Excellent, good	34.3	82.8	+1.5
	Fair	27.0	55.7	+0.6
	Poor, very poor	17.2	22.4	-0.5
	Not sure	21.5	68.7	+1.5
Age	18 to 29	13.5	74.2	-1.2
	30 to 39	15.1	67.3	+0.2
	40 to 49	16.9	63.7	+1.7
	50 to 64	25.2	53.3	+1.4
	65 or older	29.3	59.6	+1.4
Child in Hsld (Q14)	Yes	31.6	64.4	+1.5
	No	68.4	62.3	+0.7
Homeowner on Voter File	Yes	67.5	59.6	+0.6
	No	32.5	66.5	+1.6
Household Party Type	Single dem	21.7	74.8	+1.8
	Dual dem	13.6	78.2	+0.2
	Single rep	9.7	38.2	+0.9
	Dual rep	8.4	43.0	+0.3
	Other / Mixed	46.6	59.3	+0.8
Likely to Vote by Mail	Yes	80.9	64.2	+1.5
	No	19.1	51.6	-1.5
Likely Mar 2024 Voter	Yes	76.6	60.7	+1.9
	No	23.4	65.4	-2.3
Party	Democrat	45.0	74.8	+0.9
	Republican	23.8	39.5	+1.2
	Other / DTS	31.2	60.1	+0.7
Registration Year	Since Nov '18	15.8	70.1	-0.4
	Jun '06 to <Nov '18	27.5	67.2	+0.3
	Before Jun '06	56.7	56.9	+1.6
Overall Satisfaction (Q4)	Satisfied	74.6	71.5	+1.2
	Dissatisfied	25.4	32.5	+0.0
Gender	Male	50.5	64.4	-0.0
	Female	49.5	63.0	+2.3

Negative Arguments

Whereas Question 8 of the survey presented respondents with arguments in favor of the sales tax measure, Question 10 presented respondents with arguments designed to elicit opposition to the measure. In the case of Question 10, however, respondents were asked whether they felt that the argument was a very convincing, somewhat convincing, or not at all convincing reason to *oppose* the measure. The arguments tested, as well as voters' opinions about the arguments, are presented below in Figure 13.

Question 10 *Next, let me tell you what opponents of the measure are saying. Opponents of the measure say: _____. Do you think this is a very convincing, somewhat convincing, or not at all convincing reason to OPPOSE the measure?*

Figure 13 Negative Arguments



The most compelling negative arguments were: *There are no guarantees on how funds will be spent, which means the City can divert the money to pet projects without any say from voters. We can't trust the City with our tax dollars* (69% very or somewhat convincing) and *Residents are already paying too many taxes - including state and county taxes, school bonds, and other taxes. Enough is enough. We can't afford to keep raising our taxes* (69%).

NEGATIVE ARGUMENTS BY INITIAL SUPPORT Table 5 on the next page ranks the top five negative arguments (showing the percentage of respondents who cited each as very convincing) according to respondents' vote choice at the Initial Ballot Test.

TABLE 5 TOP NEGATIVE ARGUMENTS BY POSITION AT INITIAL BALLOT TEST

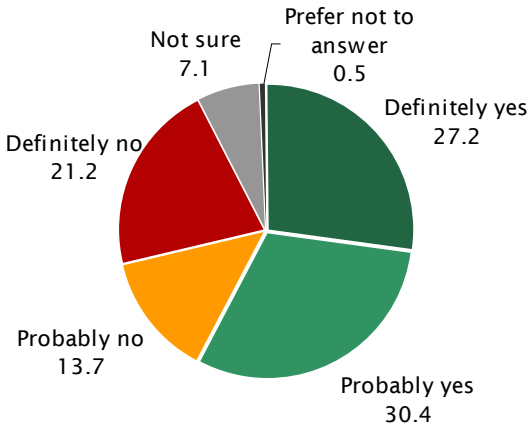
Position at Initial Ballot Test (Q5)	Item	Negative Argument Summary	% Very Convincing
Probably or Definitely **Yes** (*n* = 756)	Q10c	There are no guarantees how funds will be spent, City can divert money to pet projects without any say from voters; we can't trust City with tax dollars	23
	Q10b	Encinitas is an expensive place to live, especially for young families, seniors, those on fixed incomes; passing this tax will make it even less affordable	22
	Q10d1	Residents already paying too many taxes, state, county taxes, school bonds, other taxes; enough is enough; we can't afford to keep raising taxes	22
	Q10a	Local biz, residents hit hard by pandemic, now facing high gas prices, runaway inflation; many are struggling to stay afloat; now is not the time to raise taxes	20
	Q10d2	Everyone coming after us for tax increases, state, county taxes, school bonds, other taxes that will be on ballot next year; enough is enough; we can't afford to keep raising taxes	17
Probably or Definitely **No** (*n* = 403)	Q10d1	Residents already paying too many taxes, state, county taxes, school bonds, other taxes; enough is enough; we can't afford to keep raising taxes	80
	Q10d2	Everyone coming after us for tax increases, state, county taxes, school bonds, other taxes that will be on ballot next year; enough is enough; we can't afford to keep raising taxes	69
	Q10c	There are no guarantees how funds will be spent, City can divert money to pet projects without any say from voters; we can't trust City with tax dollars	68
	Q10a	Local biz, residents hit hard by pandemic, now facing high gas prices, runaway inflation; many are struggling to stay afloat; now is not the time to raise taxes	65
	Q10b	Encinitas is an expensive place to live, especially for young families, seniors, those on fixed incomes; passing this tax will make it even less affordable	65
Not Sure (*n* = 79)	Q10d1	Residents already paying too many taxes, state, county taxes, school bonds, other taxes; enough is enough; we can't afford to keep raising taxes	59
	Q10c	There are no guarantees how funds will be spent, City can divert money to pet projects without any say from voters; we can't trust City with tax dollars	56
	Q10b	Encinitas is an expensive place to live, especially for young families, seniors, those on fixed incomes; passing this tax will make it even less affordable	46
	Q10d2	Everyone coming after us for tax increases, state, county taxes, school bonds, other taxes that will be on ballot next year; enough is enough; we can't afford to keep raising taxes	45
	Q10a	Local biz, residents hit hard by pandemic, now facing high gas prices, runaway inflation; many are struggling to stay afloat; now is not the time to raise taxes	40

Final Ballot Test

Voters' opinions about ballot measures are often not rigid, especially when the amount of information presented to the public on a measure has been limited. A goal of the survey was thus to gauge how voters' opinions about the proposed measure may be affected by the information they could encounter during the course of an election cycle. After providing respondents with the wording of the proposed measure, services that could be funded, and arguments in favor of and against the proposal, the survey again asked voters whether they would vote 'yes' or 'no' on the proposed sales tax measure.

Question 11 *Now that you have heard a bit more about the measure, let me read you a summary of it one more time. To provide funding for city services in Encinitas, such as fixing potholes, maintaining streets, traffic safety improvements; repairing/upgrading aging stormdrains, infrastructure, and public safety facilities; reducing water pollution; and keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained; shall City of Encinitas' ordinance establishing a one-cent sales tax be adopted, providing 17 million dollars annually for general government use for 10 years, with citizen oversight, independent audits, and all money locally controlled? If the election were held today, would you vote yes or no on this measure?*

Figure 14 Final Ballot Test



At this point in the survey, support for the one-cent sales tax measure was found among 58% of likely November 2024 voters, with 27% indicating that they would *definitely* support the measure. Approximately 35% of respondents were opposed to the measure at the Final Ballot Test, and 8% were unsure or unwilling to state their vote choice.

Change in Support

Table 6 provides a closer look at how support for the proposed measure changed over the course of the interview by calculating the difference in support between the Initial, Interim, and Final Ballot tests within various subgroups of voters. The percentage of support for the measure at the Final Ballot Test is shown in the column with the heading *% Probably or Definitely Yes*. The columns to the right show the difference between the Final and the Initial, and the Final and Interim Ballot Tests. Positive differences appear in green, and negative differences appear in red.

Table 6 Demographic Breakdown of Support at Final Ballot Test

		Approximate % of Voter Universe	% Probably or Definitely Yes	Change From Initial Ballot Test (Q5)	Change From Interim Ballot Test (Q9)
Overall		100.0	57.6	-3.4	-4.3
Years in Encinitas (Q1)	Less than 5	17.8	72.9	-4.6	-3.8
	5 to 9	15.1	53.2	-9.7	-8.7
	10 to 14	12.9	55.9	-1.9	-2.3
	15 or more	54.2	54.1	-1.5	-3.7
Opinion of Fiscal Management (Q13)	Excellent, good	34.3	78.6	-2.6	-4.2
	Fair	27.0	51.8	-3.4	-3.9
	Poor, very poor	17.2	16.3	-6.5	-6.0
	Not sure	21.5	65.1	-2.1	-3.5
Age	18 to 29	13.5	64.0	-11.3	-10.2
	30 to 39	15.1	58.8	-8.3	-8.5
	40 to 49	16.9	56.4	-5.6	-7.3
	50 to 64	25.2	53.5	+1.6	+0.2
	65 or older	29.3	58.1	-0.1	-1.4
Child in Hsld (Q14)	Yes	31.6	56.4	-6.5	-8.0
	No	68.4	59.5	-2.1	-2.8
Homeowner on Voter File	Yes	67.5	56.2	-2.8	-3.4
	No	32.5	60.3	-4.5	-6.2
Household Party Type	Single dem	21.7	71.9	-1.1	-2.9
	Dual dem	13.6	76.7	-1.3	-1.6
	Single rep	9.7	30.8	-6.4	-7.4
	Dual rep	8.4	38.4	-4.3	-4.6
	Other / Mixed	46.6	54.3	-4.2	-5.0
Likely to Vote by Mail	Yes	80.9	59.5	-3.2	-4.7
	No	19.1	49.2	-3.9	-2.4
Likely Mar 2024 Voter	Yes	76.6	57.7	-1.2	-3.1
	No	23.4	57.2	-10.4	-8.2
Party	Democrat	45.0	72.0	-1.9	-2.8
	Republican	23.8	34.4	-3.9	-5.1
	Other / DTS	31.2	54.3	-5.1	-5.8
Registration Year	Since Nov '18	15.8	63.9	-6.7	-6.2
	Jun '06 to <Nov '18	27.5	59.6	-7.3	-7.6
	Before Jun '06	56.7	54.8	-0.5	-2.1
Overall Satisfaction (Q4)	Satisfied	74.6	66.5	-3.8	-5.0
	Dissatisfied	25.4	29.2	-3.3	-3.4
Gender	Male	50.5	62.0	-2.4	-2.3
	Female	49.5	56.7	-4.0	-6.3

As expected, voters generally responded to the negative arguments with a reduction in their support for the sales tax measure when compared with the levels recorded at the Interim Ballot Test. The general trend over the course of the entire survey (Initial to Final Ballot Test) was also one of declining support for most voter subgroups, averaging -3% overall. Even with this trend, however, support for the proposed sales tax measure at the Final Ballot Test (58%) remained 8% *above* the simple majority (50%+1) required for passage.

Whereas Table 6 displays changes in support for the measure over the course of the interview at the subgroup level, Table 7 displays the individual-level changes that occurred between the Initial and Final Ballot tests for the measure. On the left side of the table is shown each of the response options to the Initial Ballot Test and the percentage of respondents in each group. The cells in the body of the table depict movement within each response group (row) based on the information provided throughout the course of the survey as recorded by the Final Ballot Test. For example, in the first row we see that of the 27.4% of respondents who indicated that they would definitely support the measure at the Initial Ballot Test, 21.0% also indicated they would definitely support the measure at the Final Ballot Test. Approximately 5.3% moved to the probably support group, 0.1% moved to the probably oppose group, 0.2% moved to the definitely oppose group, and 0.8% stated they were now unsure of their vote choice.

To ease interpretation of the table, the cells are color coded. Red shaded cells indicate declining support, green shaded cells indicate increasing support, whereas white cells indicate no movement. Moreover, within the cells, a white font indicates a fundamental change in the vote: from yes to no, no to yes, or not sure to either yes or no.

TABLE 7 MOVEMENT BETWEEN INITIAL & FINAL BALLOT TEST

Initial Ballot Test (Q5)		Final Ballot Test (Q11) Definitely support	Probably support	Probably oppose	Definitely oppose	Not sure
Definitely support	27.4% →	21.0%	5.3%	0.1%	0.2%	0.8%
Probably support	33.5% →	6.1%	21.6%	2.8%	0.2%	2.8%
Probably oppose	11.0% →	0.1%	1.9%	6.4%	2.0%	0.7%
Definitely oppose	21.4% →	0.0%	0.2%	2.5%	18.3%	0.4%
Not sure	6.6% →	0.0%	1.4%	1.8%	0.5%	2.9%

As one might expect, the information conveyed in the survey had the greatest impact on individuals who either weren't sure about how they would vote at the Initial Ballot Test or were tentative in their vote choice (probably yes or probably no). Moreover, Table 7 makes clear that although the information did impact some voters, it did not do so in a consistent way for all respondents. Some respondents found the information conveyed during the course of the interview to be a reason to become more supportive of the measure, whereas a slightly larger percentage found the same information to be a reason to be less supportive. Despite 14% of respondents making a *fundamental*[4] shift in their opinion about the measure over the course of the interview, the net impact is that support for the measure at the Final Ballot Test (58%) was just three percentage points different than support at the Initial Ballot Test (61%).

4. This is, they changed from a position of support, opposition, or undecided at the Initial Ballot Test to a different position at the Final Ballot Test.

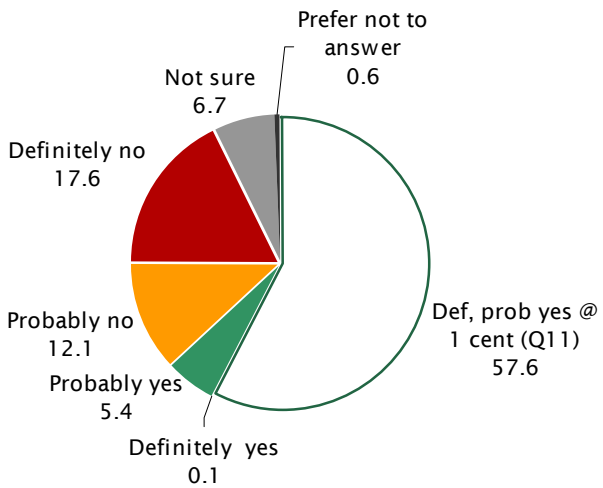
Final Ballot Test at Lower Rate

The ballot language tested throughout the survey indicated that the measure would increase the local sales tax rate by one cent and be used to fund general city services. Voters who did not support the proposed measure at the Final Ballot Test (Question 11) were subsequently asked if they would support the measure if the rate were set at a lower amount: one-half cent.

As shown in Figure 15, lowering the tax rate to one-half cent generated a modest amount of additional support for the proposed measure. An additional 6% of voters indicated they would support the measure if the tax rate were lowered to one-half cent, although nearly all of the additional support for the measure was 'soft' (probably yes).

Question 12 *What if the measure I just described raised the sales tax by a lower amount: one-half cent? Would you vote yes or no on the measure?*

Figure 15 Final Ballot Test @ One-Half Cent

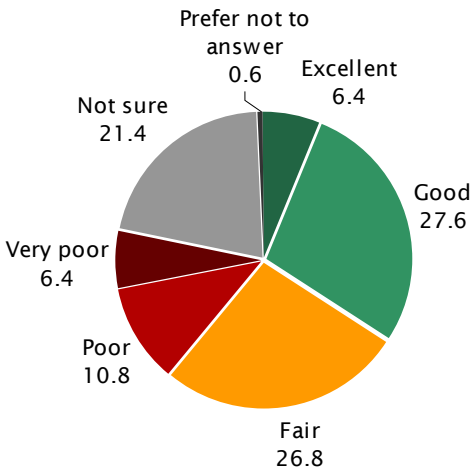


Fiscal Management

The final substantive question of the survey asked respondents to rate the job the City of Encinitas has done in managing its financial resources. Six-in-ten (61% of) voters gave the City positive or neutral marks, with 6% rating the City's performance as excellent, 28% good, and 27% fair. Approximately 17% of respondents rated the job the City has done in managing its finances as poor or very poor, while 22% confided they were not sure or preferred to not answer the question.

Question 13 *In your opinion, has the City of Encinitas done an excellent, good, fair, poor or very poor job of managing its financial resources?*

Figure 16 Opinion of Fiscal Management



For the interested reader, figures 17 and 18 show how ratings of the City's performance in managing its finances varied across key voter subgroups (among those with an opinion). It is worth noting the positive relationship between having a high opinion of the City's performance in managing its financial resources and support for the proposed measure at the Initial Ballot Test.

Figure 17 Opinion of Fiscal Management by Years in Encinitas & Age

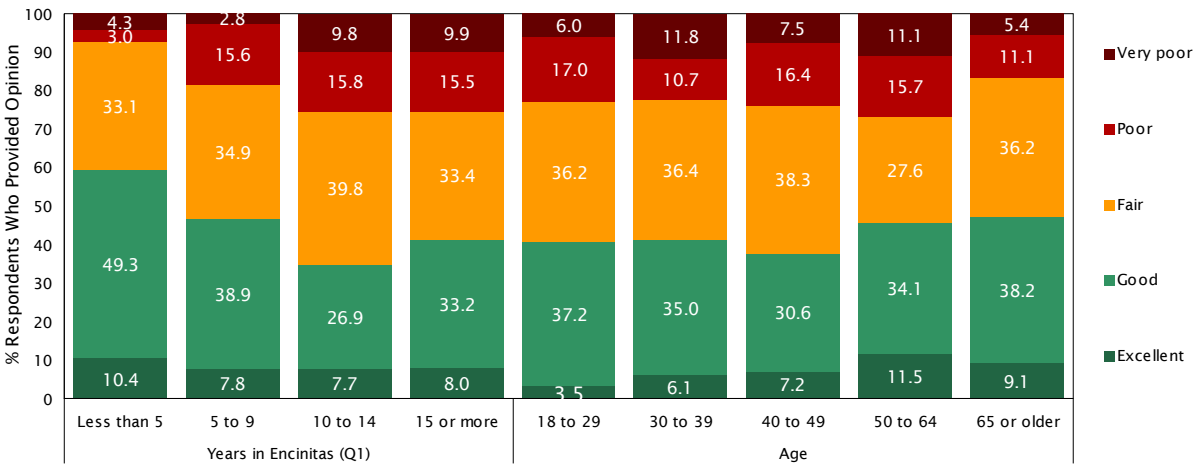
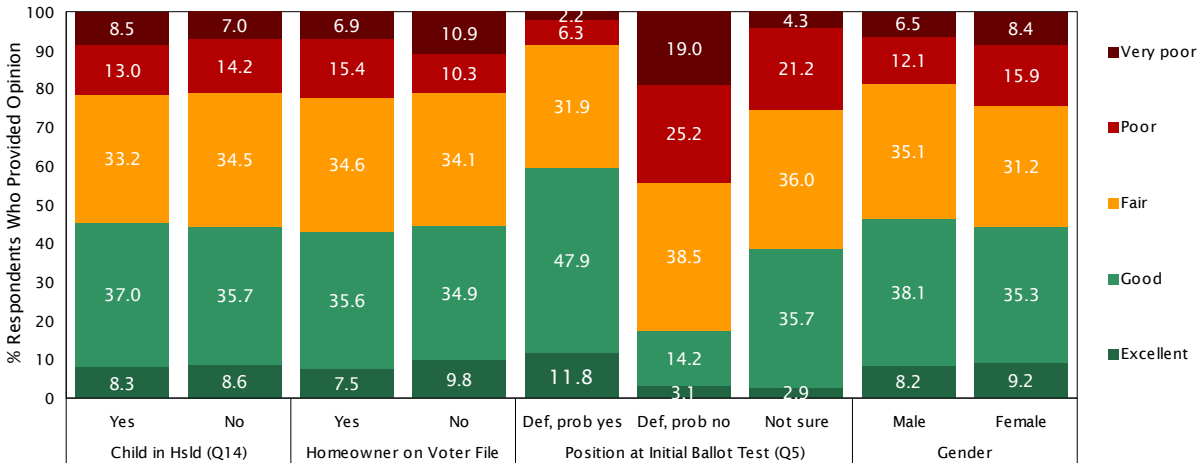


FIGURE 18 OPINION OF FISCAL MANAGEMENT BY CHILD IN HSLD, HOMEOWNER ON VOTER FILE, POSITION AT INITIAL BALLOT TEST & GENDER



Background & Demographics

Table 8 Demographics of Sample

Total Respondents	*1,242*
Years in Encinitas (Q1)	
Less than 5	17.8
5 to 9	15.1
10 to 14	12.9
15 or more	54.0
Prefer not to answer	0.3
Child in Hsld (Q14)	
Yes	30.5
No	66.0
Prefer not to answer	3.5
Gender	
Male	47.2
Female	46.3
Non-binary	1.3
Prefer not to answer	5.2
Party	
Democrat	45.0
Republican	23.8
Other / DTS	31.2
Age	
18 to 29	13.5
30 to 39	15.1
40 to 49	16.9
50 to 64	25.2
65 or older	29.3
Registration Year	
Since Nov '18	15.8
Jun '06 to <Nov '18	27.5
Before Jun '06	56.7
Household Party Type	
Single dem	21.7
Dual dem	13.6
Single rep	9.7
Dual rep	8.4
Other / Mixed	46.6
Homeowner on Voter File	
Yes	67.5
No	32.5
Likely to Vote by Mail	
Yes	80.9
No	19.1
Likely Mar 2024 Voter	
Yes	76.6
No	23.4

In addition to questions directly related to the proposed measure, the study collected basic demographic information about respondents and their households. Some of this information was gathered during the interview, although much of it was collected from the voter file. The profile of the likely November 2024 voter sample represented in this report is shown in Table 8.

METHODOLOGY

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

QUESTIONNAIRE DEVELOPMENT Dr. McLarney of True North Research worked closely with the City of Encinitas to develop a questionnaire that covered the topics of interest and avoided possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects, and priming. Several questions included multiple individual items. Because asking the items in a set order can lead to a systematic position bias in responses, items were asked in random order for each respondent.

Some questions asked in this study were presented only to a subset of respondents. For example, only individuals who did not support the measure (or were unsure) at the Initial Ballot Test (Question 5) were asked the follow-up, open-ended Question 6 regarding their reasons for not supporting the measure. In some cases, two versions of a project or argument were tested to identify how wording differences impact perception of the item. In such cases, half the sample received the item with version 1 wording (e.g., Question 7, item H1) and the other half received version 2 (e.g., Question 7, item H2). The questionnaire included with this report (see *Questionnaire & Toplines* on page 33) identifies the skip patterns that were used during the interview to ensure that each respondent received the appropriate questions.

PROGRAMMING & PRE-TEST Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist interviewers when conducting telephone interviews. The CATI program automatically navigates skip patterns, randomizes the appropriate question items, and alerts the interviewer to certain types of keypunching mistakes should they occur. The survey was also programmed into a passcode-protected online survey application to allow online participation for sampled voters. The integrity of the questionnaire was pre-tested internally by True North and by dialing into voter households in the City prior to formally beginning the survey.

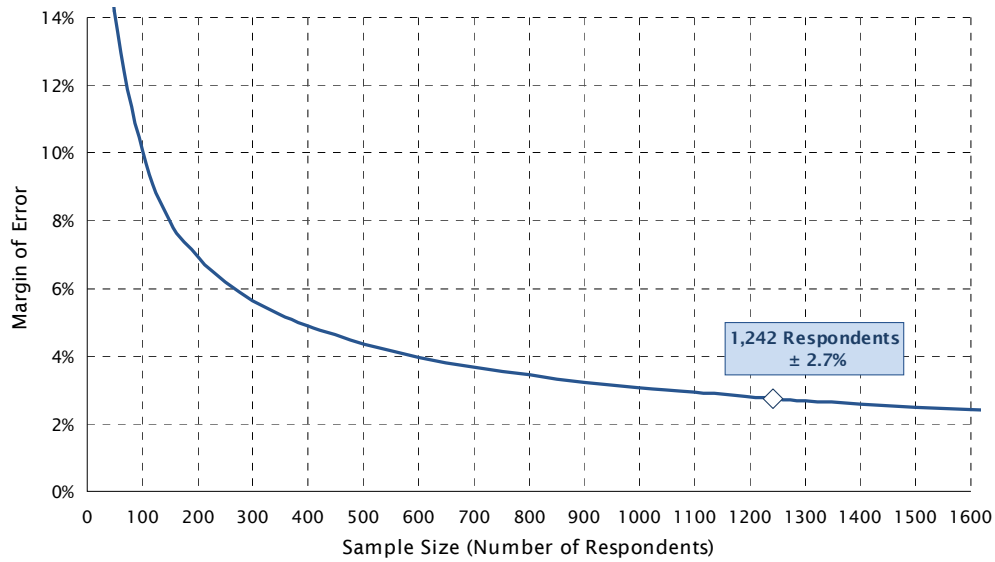
SAMPLE The survey was administered to a stratified and clustered random sample of registered voters in the City who are likely to participate in the November 2024 general election, with a subset of voters who are also likely to participate in the lower turnout March 2024 primary election. Consistent with the profile of this universe, the sample was stratified into clusters, each representing a combination of age, gender, and household party type. Individuals were then randomly selected based on their profile into an appropriate cluster. This method ensures that if a person of a particular profile refuses to participate, they are replaced by an individual who shares their same profile.

STATISTICAL MARGIN OF ERROR By using the probability-based sampling design noted above, True North ensured that the final sample was representative of voters in the City who are likely to participate in the November 2024 general election. The results of the survey can thus be used to estimate the opinions of *all* voters likely to participate in said election. Because not all voters participated in the study, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 1,242 voters for a particular question and what would have been

found if all of the estimated 41,833 likely November 2024 voters identified in the City had been surveyed for the study.

Figure 19 provides a graphic plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response. For this survey, the maximum margin of error is ± 2.7%.

FIGURE 19 MAXIMUM MARGIN OF ERROR DUE TO SAMPLING



Within this report, figures and tables show how responses to certain questions varied by subgroups such as age, gender, and partisan affiliation. Figure 19 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as the sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

RECRUITING & DATA COLLECTION The survey followed a mixed-method design that employed multiple recruiting methods (telephone, text, and email) and multiple data collection methods (telephone and online). Telephone interviews averaged 16 minutes in length and were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM). It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would likely bias the sample.

Voters recruited via email and text were assigned a unique passcode to ensure that only voters who received an invitation could access the online survey site, and that each voter could complete the survey one time only. During the data collection period, an email reminder notice was also sent to encourage participation among those who had yet to take the survey. A total of 1,242 surveys were completed between December 7 and December 11, 2023.

DATA PROCESSING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, weighting, and preparing frequency analyses and cross-tabulations.

ROUNDING Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and tables. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and charts for a given question.

Section 1: Introduction to Study
Hi, may I please speak to _____. My name is _____, and I'm calling on behalf of TNR, an independent public opinion research firm. We're conducting a survey of voters about important issues in Encinitas (EN-suh-NEE-tuss) and I'd like to get your opinions.
If needed: This is a survey about important issues in your community. I'm NOT trying to sell anything and I won't ask for a donation. *If needed:* The survey should take about 12 minutes to complete. *If needed:* If now is not a convenient time, can you let me know a better time so I can call back? *If the person asks why you need to speak to the listed person or if they ask to participate instead, explain:* For statistical purposes, at this time the survey must only be completed by this particular individual.

Section 2: Quality of Life & City Services			
I'd like to begin by asking you a few questions about what it is like to live in Encinitas.			
Q1	How long have you lived in Encinitas?		
	1	Less than 1 year	3%
	2	1 to 4 years	15%
	3	5 to 9 years	15%
	4	10 to 14 years	13%
	5	15 years or longer	54%
	99	Prefer not to answer	0%
Q2	How would you rate the overall quality of life in Encinitas? Would you say it is excellent, good, fair, poor or very poor?		
	1	Excellent	42%
	2	Good	48%
	3	Fair	8%
	4	Poor	1%
	5	Very poor	0%
	98	Not sure	0%
	99	Prefer not to answer	0%

Q3	If the city government could change one thing to make Encinitas a better place to live now and in the future, what change would you like to see? Verbatim responses recorded and later grouped into categories shown below.		
	Limit growth, development, building heights		16%
	Address homeless issues		15%
	Reduce traffic congestion		9%
	Provide more affordable housing		8%
	Not sure / Cannot think of anything specific		7%
	Enforce traffic laws		6%
	Improve infrastructure, roads		6%
	Add, improve, sidewalks, pedestrian crossings		6%
	Provide more, safer bike lanes		6%
	Address E-bike issues		5%
	Increase public safety		4%
	Address parking issues		4%
	Reduce bike lanes		4%
	Enforce noise ordinance, especially from trains		4%
	No changes needed / Everything is fine		4%
	Reduce cost of living		3%
	Improve parks, rec facilities		2%
	Improve public transportation		2%
	Clean up, beautify City		2%
	Improve city planning, development		2%
	Address development issue near Quail Gardens		2%
	Improve building, permit process		2%
Q4	Generally speaking, are you satisfied or dissatisfied with the job the City of Encinitas is doing to provide city services? *Get answer, then ask:* Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?		
	1	Very satisfied	21%
	2	Somewhat satisfied	48%
	3	Somewhat dissatisfied	16%
	4	Very dissatisfied	8%
	98	Not sure	6%
	99	Prefer not to answer	1%

Section 3: Initial Ballot Test				
Next year, voters in Encinitas may be asked to vote on a local ballot measure. Let me read you a summary of the measure.				
Q5	To provide funding for city services in Encinitas, such as: ○ Fixing potholes, maintaining streets, traffic safety improvements ○ Repairing/upgrading aging stormdrains, infrastructure, and public safety facilities ○ Reducing water pollution ○ And keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained Shall City of Encinitas' ordinance establishing a one-cent sales tax be adopted, providing 17 million dollars annually for general government use for 10 years, with citizen oversight, independent audits, and all money locally controlled? If the election were held today, would you vote yes or no on this measure? *Get answer, then ask*: Would that be definitely (yes/no) or probably (yes/no)?			
	1	Definitely yes	27%	*Skip to Q7*
	2	Probably yes	34%	*Skip to Q7*
	3	Probably no	11%	*Ask Q6*
	4	Definitely no	21%	*Ask Q6*
	98	Not sure	6%	*Ask Q6*
	99	Prefer not to answer	0%	*Skip to Q7*
Q6	Is there a particular reason why you do not support or are unsure about the measure I just described? *If yes, ask:* Please briefly describe your reason. Verbatim responses recorded and later grouped into categories shown below.			
	Money is misspent, mismanaged		49%	
	Taxes already too high		36%	
	Need more information		14%	
	City has enough money		10%	
	Other ways to be funded		10%	
	Do not trust City		5%	
	Other higher priorities in community		3%	
	City services are okay as-is, no need for more money		2%	
	Money will go to employee salaries, pensions		2%	
	Not sure / No particular reason		2%	
	Mentioned past ballot measure		1%	
	Measure too expensive		1%	
	It will hurt business economy		1%	

Section 4: Projects & Services							
Q7	The measure we've been discussing will provide funding for a variety of services in your community. If the measure passes, would you favor or oppose using some of the money to: _____, or do you not have an opinion? *Get answer, if favor or oppose, then ask:* Would that be strongly (favor/oppose) or somewhat (favor/oppose)?						
	Randomize. Split Sample H1/H2, M1/M2, N1/N2	Strongly favor	Somewhat favor	Somewhat oppose	Strongly oppose	No sure	Prefer not to answer
A	Fix potholes	56%	29%	4%	4%	3%	3%
B	Pave and maintain local streets	53%	31%	6%	4%	3%	3%
C	Make improvements to roads, intersections, and bike lanes to improve traffic safety	49%	25%	10%	9%	4%	3%
D	Repair aging infrastructure including stormdrains, bridges, sidewalks, curbs, and public facilities	55%	34%	4%	3%	2%	3%
E	Keep trash and pollution out of our lagoons, local waterways, and off our beaches	62%	24%	4%	4%	4%	3%
F	Keep parks, beaches, recreation facilities, community centers, and public facilities safe, clean, and well-maintained	63%	25%	3%	4%	3%	3%
G	Upgrade public safety facilities, equipment, and emergency communications systems	35%	36%	12%	6%	8%	3%
H1	Protect local public beaches, including restoring sand and protecting local reefs and marine habitat	61%	24%	4%	5%	4%	3%
H2	Protect local public beaches, local reefs, and marine habitat	56%	24%	7%	6%	6%	3%
I	Remove graffiti	34%	35%	12%	8%	8%	3%
J	Clean up piles of trash and litter that people dump along streets, sidewalks, and in public areas	51%	31%	5%	5%	4%	3%
K	Address homelessness	55%	21%	6%	8%	6%	4%
L	Improve the network of trails for biking, hiking, and walking	41%	32%	9%	10%	5%	3%
M1	Install solar and EV charging stations to reduce greenhouse gas emissions	21%	29%	17%	23%	7%	3%
M2	Make railway corridor safer and quieter	29%	28%	17%	12%	11%	3%
N1	Provide fire protection and paramedic services	51%	27%	8%	6%	6%	3%
N2	Provide law enforcement services, including crime prevention and investigation	43%	27%	10%	10%	7%	3%
O	Provide quick responses to 9-1-1 emergencies	55%	25%	7%	4%	6%	3%

Section 5: Positive Arguments							
What I'd like to do now is tell you what some people are saying about the measure we've been discussing.							
Q8	Supporters of the measure say: _____. Do you think this is a very convincing, somewhat convincing, or not at all convincing reason to **SUPPORT** the measure?						
	Randomize	Very convincing	Somewhat convincing	Not at all convincing	Don' t believe	Not sure	Prefer not to answer
A	Every dime raised by the measure will be reinvested back into the community to fund essential services and facilities here in Encinitas. By law, the money can't be taken away by the State.	38%	25%	14%	15%	5%	4%
B	The measure includes a clear system of accountability including citizen oversight, independent audits, and public disclosure of how all funds are spent.	28%	30%	16%	16%	5%	4%
C	By keeping our city safe, clean, and well-maintained, this measure will help protect our quality of life and keep Encinitas a special place to live.	28%	34%	21%	10%	4%	4%
D	A substantial amount of the money raised by the sales tax will come from people who *visit* Encinitas, but don't live here. This measure will make sure they pay their fair share for the facilities and services they use while in our city.	34%	24%	19%	16%	3%	4%
E	The City maintains 172 miles of streets, 66 miles of storm drains, and 152 acres at 20 city parks. This measure will provide the funding we need to keep our streets, infrastructure, and parks in good condition. If we don't take care of it now, it will be a lot more expensive to repair in the future.	35%	34%	16%	7%	3%	4%
F	Most of the sales tax generated locally goes to the State of California, the County, or SANDAG. This measure ensures that a higher percentage of our sales tax dollars stay here in Encinitas and we have local control over how those funds are spent.	33%	30%	16%	12%	5%	4%
G	This measure costs just one dollar for every 100 dollars purchased – and groceries, medicine, and many other essential items are excluded from the tax.	26%	26%	28%	11%	5%	4%
H	To keep our community safe, we need to upgrade our outdated emergency communications system, emergency vehicles, facilities, and life-saving equipment.	23%	33%	21%	13%	5%	4%

I	Every year, thousands of pounds of trash from our streets washes up on local beaches and in our lagoons. This measure will help prevent and clean up trash and pollution before it ends up in our water, lagoons, and along our beaches.	35%	29%	18%	10%	4%	4%
J	The City's storm drainpipes were installed more than 50 years ago and are starting to fail, creating sink holes and flooding that damage streets and private properties. This measure provides the funding needed to fix our storm drains.	37%	35%	14%	6%	4%	4%

Section 6: Interim Ballot Test			
Sometimes people change their mind about a measure once they have more information about it. Now that you have heard a bit more about the measure, let me read you a summary of it again.			
Q9	To provide funding for city services in Encinitas, such as: ○ Fixing potholes, maintaining streets, traffic safety improvements ○ Repairing/upgrading aging stormdrains, infrastructure, and public safety facilities ○ Reducing water pollution ○ And keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained Shall City of Encinitas' ordinance establishing a one-cent sales tax be adopted, providing 17 million dollars annually for general government use for 10 years, with citizen oversight, independent audits, and all money locally controlled? If the election were held today, would you vote yes or no on this measure? *Get answer, then ask*: Would that be definitely (yes/no) or probably (yes/no)?		
	1	Definitely yes	31%
	2	Probably yes	31%
	3	Probably no	12%
	4	Definitely no	20%
	98	Not sure	6%
	99	Prefer not to answer	0%

Section 7: Negative Arguments							
Next, let me tell you what opponents of the measure are saying.							
Q10	Opponents of the measure say: _____. Do you think this is a very convincing, somewhat convincing, or not at all convincing reason to OPPOSE the measure?						
	Randomize. Split Sample D1/D2.	Very convincing	Somewhat convincing	Not at all convincing	Don't believe	Not sure	Prefer not to answer
A	Local businesses and residents were hit hard by the pandemic and are now facing high gas prices and runaway inflation. Many are struggling to stay afloat. Now is not the time to raise taxes.	36%	26%	23%	9%	3%	3%
B	Encinitas is an expensive place to live, especially for young families, seniors, and those on fixed incomes. Passing this tax will make it even less affordable.	38%	27%	22%	8%	3%	3%
C	There are no guarantees on how funds will be spent, which means the City can divert the money to pet projects without any say from voters. We can't trust the City with our tax dollars.	40%	29%	15%	8%	4%	3%
D1	Residents are already paying too many taxes – including state and county taxes, school bonds, and other taxes. Enough is enough. We can't afford to keep raising our taxes.	42%	27%	19%	8%	2%	3%
D2	Everyone is coming after us for tax increases – including state and county taxes, school bonds, and other taxes that will be on the ballot next year. Enough is enough. We can't afford to keep raising our taxes.	37%	28%	20%	10%	2%	3%
E	Raising the sales tax will hurt our local economy and the businesses in our community.	22%	23%	31%	19%	3%	3%

Section 8: Final Ballot Test				
Now that you have heard a bit more about the measure, let me read you a summary of it one more time.				
Q11	To provide funding for city services in Encinitas, such as: ○ Fixing potholes, maintaining streets, traffic safety improvements ○ Repairing/upgrading aging stormdrains, infrastructure, and public safety facilities ○ Reducing water pollution ○ And keeping Encinitas parks, beaches, and public facilities safe, clean, and well-maintained Shall City of Encinitas' ordinance establishing a one-cent sales tax be adopted, providing 17 million dollars annually for general government use for 10 years, with citizen oversight, independent audits, and all money locally controlled? If the election were held today, would you vote yes or no on this measure? *Get answer, then ask*: Would that be definitely (yes/no) or probably (yes/no)?			
	1	Definitely yes	27%	*Skip to Q13*
	2	Probably yes	30%	*Skip to Q13*
	3	Probably no	14%	*Ask Q12*
	4	Definitely no	21%	*Ask Q12*
	98	Not sure	7%	*Ask Q12*
	99	Prefer not to answer	0%	*Skip to Q13*
Q12	What if the measure I just described raised the sales tax by a lower amount: **one-half cent**? Would you vote yes or no on the measure? *Get answer, then ask:* Would that be definitely (yes/no) or probably (yes/no)?			
		Def, prob yes @ 1 cent (Q11)	58%	
	1	Definitely yes	0%	
	2	Probably yes	5%	
	3	Probably no	12%	
	4	Definitely no	18%	
	98	Not sure	7%	
	99	Prefer not to answer	1%	

Section 9: Background & Demographics			
Thank you so much for your participation. I have just two background questions for statistical purposes.			
Q13	In your opinion, has the City of Encinitas done an excellent, good, fair, poor or very poor job of managing its financial resources?		
	1	Excellent	6%
	2	Good	28%
	3	Fair	27%
	4	Poor	11%
	5	Very poor	6%
	98	Not Sure	21%
	99	Prefer not to answer	1%
Q14	Do you have children under the age of 18 living in your household?		
	1	Yes	31%
	2	No	66%
	99	Prefer not to answer	4%
Those are all of the questions that I have for you. Thanks so much for participating in this important survey.			

Post-Interview & Sample Items			
S1	Gender		
	1	Male	47%
	2	Female	46%
	3	Non-binary	1%
	99	Prefer not to answer	5%
S2	Party		
	1	Democrat	45%
	2	Republican	24%
	3	Other	7%
	4	DTS	24%

S3	Age on Voter File		
	1	18 to 29	14%
	2	30 to 39	15%
	3	40 to 49	17%
	4	50 to 64	25%
	5	65 or older	29%
S4	Registration Date		
	1	Since Nov 2018	16%
	2	Jun 2012 to before Nov 2018	16%
	3	Jun 2006 to before Jun 2012	11%
	4	Before June 2006	57%
S5	Household Party Type		
	1	Single Dem	22%
	2	Dual Dem	14%
	3	Single Rep	10%
	4	Dual Rep	8%
	5	Single Other	14%
	6	Dual Other	7%
	7	Dem & Rep	4%
	8	Dem & Other	13%
	9	Rep & Other	7%
	0	Mixed (Dem + Rep + Other)	2%
S6	Homeowner on Voter File		
	1	Yes	68%
	2	No	32%
S7	Likely to Vote by Mail		
	1	Yes	81%
	2	No	19%

S8	Likely March 2024 Voter		
	1	Yes	77%
	2	No	23%
S9	Likely November 2024 Voter		
	1	Yes	100%
	2	No	0%
S10	Council District		
	1	One	26%
	2	Two	23%
	3	Three	25%
	4	Four	26%

City of Encinitas
Infrastructure Task Force
February 2024 Refined List of Projects (2025 - 2035)

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
1	Coastal Rail Trail, Interim: Vulcan Ped Path (Encinitas Blvd to La Costa, East Side of Tracks) [MAP Bike 1]	2.6 miles of interim DG Trail from Encintias Boulevard to La Costa Avenue	Engineering	MAP, CIP Presentation to ITF	$ 2,100,000		$ 2,100,000	Yes
2	Leucadia Boulevard Sidewalk Infill (Neptune to Eolus) [MAP Rank 6, MAP Pedestrian #11]	The western terminus of this project is about 100 feet from beach access to Leucadia State Beach, also known as Beacons. The sidewalk infill project will create recreational beach access to communities west of the Interstate 5. The Mobility Element Street Typology identifies Leucadia Boulevard as an Urban Village Collector. The project limits are Neptune Ave to Eolus Ave. Retaining walls will be required. This project aims to create pedestrian access to the beach. The estimated GHG reduction is 0.2 tons.	Engineering	MAP	$ 3,100,000		$ 3,100,000	Yes
3	Encinitas Blvd Multi-use Path (West) (Moonlight Beach to Saxony) [MAP Rank 4, MAP Bike #29]	Class I multi-use path from Moonlight Beach (near 5th St) to Saxony Rd. This would connect to the potential Encinitas Boulevard Multi-use Path (East) project.	Engineering	MAP	$ 4,000,000		$ 4,000,000	Yes
4	Quail Gardens Dr Class IIB /Westlake St Class II Bike Lanes (Leucadia to Requeza) [MAP Rank 2, MAP Bike #23]	A Class IIB (bicycle lane with buffer) facility on Quail Gardens Drive from Leucadia Boulevard to Encinitas Boulevard and a Class II (bicycle lane) on Westlake Street from Encinitas Boulevard to Requeza Street will result in a 1.6-mile dedicated bicycle facility. This will provide north-south bicycle connectivity east of I-5 and will connect to residential neighborhoods and multiple adjacent planned bikeways. Identified Quail Gardens Drive and Westlake Street as Suburban Collectors, by the Mobility Element Street Typology. This project aims to create north-south connectivity east of I-5. The estimated GHG reduction is 3.7 tons.	Engineering	MAP	$ 7,200,000		$ 7,200,000	Yes

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
5	Manchester Avenue Class II Bike Lanes (Via Poco to Encinitas Blvd) [MAP Rank 3, MAP Bike #43]	A Class II bike lane on Manchester Avenue from Via Poco to Encinitas Boulevard will provide north-south connectivity for the eastern portion of the City, and will connect to residential neighborhoods, a commercial node, and hiking trails. The Mobility Element Street Typology identifies Manchester Avenue from the I-5 to El Camino Real as a Suburban Connector (Major), and as rural Collector from El Camino Real to Encinitas Boulevard. This project aims to provide safer connectivity on Manchester Avenue. The estimated GHG reduction is 10.8 tons.	Engineering	MAP	$ 5,800,000		$ 5,800,000	Yes
6	Electric Fleet Vehicles (30+) (incl. Plug-In Electric Fire Engine) & EV Charging for City Fleet/Facilities (CAP Measure MCET-1)	Future need of 30+ light duty vehicles, medium/heavy duty, and fire engines, as well as EV charging at community center, fire stations, wastewater, and expansion. This project is related to the Advanced Clean Fleets legislation passed in 2023 which mandates the 100% transition of municipal fleets to zero-emission vehicles by 2035.	Public Works	Public Works Presentation to ITF	$ 7,000,000		$ 7,000,000	N/A
7	Coast Highway 101 Sidewalk Infill (A St to Marcheta)	Fill in 0.5-miles of sidewalk between El Portal St and A st. This cost removes the area that will be completed by private development.	Engineering	MAP	$ 300,000		$ 300,000	Yes
8	Coast Highway 101 Sidewalk Infill (Chesterfield Dr to South Cardiff)	Fill in 0.9-miles of sidewalk between Chesterfield Dr and ~600 ft north of South Cardiff Beach	Engineering	MAP	$ 1,600,000		$ 1,600,000	Yes
9	Leucadia At-Grade Crossings [Donut Chart JJ: Rail Safety Study At-Grade Crossings (Leucadia)]	There is a high volume of pedestrian and cyclist activity in the area, but there is a 1.3-mile gap without a safe, legal place to cross the railroad tracks. This project would construct two crossing locations at Grandview/Hillcrest and Glaucus. These locations were selected based on community input gathered through the City's Cross Connect study. This project will require coordination with North County Transit District (NCTD) and BNSF Railway; and requires approval from the California Public Utilities Commission (CPUC).	Engineering	Donut Chart	$ 6,000,000		$ 6,000,000	No

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
10	USACE 50-Year Storm Damage Reduction Project (San Diego County, CA Project)	This project will improve public safety in the study area by reducing the threat of life-threatening bluff failures caused by wave action against the bluff base as well as reduce coastal storm damages to property and infrastructure along the study area shoreline and the bluff top, prior to the need for emergency action. It will also reduce coastal erosion and shoreline narrowing to improve recreational opportunities for beach users within the study area. Beach fill for 7,800 feet of shoreline from Beacon's to D Street. The primary goal of the San Diego County Storm Damage Reduction Project is to add sand to the eroding shoreline, with the aim of attenuating waves that further erode the coastal bluffs and providing more useable beach sand for safer beach conditions. The Project is a collaboration between the U.S. Army Corps of Engineers (USACE) and the cities of Solana Beach and Encinitas, with receiver sites located in both cities. In Encinitas, the Project involves the construction of a 50-foot-wide beach fill using 340,000 cubic yards of compatible sand borrow from offshore, with renourishment every 5 years on average over a 50-year period.	Development Services	Coastal Management Presentation to ITF	$ 50,000,000		$ 50,000,000	N/A
11	Vulcan Avenue/Coast HWY 101 & Encinitas Boulevard Pedestrian Scramble [MAP Rank 10, MAP Pedestrian #69]	This project would install a pedestrian scramble at the intersection of Vulcan Avenue/Coast Highway 101 and Encinitas Boulevard.	Engineering	MAP	$ 1,120,000		$ 1,120,000	Yes
12	Coastal Rail Trail (Encinitas Blvd to La Costa, East Side of Tracks)	The coastal rail trail currently runs from Chesterfield Dr to Santa Fe Dr. Santa Fe to the train station is funded. Train station to Encinitas Blvd is existing sidewalk. This project would create a new trail Encinitas Blvd to La Costa Ave.	Engineering	CIP Presentation to ITF	$ 16,000,000		$ 16,000,000	Yes
13	La Costa Avenue Pedestrian Path Construction (I-5 to 101)	Construction of 0.5 miles of 4-foot-wide decomposed granite pedestrian path, buffered bike lanes, and twelve new ADA compliant curb ramps.	Engineering	CIP Presentation to ITF	$ 700,000		$ 700,000	No
14	CMP Lining/Replacement (All City)	124 CMP Storm Drain lines needing maintenance. CMP pipes are subject to corrosion, which can lead to pipe failure and sinkholes.	Engineering	CMP Presentation to ITF		$ 480,000	$ 4,800,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
15	Fire Station #1 Replacement	The station was built in 1957, making it the oldest station. The station exhibits significant cracking in Concrete Pavement showing lack of structural support. The structure exhibits signs of aging and fatigue. The hose tower is unreinforced masonry and in poor condition, which compromises the integrity of the structure. Settling at the southeast end of the building may impact the sewage line. The exterior surface finish is deteriorating, and the exterior wood trim displays cavitation. Window louvers have rotting frames which allows heavy air and moisture leakage. The roof is recommended to be replaced between 2021 and 2024. There are trespassing and vandalism problems due to issues with the roof. The electrical system has aged since 1957. Plumbing throughout the station is old and presents maintenance issues. The age of the fire station and its infrastructure does not provide an energy efficient business mode. Solar Panels, LED lighting, and energy efficient appliances are needed. The bathroom and shower areas are communal which limits diversity, equity, and inclusion efforts.	Fire	Fire Presentation to ITF	$ 20,000,000		$ 20,000,000	N/A
16	Fire Station #6	Requires a new fire station more centrally located (ideally in Olivenhain), a type 1 Fire Engine ($1.2M), Type 3 Fire Engine and an Engineer to the current staffing model. It is located in privately owned commercial strip mall which means the fire department could be given a 90-day notice to vacate at any time with no alternatives. Rent is $9,000 per month. It does not allow for diversity, equity, and inclusion initiatives, since there is only one bathroom. History of asbestos and black mold issues. The hose and pump capacity of the current fire engine is not sufficient to fight fires. Location important for addressing wildfire hazards.	Fire	Fire Presentation to ITF	$ 14,200,000		$ 14,200,000	N/A
17	Lake Drive Storm Drain Replacement [Donut Chart HH]	Replacement of 2,000 feet of corrugated metal pipe from Lake Drive to Interstate 5 to maintain state of good repair. This project will replace the existing metal storm drain which runs through the bottom of the canyon with underground reinforced concrete pipe. Twelve new permanent inlets and a detention basin will be added just downstream of Lake Drive to reduce storm flow velocities and flooding. An access roadway will be constructed along the new pipe to allow access for maintenance of the new structures and detention basin. The project will also reconnect existing trails and restore habitat for sensitive vegetation and species in the area.	Engineering	Donut Chart	$ 7,000,000		$ 7,000,000	N/A
18	Drainage Projects (Annual Project/Citywide)	Annual ongoing maintenance for drainage projects.	Public Works	Public Works Presentation to ITF		$ 100,000	$ 1,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
19	Nardo Road Sidewalk Infill From Melba Rd to Santa Fe Dr (West Side) [MAP Rank 9, MAP Pedestrian #45]	This project would construct sidewalk on the western side of Nardo Road. Given that Nardo Road abuts San Dieguito Academy High School, this is an area with a significant amount of pedestrian activity.	Engineering	MAP	$ 800,000		$ 800,000	No
20	Saxony Road Sidewalk Infill (La Costa to Leucadia Blvd) [MAP Ranks 7 & 20, MAP Bike #4 & #8]	This project will create a continuous sidewalk from La Costa Ave to Leucadia Blvd by adding a missing sidewalk on the east side of Saxony Rd for approximately 1,000 feet south of La Costa Avenue, as well as building sidewalk from just north of Qual Drive to Leucadia Blvd. La Costa Avenue has sidewalks from the intersection with Saxony Road to just west of Interstate 5, as well as east to the intersection with El Camino Real and beyond. Saxony Road also has a sidewalk which begins at the southern terminus of this project. The mobility Element Street Typology identifies Saxony Road as a Suburban Collector. This project aims to fill the missing gap in the sidewalk network and create greater north-south intra-community connectivity.	Engineering	MAP	$ 1,355,900		$ 1,355,900	No
21	Leucadia Streetscape Segment A South (A Street to Marcheta) [Donut Chart DD]	Construct sidewalk widening, minor drainage improvements, street furniture,street lighting, landscaping, and DG trail on west side of RR tracks to improve multi-modal transportation along the coastal corridor. Project limits on North Coast Highway 101 from A Street to Marcheta.	Engineering	Donut Chart	$ 6,000,000		$ 6,000,000	Yes
22	Leucadia Streetscape Segment B (Basil to Jupiter) [Donut Chart EE]	Construct sidewalk widening, minor drainage improvements, street furniture, street lighting, landscaping, and DG trail on west side of RR Tracks to improve multi-modal transportation along the coastal corridor. Project limits on North Coast Highway 101 from Basil to Jupiter.	Engineering	Donut Chart	$ 25,000,000		$ 25,000,000	Yes

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
23	Fire Station #4 Replacement	Exhibits minor concrete cracking and structure members are old and deteriorating. Siding on the fire house displays significant degradation. Siding touches concrete slab promoting mold growth from built up moisture. Roof tiles were in need of minor repair in 2014, this is still the case today. Falling tiles present a hazard. Replacement of the flat asphalt roof was recommended between 2011 and 2014. The HVAC system is due for replacement in 2020 and the electrical system has aged since 1979. Multiple slab leaks and sewer issues have occurred over the last 10 years. Interior finishes are old, deteriorating, and not aesthetically pleasing. Moisture damage from exterior deterioration, plumbing, and sewer issues have created a mismatch of interior finishes. The bathroom and shower areas are communal which limits diversity, equity, and inclusion efforts. The age of the fire station and its infrastructure does not provide an energy efficient business mode. Solar Panels, LED lighting, and energy efficient appliances are needed.	Fire	Fire Presentation to ITF	$ 20,000,000		$ 20,000,000	N/A
24	Rossini Drive, & Stafford Avenue/Cambridge Avenue Sidewalk Infill [MAP Rank 12, MAP Pedestrian #55]	Sidewalk infill on Rossini Dr between Manchester Ave and Montgomery Dr and on Stafford Ave/Cambridge Ave between Brighton Ave and Rossini Dr.	Engineering	MAP	$ 214,400		$ 214,400	No
25	Orpheus Ave Bike Facilities Class I (La Costa to Leucadia Vllg) Class II (Leucadia Vlg to Vulcan) [MAP Rank 19, MAP Bike 19]	0.4-mile Class I Multi-Use Path from La Costa Ave to Leucadia Village Dr, and a 1.5-mile Class II bike facility on Orpheus Ave between Leucadia Village Dr and Vulcan Ave.	Engineering	MAP	$ 2,136,500		$ 2,136,500	No
26	Rancho Santa Fe Road (Calle Santa Catalina to Encinitas), Cole Ranch Road (Chelsea to Lone Jack) Trail [MAP Rank 32, MAP Pedestrian #32]	Trail improvements on Rancho Santa Fe Rd from Calle Santa Catalina to Encinitas Blvd/Rancho Santa Fe Rd and on Cole Ranch Rd from Chelsea Ln to Lone Jack Rd.	Engineering	MAP	$ 192,900		$ 192,900	Yes
27	ADA Curb Ramp Project (Annual Project/Citywide) [Donut Chart Annual]	Construction of ADA compliant curb ramps throughout the city.	Engineering	Donut Chart		$ 50,000	$ 500,000	N/A
28	Sidewalk Infill and Trail Improvements on San Elijo Ave and Dublin Dr [MAP Rank 13, MAP Pedestrian #60]	Trail on San Elijo Ave between Chesterfield Dr and Manchester Ave; sidewalk infill on San Elijo Ave between Orinda Dr and Norfolk Dr; Sidewalk infill on Dublin Dr between San Elijo Ave and Manchester Ave; Sidewalk Infill on San Elijo Dr between Kilkenny Dr and Manchester Ave.	Engineering	MAP	$ 282,800		$ 282,800	No

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
29	Annual Street Overlay and Slurry Project Increase [Donut Chart Annual]	Each year, the City uses a pavement management software to analyze over 168 miles of City maintained roadway to identify which segments are in need of resurfacing. Treatment may include either an overlay or a slurry seal to maintain pavement quality. There is currently a back log of $75M of streets needing resurfacing, leading to a downward trend in citywide pavement quality without increased funding.	Engineering	Donut Chart		$ 7,000,000	$ 70,000,000	N/A
30	Lake Drive Sidewalk Infill (Santa Fe to Woodgrove) [MAP Rank 11, MAP Pedestrian #52]	Sidewalk infill between Santa Fe Dr and ~750ft south of Woodgrove Dr.	Engineering	MAP	$ 200,000		$ 200,000	No
31	San Elijo Ave Class II Bike Project (Chesterfield to KilKenny) Class III (Kilkenny to Manchester) [MAP Rank 4, MAP Bike #66]	A Class II bicycle lane on San Elijo Avenue from Chesterfield Drive to Kilkenny Drive and sharrows from Kilkenny Drive to Manchester Avenue will improve safety for cyclists by giving them dedicated space in the roadway. The Mobility Element Street Typology identifies San Elijo Avenue as a Residential Neighborway. This project aims to formalize the presence of bicycles in the roadway and improve safety for this stretch of San Elijo Avenue.	Engineering	MAP	$ 3,900,000		$ 3,900,000	No
32	Melba Road (Balour to Crest) & Balour Drive (Melba to Santa Fe) Sidewalk Infill [MAP Rank 28, MAP Pedestrian #49]	Sidewalk infill on Melba Rd from Balour Dr to Crest Dr and on Balour Dr from Melba Rd to Santa Fe Dr.	Engineering	MAP	$ 179,200		$ 179,200	No
33	Safe Routes to School Sidewalk Program (Annual Project) [Donut Chart Annual]	Implement mobility improvements near schools based on safe routes to school evaluations.	Engineering	Donut Chart		$ 200,000	$ 2,000,000	N/A
34	Local Road Safety Plan & Vision Zero Improvement Projects	The Local Road Safety Plan (LRSP) lists locations throughout the City with high rates of traffic incidents and provides recommendations to improve safety. This project would include the analysis and project implementation. Failure to complete the LRSP would make the City ineligible for future Highway Safety Improvement Program (HSIP) grant funding.	Engineering	CIP Presentation to ITF	$ 4,000,000		$ 4,000,000	N/A
35	F Street/Requeza Street Sidewalk Infill (Vulcan to Devonshire) [MAP Rank 26, MAP Pedestrian #33]	Sidewalk infill between Vulcan Ave and Devonshire Dr.	Engineering	MAP	$ 130,000		$ 130,000	No

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
36	Quail Gardens Drive Sidewalk Infill (Ecke Ranch to Kristen Ct)	0.4-miles of sidewalk infill from Ecke Ranch Rd to Kristen Court.	Engineering	MAP, Housing Element (Council Feedback)	$ 250,000		$ 250,000	Yes
37	Scoup-Sand Compatibility Opportunistic Use Program	Use of sand compatible sediment on beaches from both private and public development project to reconstruct the shoreline. Need to set up a program where the costs are shared by the City and or private developer and/or paid for through private development as a condition on projects having 20,000 cubic yards or more. Cost savings would be $200k or more.	Development Services	Coastal Management Presentation to ITF		$ 150,000	$ 1,500,000	N/A
38	Rail Corridor Cross Connect Grant (And Implementation) [Donut Chart MM]	The Cross Connect Implementation Plan determined 20 potential projects on the LOSSAN rail corridor to ultimately provide quarter-mile spacing between crossings. The 20 projects consist of 8 crossings providing east-west access across the rail corridor and adjacent roadways, as well as 12 connectors to complete network gaps and facilitate access to the crossing locations.	Engineering	Donut Chart	$ 74,030,000		$ 74,030,000	N/A
39	North Coast Highway 101 Drainage Improvements (North End) [Donut Chart X]	1.5 miles of new 66" stormwater mainline under North Coast Highway 101 to store runoff, larger inlets to drain roadway faster, new inlets at local low points, green street improvements to improve water quality	Engineering	Donut Chart	$ 15,000,000		$ 15,000,000	N/A
40	SANDAG Regional Beach Sand Project (RBSP III)	Pump dredged sand onto the state beach to replenish eroded beaches. Cost based on frontage and sand quantity received.	Development Services	Coastal Management Presentation to ITF	$ 1,500,000		$ 1,500,000	N/A
41	Citywide Rail Corridor Quiet Zone [Donut Chart FF]	The aim of a quiet zone is to reduce noise around pedestrian- and roadway-rail grade X-ings for nearby residents/businesses. A quiet zone is a section of a rail in which train horns are not routinely sounded when trains are approaching a grade crossing. Quiet zones do not eliminate the use of train bells at crossings. Because the absence of a train horn increases the risk of a crossing incident, an analysis is done to measure that risk and assess whether additional safety measures may be needed. Quiet Zone Crossings at: • Leucadia Blvd. roadway crossing • Encinitas Station pedestrian crossing • East D Street roadway crossing • East E Street roadway crossing • Verdi/Montgomery Avenue proposed pedestrian crossing	Engineering	Donut Chart	$ 11,000,000		$ 11,000,000	N/A
42	Scout House Upgrade for ADA Accessibility	Renovate building for ADA compliance, which allows for increased usage.	Parks & Rec	Parks & Rec Presentation to ITF	$ 350,000		$ 350,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
43	Leucadia Blvd Roundabout at Hygeia (Roundabout and Pedestrian Improvements) [Donut Chart Y and Donut Chart Z]	This project will construct a roundabout at Leucadia Blvd & Hygeia Ave in Leucadia. The intersection will be regraded to provide a flatter road profile for the roundabout. The project includes landscape enhancements and sidewalk improvements. Benefits include improved safety for vehicles and cyclists by eliminating left turns and reducing conflict points, better pedestrian mobility through the corridor, improved traffic flow by removing the existing stop sign, enhanced aesthetics through new landscaping, trees, and improved street lighting, and reduced greenhouse gases by eliminating required stopping.	Engineering	Donut Chart	$ 5,400,000		$ 5,400,000	Yes
44	Birmingham Drive Complete Streets [Donut Chart AA]	Design and construction of a new sidewalk on both sides of Birmingham Drive from Carol View Road to San Elijo Avenue, landscaping, improved street lighting, and a roundabout at the Newcastle Avenue and Birmingham Drive intersection. The project includes undergrounding of utilities on Birmingham Drive over the project length to improve accessibility for pedestrians and overall project aesthetics. Design features provide for stormwater treatment through landscaped rain gardens.	Engineering	Donut Chart	$ 12,000,000		$ 12,000,000	Yes
45	Jason Street Drainage Improvements [Donut Chart CC]	The Jason Street Drainage Project is located at the intersection of North Vulcan Avenue and Jason Street in the Leucadia community. This location is a local low point where ponding water impacts the roadway, adjacent rail line, and access to homes and businesses after a rain event. This project will provide a new drainage inlet and catch basin on Vulcan Avenue and connect it to the existing drainage infrastructure on North Coast Highway 101. This project will reduce the frequency and intensity of flooding.	Engineering	Donut Chart	$ 650,000		$ 650,000	N/A
46	Saxony Road Sidewalk Infill (Leucadia Blvd to Silver Berry)	Install 0.6-miles of sidewalk infill on Saxony Road where gaps exist on both sides of the street from Leucadia Blvd to 160' south of Saxony Place. This project encompasses MAP Ped #21 with project limits from Leucadia Blvd to Silver Berry Pl and was extended to 160' south of Saxony Pl based on Council feedback.	Engineering	MAP, Housing Element (Council Feedback)	$ 1,200,000		$ 1,200,000	Not analyzed - project was removed
47	Energy Efficiency and Solar Photovoltaic Systems at City Facilities (5) (CAP Measures MBE-1 and MRE-1) - Public Works	Install energy efficiency measures and solar at all major facilities throughout the city, including City Hall, community and senior center, public works, library, and fire stations. Energy savings over time would repay some upfront cost.	Public Works	Public Works Presentation to ITF	$ 20,000,000		$ 20,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
48	Santa Fe Drive Corridor Improvements (Roundabout at Crest and Other enhancements) [Donut Chart W]	The eastern phase runs along a 3,500 linear foot section of Santa Fe Drive from Evergreen Dr to El Camino Real. The project will focus on connection to schools & will improve mobility for pedestrians, bicyclists, & vehicular traffic, while also improving safety & connectivity. Improvements include the construction of new bikeways (separated where possible), and new sidewalks, storm water management measures through new landscaping and trees, and educational outreach and active transportation encouragement activities for SDUHSD students. The project will also construct new curb, gutter, AC berm and driveways. Drainage improvements will improve runoff capture and conveyance, and new bioretention cells will be constructed to improve water quality. The project will result in improved mobility and safety throughout the entire corridor, including access to schools, through new bikeways and sidewalks and intersection improvements.	Engineering	Donut Chart	$ 2,000,000		$ 2,000,000	No
49	San Elijo Lagoon Annual Dredging	One dredging event annually at the inlet only. Dredged sand is reused for beach restoration and living shoreline projects.	Development Services	Coastal Management Presentation to ITF		$ 50,000	$ 500,000	N/A
50	North Coast Highway 101 Drainage Improvements (Segment A)	Leucadia Streetscape Segment A South major drainage improvements on North Coast Highway 101 from A Street to Marcheta.	Engineering	Donut Chart	$ 4,000,000		$ 4,000,000	N/A
51	Saxony Road Realignment	Calle Magdalena and Saxony Road are offset intersections, near the interchange. The intersections both experience congestion and are especially challenging for cyclists. This project would align Saxony Road with Calle Magdalena into one standard intersection. Cost includes $34M of ROW acquisition, $5M demo, and $7M construction and soft costs.	Engineering	Council Feedback	$ 46,000,000.00		$ 46,000,000.00	Yes
52	Batiquitos Lagoon Dredging	Occurs every 3-5 years. Cost depends on volume. Coordinated with California Department of Fish and Wildlife as the lead agency, with contributions from Carlsbad and Encinitas.	Development Services	Coastal Management Presentation to ITF		$ 170,000	$ 1,700,000	N/A
53	D Street Access Refurbishment	Repair and replace structural components of the beach staircase, which was built in 1989.	Parks & Rec	Parks & Rec Presentation to ITF	$ 517,000		$ 517,000	N/A
54	Public EV Charging Stations (200-400) (Supports CAP Measures CET-4 and CET-5)	Install EV charging throughout the City to encourage EV ownership in alignment with the EV charging master plan. Includes 250 Level 2 stations and 50 DC Fast Stations.	Development Services	CAP Presentation to ITF	$ 20,000,000		$ 20,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
55	Microtransit Study and Program	Neighborhood electric vehicles that offer on-demand service within a defined service area. Includes microtransit study and program implementation.	Development Services	CAP Presentation to ITF	$ 235,000	$ 1,500,000	$ 15,235,000	N/A
56	Vulcan Ave Drainage Improvements	Address flood control and water quality deficiencies from Q3 model of the watershed.	Engineering	CIP Presentation to ITF	$ 30,000,000		$ 30,000,000	N/A
57	Cardiff State Beach Living Shoreline Project	Construction of a vegetated dune to meet flood and roadway damage prevention objectives utilizing sand from San Elijo Lagoon dredging.	Development Services	Coastal Management Presentation to ITF		$ 100,000	$ 1,000,000	N/A
58	Crest Drive Trail (ECR to Melba) [MAP Rank 24, MAP Pedestrian #50]	0.3-mile trail on Crest Dr from El Camino Real to Melba Road.	Engineering	MAP	$ 100,000		$ 100,000	No
59	North Coast Highway 101 Drainage Improvements (South to Cottonwood Creek) (Leucadia Watershed Master Plan (and Implementation) [Donut Chart LL])	North Coast Highway 101 and adjacent properties experience nuisance flooding in common rain events and are susceptible to significant flood impacts in more extreme rain events. The Leucadia Area Watershed Master Plan will analyze flooding conditions in the Leucadia and Old Encinitas areas and address current and future flood impacts. The Master Plan will be a dynamic tool to prioritize projects for initial implementation and will adapt over time as improvements are built.	Engineering	Donut Chart	$ 15,000,000		$ 15,000,000	N/A
60	Verdi Pedestrian Crossing [Donut Chart BB]	This project will provide a pedestrian & bicycle undercrossing beneath the rail corridor and will build a connection between San Elijo Ave & S101. Undercrossing pathways will intersect & cross the Coastal Rail Trail.	Engineering	Donut Chart	$ 18,000,000		$ 18,000,000	No
61	Encinitas Community Center Gym	Update electrical and light fixtures. The department has received complaints from seniors that the lighting is substandard and dangerous. All of the electrical is out of date, meaning they cannot install new equipment, including the basketball hoops. The gym is extremely popular and open 7 days a week.	Parks & Rec	Parks & Rec Presentation to ITF	$ 150,000		$ 150,000	N/A
62	4th Street Storm Drain Project (Sylvia to 4th)	Install storm drain pipe along 4th and Sylvia St in Leucadia to reduce flooding just north of B St in Leucadia. Currently, ponded water must be pumped out or slowly evaporate.	Engineering	CIP Presentation to ITF	$ 2,500,000		$ 2,500,000	N/A
63	Innovative Bike Lanes (Annual Project/Citywide) [Doughut Chart Annual]	Implement bike lanes as needed.	Engineering	Donut Chart		$ 25,000	$ 250,000	N/A
64	Traffic Safety and Calming (Annual Project/Citywide) [Donut Chart Annual]	Implement traffic safety and calming upgrades as needed based on evaluations.	Engineering	Donut Chart		$ 75,000	$ 750,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
65	Storm Drain Repair (Annual Project) [Donut Chart Annual]	Implement storm drain repairs as needed.	Engineering	Donut Chart		$ 500,000	$ 5,000,000	N/A
66	Power Line Multi-use Path (Garden View to Willowspring) [MAP Rank 25, MAP Bike #36]	Class I multi-use path from Garden View Dr and Willowspring Dr.	Engineering	MAP	$ 7,451,000		$ 7,451,000	No
67	San Elijo Bridge Sidewalk	Add a new sidewalk on the west side to complement the cycle track. Sidewalk would cantilever onto the bridge following bridge improvements.	Engineering	CIP Presentation to ITF	$ 2,500,000		$ 2,500,000	Yes
68	Rancho Santa Fe Roundabouts	Construction of a roundabout, landscape enhancements, and sidewalk improvements at the intersections of Rancho Santa Fe Rd & Lone Jack Rd and Rancho Santa Fe Rd & El Camino del Norte.	Engineering	CIP Presentation to ITF	$ 8,000,000		$ 8,000,000	Yes
69	Traffic Signal and Median Improvements at Sage Canyon Dr/El Camino Real Intersection	Construct a traffic signal and median roadway improvements.	Development Services	Housing Element (Council Feedback)			$ -	Yes
70	Solana Beach 101 Crosswalk/Signal [Donut Chart KK: S Coast Highway 101 Pedestrian Crossing & Mobility Enhancements at Solana Beach]	Construct a crossing between the Solana beach border and the State Beach parking lot. One pedestrian count showed 200 people crossing a day without a crosswalk. This project is in collaboration with the City of Solana Beach. A consultant is currently studying options for a midblock pedestrian crossing & other mobility enhancements along S Coast Hwy 101 near the entrance to Cardiff State Beach.	Engineering	Donut Chart	$ 500,000		$ 500,000	No
71	Facilities Condition Assessment and Implementation	Update Facilities Condition Assessment and Implementation. Last updated in 2014.	Public Works	Public Works Presentation to ITF	$ 6,400,000		$ 6,400,000	N/A
72	Pedestrian Bridge Near San Elijo Avenue (Upper Bluff to Pole Road Trail) [MAP Rank 13, MAP Pedestrian #60]	Bridge from near San Elijo Ave to Upper Bluff and Pole Rd Trail.	Engineering	MAP	$ 10,000,000		$ 10,000,000	No
73	Grandview Lifeguard Tower IT Infrastructure	Provides computer and phone connectivity for Marine Safety staff. Prerequisite - streetscape fiber complete.	IT	IT Presentation to ITF	$ 250,000		$ 250,000	N/A
74	Shared Fire and Sheriff Training Tower	A training tower is a specialized structure used in firefighting training to simulate various emergency scenarios and provide practical training for firefighters. Currently, the closest available training towers are approximately 30-60 minutes away. This could drastically increase response time for a major fire event. It also leads to reduced training opportunities.	Fire	Fire Presentation to ITF	$ 1,000,000		$ 1,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
75	IT Security Controls (Future)	Increased funding for new security tools each year. Threats are increasing in scope, quantity, and complexity. Increased use of Automation in security tools. Partnerships with other SOCs, CISOs, and Security teams. Training and Incident Response Exercises.	IT	IT Presentation to ITF		$ 100,000	$ 1,000,000	N/A
76	Community & Senior Center Renovations	External and internal renovations to include exterior painting, lighting, restrooms, reconfiguring etc.	Parks & Rec	Parks & Rec Presentation to ITF	$ 5,000,000		$ 5,000,000	N/A
77	Leo Mullen Turf Replacement	Synthetic turf replacement at the end of the serviceable life. Affects the playability of the filed.	Parks & Rec	Parks & Rec Presentation to ITF	$ 680,000		$ 680,000	N/A
78	General Mobility Improvements (Annual Project/Citywide) [Donut Chart Annual]	Implement ongoing mobility improvements as needed.	Engineering	Donut Chart		$ 300,000	$ 3,000,000	N/A
79	N. Vulcan Ave Buffered Class II Bike Lanes and Sidewalk	Provide buffered Class II bike lanes (both sides) and sidewalk on Vulcan Avenue (east side) from La Costa Avenue to 550' south of La Costa Avenue.	Development Services	Housing Element (Council Feedback)			$ -	No
80	Swami's Beach Staircase Access Refurbishment [Donut Chart NN: Beach Staircase Access Refubishment (Swami's)]	Repair and replace structural components. Integrate Swami's Lifeguard Tower with existing fiber optic connection at Encinitas Blvd. and F St. Replace wireless connection for Traffic Control Box at Swami's/Santa Fe Ped Xing.	Engineering	Donut Chart	$ 700,000		$ 700,000	N/A
81	Zero Trust Architecture	Hybrid workforce security - expands security beyond the network perimeter. Continuous authentication and verification. Large professional services overhead while permission levels are reviewed and planned.	IT	IT Presentation to ITF	$ 200,000	$ 18,000	$ 380,000	N/A
82	Leucadia Blvd. / I-5 Bridge Rail Repair [Donut Chart OO]	Caltrans provided repair recommendations in a Bridge Inspection Report in 2022 to repair spalling concrete & rust on the bridge railing. The rust is due to rebar air exposure due to cracks in the concrete. While not an immediate safety threat, if left in this condition it could structurally compromise the bridge. A methacrylate seal will also be applied to the deck due to observed cracks.	Engineering	Donut Chart	$ 500,000		$ 500,000	N/A
83	Coastal Maintenance Projects	Ongoing maintenance/reporting for beach counter program, beach habitat studies, Beacon's Beach bluff restoration program, and Ocean Cove outfall monitoring.	Development Services	Coastal Management Presentation to ITF		$ 100,000	$ 1,000,000	N/A
84	100% Affordable		Public Works	Housing Element (Council Feedback)			$ -	No
85	Playground Replacement	Replace playgrounds as they reach the end of their serviceable life to ensure the health, safety, and welfare of the users. Approximately 8 years of replacement backlog. Some were built in the 1990's.	Parks & Rec	Parks & Rec Presentation to ITF	$ 3,000,000	$ 100,000	$ 4,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
86	Trail 82 on Rancho Santa Fe Road (Encinitas Blvd to El Camino Del Norte) [Donut Chart GG: Recreational Trails Development (Trail 82 - Rancho Santa Fe Road)]	This project will incorporate existing trail elements along the east side of Rancho Santa Fe Rd and provide a multi-use trail that connects Encinitas Blvd to Camino Del Norte. Trail 82 consists of a DG trail that runs 4,900 ft long. It will have a composite fence that runs the length of it on the traffic adjacent side.	Engineering	Donut Chart	$ 5,000,000		$ 5,000,000	No
87	South Coast Highway 101/San Elijo Lagoon Bridge Replacement	In the last Caltrans study, the bridge rated 60.4/100. It was also given a structurally deficient status. The San Elijo Bridge provides multi-modal access into the City of Encinitas along the coast for cars, bicyclists, and pedestrians. While not an immediate safety risk, deferral of this work would likely have multimodal impacts to circulation.	Engineering	CIP Presentation to ITF	$ 17,000,000		$ 17,000,000	N/A
88	Coast Highway 101 Fiber - B St. to LA COSTA	Conduit and pullbox installation included in initial construction phases. Fiber optic cable installation and termination still needed. Replaces wireless connections for Traffic Control Boxes at Leucadia and La Costa. Connectivity point for future fiber splices and tech projects.	IT	IT Presentation to ITF	$ 200,000		$ 200,000	N/A
89	I-5 Cloverleaf Interchange (Leucadia Blvd at Piraeus)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	Yes
90	La Costa Pedestrian Bridge over Rail Corridor	This project would widen the existing bridge to provide a wider pedestrian path.	Engineering	CIP Presentation to ITF	$ 2,000,000		$ 2,000,000	No
91	Traffic Signal Modifications & Upgrades (Annual Project/Citywide) [Donut Chart Annual]	Ongoing signal upgrades to replace equipment or modify operations as needed.	Engineering	Donut Chart		$ 50,000	$ 500,000	N/A
92	Fire Station #3 IT Circuit	Replace leased circuit at Fire Station 3 with city-owned. Eliminate monthly ISP fee. Expand number of physical supported networks from 1 to 3.	IT	IT Presentation to ITF	$ 100,000		$ 100,000	N/A
93	Union Street DG Pedestrian Path	Construct a decomposed granite (DG) pedestrian path. North side of Union Street from Saxony Road to terminus at I-5 (approx. 1,260').	Development Services	Housing Element (Council Feedback)			$ -	No
94	Rail Corridor Trenching at Leucadia Boulevard	Underground the rail to below-grade from El Portal to La Costa Bridge. Cost includes preliminary engineering, environmental analysis, design, permitting, and construction.	Engineering	CIP Presentation to ITF	$ 80,000,000		$ 80,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
95	San Elijo Lagoon Full Dredging	Full lagoon dredging.	Development Services	Coastal Management Presentation to ITF	$ 500,000		$ 500,000	N/A
96	La Costa Bridge Replacement	The structural health condition summary rated the bridge deck, superstructure, and substructure in good or fair condition. However, the deck geometry was rated as "basically intolerable requiring high priority of replacement" due to the bridge width in relation to the volume of average daily traffic.	Engineering	CIP Presentation to ITF	$ 9,000,000		$ 9,000,000	No
97	I-5 Pedestrian Bridge (near Union St)	Pedestrian bridge crossing the I-5 at Union St using the proposed Union St Multi-Use Path.	Engineering	MAP*	$ 12,000,000		$ 12,000,000	No
98	Saxony Road/Union Street Intersection Improvements: Option B (Mini-Roundabout)	Roundabout/traffic circle at the existing T-intersection.	Development Services	Housing Element (Council Feedback)			$ -	No
99	Facility Maintenance	Maintenance for Encinitas Community Park, El Portal Undercrossing, and Pacific View	Public Works	Public Works Presentation to ITF		$ 250,000	$ 2,500,000	N/A
100	Habitat Stewardship Program	Ongoing stewardship of open space and habitat. Includes trash, weed control, access control, fire prevention, and erosion. Also includes removal of invasive plants and replacement with native plants.	Parks & Rec	Parks & Rec Presentation to ITF		$ 100,000	$ 1,000,000	No
101	Hippie Hill Restoration	Landscaping and pedestrian access, including trails	Parks & Rec	Council Feedback	$ 2,000,000.00		$ 2,000,000.00	No
102	City Hall	Tear down the existing city hall, and build a new one with mixed use. NCTD is interested in a parking structure and microtransit stop. The City may partner with a developer who would sell or lease some retail space to reduce cost. The new structure would likely be multiple stories to accommodate mixed uses, which would affect the cost.	Public Works	Council Feedback	$ 40,000,000.00		$ 40,000,000.00	No
103	Pacific View Future Project	Future improvements to the Pacific View development. Landscaping & Trees, Parking lot/Stormwater, Furnishings, Finishes, and Equipment (FFE)	Engineering	Council Feedback	$ 2,000,000.00		$ 2,000,000.00	
104	Coastsnap Beach Monitoring Program Expansion	Survey-photo/shoreline trace and analysis, calibration ground survey, shoreline processing, reporting for 8 installations.	Development Services	Coastal Management Presentation to ITF	$ 240,000		$ 240,000	N/A
105	Cardiff Sports Park Backstop Replacements	Replace and modernize the backstops on fields 1 & 2. Affects the playability of the filed.	Parks & Rec	Parks & Rec Presentation to ITF	$ 125,000		$ 125,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
106	I-5 Cloverleaf Interchange (Birmingham)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	
107	I-5 Cloverleaf Interchange (Encinitas Blvd)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	
108	I-5 Cloverleaf Interchange (La Costa Avenue)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	
109	I-5 Cloverleaf Interchange (Santa Fe Drive)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	
110	Encinitas Community Park Sports Courts	Design and construction of additional sport courts, including sand volleyball and pickleball courts.	Parks & Rec	Parks & Rec Presentation to ITF	$ 1,250,000		$ 1,250,000	N/A
111	Swami's State Marine Conservation Area (Smca) Ambassador's Program With Nature Collective	The Swami's Marine Conservation Area is run by the California Department of Fish and Wildlife. Educational outreach would include utilizing Fish and Wildlife staff at various events.	Development Services	Coastal Management Presentation to ITF		$ 15,000	$ 150,000	N/A
112	Park Monument Signs	Refurbishment or replacement of approximately 40 unique monument signs.	Parks & Rec	Parks & Rec Presentation to ITF	$ 250,000		$ 250,000	N/A
113	Encinitas Library Community Room	Upgrade lighting track and gallery lighting for better visibility and less repairs.	Parks & Rec	Parks & Rec Presentation to ITF	$ 125,000		$ 125,000	N/A
114	Leo Mullen Sport Lighting	Planning, design and construction to install permanent sports field lighting. May include amending the Specific Plan and Proposition A ballot. This would allow for longer operating hours.	Parks & Rec	Parks & Rec Presentation to ITF	$ 1,400,000		$ 1,400,000	N/A

City of Encinitas
Infrastructure Task Force
RANKED BACKLOG PROJECTS

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
1	Electric Fleet Vehicles (30+) (incl. Plug-In Electric Fire Engine) & EV Charging for City Fleet/Facilities (CAP Measure MCET-1)	Future need of 30+ light duty vehicles, medium/heavy duty, and fire engines, as well as EV charging at community center, fire stations, wastewater, and expansion. This project is related to the Advanced Clean Fleets legislation passed in 2023 which mandates the 100% transition of municipal fleets to zero-emission vehicles by 2035.	Public Works	Public Works Presentation to ITF	$ 7,000,000		$ 7,000,000	N/A
2	CMP Lining/Replacement (All City)	124 CMP Storm Drain lines needing maintenance. CMP pipes are subject to corrosion, which can lead to pipe failure and sinkholes.	Engineering	CMP Presentation to ITF		$ 480,000	$ 4,800,000	N/A
3	Fire Station #1 Replacement	The station was built in 1957, making it the oldest station. The station exhibits significant cracking in Concrete Pavement showing lack of structural support. The structure exhibits signs of aging and fatigue. The hose tower is unreinforced masonry and in poor condition, which compromises the integrity of the structure. Settling at the southeast end of the building may impact the sewage line. The exterior surface finish is deteriorating, and the exterior wood trim displays cavitation. Window louvers have rotting frames which allows heavy air and moisture leakage. The roof is recommended to be replaced between 2021 and 2024. There are trespassing and vandalism problems due to issues with the roof. The electrical system has aged since 1957. Plumbing throughout the station is old and presents maintenance issues. The age of the fire station and its infrastructure does not provide an energy efficient business mode. Solar Panels, LED lighting, and energy efficient appliances are needed. The bathroom and shower areas are communal which limits diversity, equity, and inclusion efforts.	Fire	Fire Presentation to ITF	$ 20,000,000		$ 20,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
4	Fire Station #6	Requires a new fire station more centrally located (ideally in Olivenhain), a type 1 Fire Engine ($1.2M), Type 3 Fire Engine and an Engineer to the current staffing model. It is located in privately owned commercial strip mall which means the fire department could be given a 90-day notice to vacate at any time with no alternatives. Rent is $9,000 per month. It does not allow for diversity, equity, and inclusion initiatives, since there is only one bathroom. History of asbestos and black mold issues. The hose and pump capacity of the current fire engine is not sufficient to fight fires. Location important for addressing wildfire hazards.	Fire	Fire Presentation to ITF	$ 14,200,000		$ 14,200,000	N/A
5	Lake Drive Storm Drain Replacement [Donut Chart HH]	Replacement of 2,000 feet of corrugated metal pipe from Lake Drive to Interstate 5 to maintain state of good repair. This project will replace the existing metal storm drain which runs through the bottom of the canyon with underground reinforced concrete pipe. Twelve new permanent inlets and a detention basin will be added just downstream of Lake Drive to reduce storm flow velocities and flooding. An access roadway will be constructed along the new pipe to allow access for maintenance of the new structures and detention basin. The project will also reconnect existing trails and restore habitat for sensitive vegetation and species in the area.	Engineering	Donut Chart	$ 7,000,000		$ 7,000,000	N/A
6	Drainage Projects (Annual Project/Citywide)	Annual ongoing maintenance for drainage projects.	Public Works	Public Works Presentation to ITF		$ 100,000	$ 1,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
7	Fire Station #4 Replacement	Exhibits minor concrete cracking and structure members are old and deteriorating. Siding on the fire house displays significant degradation. Siding touches concrete slab promoting mold growth from built up moisture. Roof tiles were in need of minor repair in 2014, this is still the case today. Falling tiles present a hazard. Replacement of the flat asphalt roof was recommended between 2011 and 2014. The HVAC system is due for replacement in 2020 and the electrical system has aged since 1979. Multiple slab leaks and sewer issues have occurred over the last 10 years. Interior finishes are old, deteriorating, and not aesthetically pleasing. Moisture damage from exterior deterioration, plumbing, and sewer issues have created a mismatch of interior finishes. The bathroom and shower areas are communal which limits diversity, equity, and inclusion efforts. The age of the fire station and its infrastructure does not provide an energy efficient business mode. Solar Panels, LED lighting, and energy efficient appliances are needed.	Fire	Fire Presentation to ITF	$ 20,000,000		$ 20,000,000	N/A
8	Annual Street Overlay and Slurry Project Increase [Donut Chart Annual]	Each year, the City uses a pavement management software to analyze over 168 miles of City maintained roadway to identify which segments are in need of resurfacing. Treatment may include either an overlay or a slurry seal to maintain pavement quality. There is currently a back log of $75M of streets needing resurfacing, leading to a downward trend in citywide pavement quality without increased funding.	Engineering	Donut Chart		$ 7,000,000	$ 70,000,000	N/A
9	Local Road Safety Plan & Vision Zero Improvement Projects	The Local Road Safety Plan (LRSP) lists locations throughout the City with high rates of traffic incidents and provides recommendations to improve safety. This project would include the analysis and project implementation. Failure to complete the LRSP would make the City ineligible for future Highway Safety Improvement Program (HSIP) grant funding.	Engineering	CIP Presentation to ITF	$ 4,000,000		$ 4,000,000	N/A
10	North Coast Highway 101 Drainage Improvements (North End) [Donut Chart X]	1.5 miles of new 66" stormwater mainline under North Coast Highway 101 to store runoff, larger inlets to drain roadway faster, new inlets at local low points, green street improvements to improve water quality	Engineering	Donut Chart	$ 15,000,000		$ 15,000,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
11	Scout House Upgrade for ADA Accessibility	Renovate building for ADA compliance, which allows for increased usage.	Parks & Rec	Parks & Rec Presentation to ITF	$ 350,000		$ 350,000	N/A
12	Jason Street Drainage Improvements [Donut Chart CC]	The Jason Street Drainage Project is located at the intersection of North Vulcan Avenue and Jason Street in the Leucadia community. This location is a local low point where ponding water impacts the roadway, adjacent rail line, and access to homes and businesses after a rain event. This project will provide a new drainage inlet and catch basin on Vulcan Avenue and connect it to the existing drainage infrastructure on North Coast Highway 101. This project will reduce the frequency and intensity of flooding.	Engineering	Donut Chart	$ 650,000		$ 650,000	N/A
13	North Coast Highway 101 Drainage Improvements (Segment A)	Leucadia Streetscape Segment A South major drainage improvements on North Coast Highway 101 from A Street to Marcheta.	Engineering	Donut Chart	$ 4,000,000		$ 4,000,000	N/A
14	D Street Access Refurbishment	Repair and replace structural components of the beach staircase, which was built in 1989.	Parks & Rec	Parks & Rec Presentation to ITF	$ 517,000		$ 517,000	N/A
15	Vulcan Ave Drainage Improvements	Address flood control and water quality deficiencies from Q3 model of the watershed.	Engineering	CIP Presentation to ITF	$ 30,000,000		$ 30,000,000	N/A
16	North Coast Highway 101 Drainage Improvements (South to Cottonwood Creek) (Leucadia Watershed Master Plan (and Implementation) [Donut Chart LL])	North Coast Highway 101 and adjacent properties experience nuisance flooding in common rain events and are susceptible to significant flood impacts in more extreme rain events. The Leucadia Area Watershed Master Plan will analyze flooding conditions in the Leucadia and Old Encinitas areas and address current and future flood impacts. The Master Plan will be a dynamic tool to prioritize projects for initial implementation and will adapt over time as improvements are built.	Engineering	Donut Chart	$ 15,000,000		$ 15,000,000	N/A
17	Encinitas Community Center Gym	Update electrical and light fixtures. The department has received complaints from seniors that the lighting is substandard and dangerous. All of the electrical is out of date, meaning they cannot install new equipment, including the basketball hoops. The gym is extremely popular and open 7 days a week.	Parks & Rec	Parks & Rec Presentation to ITF	$ 150,000		$ 150,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
18	4th Street Storm Drain Project (Sylvia to 4th)	Install storm drain pipe along 4th and Sylvia St in Leucadia to reduce flooding just north of B St in Leucadia. Currently, ponded water must be pumped out or slowly evaporate.	Engineering	CIP Presentation to ITF	$ 2,500,000		$ 2,500,000	N/A
19	Traffic Safety and Calming (Annual Project/Citywide) [Donut Chart Annual]	Implement traffic safety and calming upgrades as needed based on evaluations.	Engineering	Donut Chart		$ 75,000	$ 750,000	N/A
20	Storm Drain Repair (Annual Project) [Donut Chart Annual]	Implement storm drain repairs as needed.	Engineering	Donut Chart		$ 500,000	$ 5,000,000	N/A
21	Facilities Condition Assessment and Implementation	Update Facilities Condition Assessment and Implementation. Last updated in 2014.	Public Works	Public Works Presentation to ITF	$ 6,400,000		$ 6,400,000	N/A
22	IT Security Controls (Future)	Increased funding for new security tools each year. Threats are increasing in scope, quantity, and complexity. Increased use of Automation in security tools. Partnerships with other SOCs, CISOs, and Security teams. Training and Incident Response Exercises.	IT	IT Presentation to ITF		$ 100,000	$ 1,000,000	N/A
23	Community & Senior Center Renovations	External and internal renovations to include exterior painting, lighting, restrooms, reconfiguring etc.	Parks & Rec	Parks & Rec Presentation to ITF	$ 5,000,000		$ 5,000,000	N/A
24	Leo Mullen Turf Replacement	Synthetic turf replacement at the end of the serviceable life. Affects the playability of the filed.	Parks & Rec	Parks & Rec Presentation to ITF	$ 680,000		$ 680,000	N/A
25	N. Vulcan Ave Buffered Class II Bike Lanes and Sidewalk	Provide buffered Class II bike lanes (both sides) and sidewalk on Vulcan Avenue (east side) from La Costa Avenue to 550' south of La Costa Avenue.	Development Services	Housing Element (Council Feedback)			$ -	No
26	Swami's Beach Staircase Access Refurbishment [Donut Chart NN: Beach Staircase Access Refubishment (Swami's)]	Repair and replace structural components. Integrate Swami's Lifeguard Tower with existing fiber optic connection at Encinitas Blvd. and F St. Replace wireless connection for Traffic Control Box at Swami's/Santa Fe Ped Xing.	Engineering	Donut Chart	$ 700,000		$ 700,000	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
27	Leucadia Blvd. / I-5 Bridge Rail Repair [Donut Chart OO]	Caltrans provided repair recommendations in a Bridge Inspection Report in 2022 to repair spalling concrete & rust on the bridge railing. The rust is due to rebar air exposure due to cracks in the concrete. While not an immediate safety threat, if left in this condition it could structurally compromise the bridge. A methacrylate seal will also be applied to the deck due to observed cracks.	Engineering	Donut Chart	$ 500,000		$ 500,000	N/A
28	Playground Replacement	Replace playgrounds as they reach the end of their serviceable life to ensure the health, safety, and welfare of the users. Approximately 8 years of replacement backlog. Some were built in the 1990's.	Parks & Rec	Parks & Rec Presentation to ITF	$ 3,000,000	$ 100,000	$ 4,000,000	N/A
29	South Coast Highway 101/San Elijo Lagoon Bridge Replacement	In the last Caltrans study, the bridge rated 60.4/100. It was also given a structurally deficient status. The San Elijo Bridge provides multi-modal access into the City of Encinitas along the coast for cars, bicyclists, and pedestrians. While not an immediate safety risk, deferral of this work would likely have multimodal impacts to circulation.	Engineering	CIP Presentation to ITF	$ 17,000,000		$ 17,000,000	N/A
30	Traffic Signal Modifications & Upgrades (Annual Project/Citywide) [Donut Chart Annual]	Ongoing signal upgrades to replace equipment or modify operations as needed.	Engineering	Donut Chart		$ 50,000	$ 500,000	N/A
31	La Costa Bridge Replacement	The structural health condition summary rated the bridge deck, superstructure, and substructure in good or fair condition. However, the deck geometry was rated as "basically intolerable requiring high priority of replacement" due to the bridge width in relation to the volume of average daily traffic.	Engineering	CIP Presentation to ITF	$ 9,000,000		$ 9,000,000	No
32	Facility Maintenance	Maintenance for Encinitas Community Park, El Portal Undercrossing, and Pacific View	Public Works	Public Works Presentation to ITF		$ 250,000	$ 2,500,000	N/A
33	Habitat Stewardship Program	Ongoing stewardship of open space and habitat. Includes trash, weed control, access control, fire prevention, and erosion. Also includes removal of invasive plants and replacement with native plants.	Parks & Rec	Parks & Rec Presentation to ITF		$ 100,000	$ 1,000,000	No

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	Includes location on LRSP list of high fatalities and serious injuries
34	Cardiff Sports Park Backstop Replacements	Replace and modernize the backstops on fields 1 & 2. Affects the playability of the filed.	Parks & Rec	Parks & Rec Presentation to ITF	$ 125,000		$ 125,000	N/A
35	Park Monument Signs	Refurbishment or replacement of approximately 40 unique monument signs.	Parks & Rec	Parks & Rec Presentation to ITF	$ 250,000		$ 250,000	N/A

City of Encinitas
Infrastructure Task Force
RANKED FUTURE NEED PROJECTS

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
1	Coastal Rail Trail, Interim: Vulcan Ped Path (Encinitas Blvd to La Costa, East Side of Tracks) [MAP Bike 1]	2.6 miles of interim DG Trail from Encintias Boulevard to La Costa Avenue	Engineering	MAP, CIP Presentation to ITF	$ 2,100,000		$ 2,100,000	Yes	Yes
2	Leucadia Boulevard Sidewalk Infill (Neptune to Eolus) [MAP Rank 6, MAP Pedestrian #11]	The western terminus of this project is about 100 feet from beach access to Leucadia State Beach, also known as Beacons. The sidewalk infill project will create recreational beach access to communities west of the Interstate 5. The Mobility Element Street Typology identifies Leucadia Boulevard as an Urban Village Collector. The project limits are Neptune Ave to Eolus Ave. Retaining walls will be required. This project aims to create pedestrian access to the beach. The estimated GHG reduction is 0.2 tons.	Engineering	MAP	$ 3,100,000		$ 3,100,000	Yes	Yes
3	Encinitas Blvd Multi-use Path (West) (Moonlight Beach to Saxony) [MAP Rank 4, MAP Bike #29]	Class I multi-use path from Moonlight Beach (near 5th St) to Saxony Rd. This would connect to the potential Encinitas Boulevard Multi-use Path (East) project.	Engineering	MAP	$ 4,000,000		$ 4,000,000	Yes	Yes
4	Quail Gardens Dr Class IIB /Westlake St Class II Bike Lanes (Leucadia to Requeza) [MAP Rank 2, MAP Bike #23]	A Class IIB (bicycle lane with buffer) facility on Quail Gardens Drive from Leucadia Boulevard to Encinitas Boulevard and a Class II (bicycle lane) on Westlake Street from Encinitas Boulevard to Requeza Street will result in a 1.6-mile dedicated bicycle facility. This will provide north-south bicycle connectivity east of I-5 and will connect to residential neighborhoods and multiple adjacent planned bikeways. Identified Quail Gardens Drive and Westlake Street as Suburban Collectors, by the Mobility Element Street Typology. This project aims to create north-south connectivity east of I-5. The estimated GHG reduction is 3.7 tons.	Engineering	MAP	$ 7,200,000		$ 7,200,000	Yes	Yes

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
5	Manchester Avenue Class II Bike Lanes (Via Poco to Encinitas Blvd) [MAP Rank 3, MAP Bike #43]	A Class II bike lane on Manchester Avenue from Via Poco to Encinitas Boulevard will provide north-south connectivity for the eastern portion of the City, and will connect to residential neighborhoods, a commercial node, and hiking trails. The Mobility Element Street Typology identifies Manchester Avenue from the I-5 to El Camino Real as a Suburban Connector (Major), and as rural Collector from El Camino Real to Encinitas Boulevard. This project aims to provide safer connectivity on Manchester Avenue. The estimated GHG reduction is 10.8 tons.	Engineering	MAP	$ 5,800,000		$ 5,800,000	Yes	Yes
6	Coast Highway 101 Sidewalk Infill (A St to Marcheta)	Fill in 0.5-miles of sidewalk between El Portal St and A st. This cost removes the area that will be completed by private development.	Engineering	MAP	$ 300,000		$ 300,000	Yes	Yes
7	Coast Highway 101 Sidewalk Infill (Chesterfield Dr to South Cardiff)	Fill in 0.9-miles of sidewalk between Chesterfield Dr and ~600 ft north of South Cardiff Beach	Engineering	MAP	$ 1,600,000		$ 1,600,000	Yes	Yes
8	Leucadia At-Grade Crossings [Donut Chart JJ: Rail Safety Study At-Grade Crossings (Leucadia)]	There is a high volume of pedestrian and cyclist activity in the area, but there is a 1.3-mile gap without a safe, legal place to cross the railroad tracks. This project would construct two crossing locations at Grandview/Hillcrest and Glaucus. These locations were selected based on community input gathered through the City's Cross Connect study. This project will require coordination with North County Transit District (NCTD) and BNSF Railway; and requires approval from the California Public Utilities Commission (CPUC).	Engineering	Donut Chart	$ 6,000,000		$ 6,000,000	Yes	No
9	USACE 50-Year Storm Damage Reduction Project (San Diego County, CA Project)	This project will improve public safety in the study area by reducing the threat of life-threatening bluff failures caused by wave action against the bluff base as well as reduce coastal storm damages to property and infrastructure along the study area shoreline and the bluff top, prior to the need for emergency action. It will also reduce coastal erosion and shoreline narrowing to improve recreational opportunities for beach users within the study area. Beach fill for 7,800 feet of shoreline from Beacon's to D Street. The primary goal of the San Diego County Storm Damage Reduction Project is to add sand to the eroding shoreline, with the aim of attenuating waves that further erode the coastal bluffs and providing more useable beach sand for safer beach conditions. The Project is a collaboration between the U.S. Army Corps of Engineers (USACE) and the cities of Solana Beach and Encinitas, with receiver sites located in both cities. In Encinitas, the Project involves the construction of a 50-foot-wide beach fill using 340,000 cubic yards of compatible sand borrow from offshore, with renourishment every 5 years on average over a 50-year period.	Development Services	Coastal Management Presentation to ITF	$ 50,000,000		$ 50,000,000	Yes	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
10	Vulcan Avenue/Coast HWY 101 & Encinitas Boulevard Pedestrian Scramble [MAP Rank 10, MAP Pedestrian #69]	This project would install a pedestrian scramble at the intersection of Vulcan Avenue/Coast Highway 101 and Encinitas Boulevard.	Engineering	MAP	$ 1,120,000		$ 1,120,000	Yes	Yes
11	Coastal Rail Trail (Encinitas Blvd to La Costa, East Side of Tracks)	The coastal rail trail currently runs from Chesterfield Dr to Santa Fe Dr. Santa Fe to the train station is funded. Train station to Encinitas Blvd is existing sidewalk. This project would create a new trail Encinitas Blvd to La Costa Ave.	Engineering	CIP Presentation to ITF	$ 16,000,000		$ 16,000,000	No	Yes
12	La Costa Avenue Pedestrian Path Construction (I-5 to 101)	Construction of 0.5 miles of 4-foot-wide decomposed granite pedestrian path, buffered bike lanes, and twelve new ADA compliant curb ramps.	Engineering	CIP Presentation to ITF	$ 700,000		$ 700,000	Yes	No
13	Nardo Road Sidewalk Infill From Melba Rd to Santa Fe Dr (West Side) [MAP Rank 9, MAP Pedestrian #45]	This project would construct sidewalk on the western side of Nardo Road. Given that Nardo Road abuts San Dieguito Academy High School, this is an area with a significant amount of pedestrian activity.	Engineering	MAP	$ 800,000		$ 800,000	Yes	No
14	Saxony Road Sidewalk Infill (La Costa to Leucadia Blvd) [MAP Ranks 7 & 20, MAP Bike #4 & #8]	This project will create a continuous sidewalk from La Costa Ave to Leucadia Blvd by adding a missing sidewalk on the east side of Saxony Rd for approximately 1,000 feet south of La Costa Avenue, as well as building sidewalk from just north of Qual Drive to Leucadia Blvd. La Costa Avenue has sidewalks from the intersection with Saxony Road to just west of Interstate 5, as well as east to the intersection with El Camino Real and beyond. Saxony Road also has a sidewalk which begins at the southern terminus of this project. The mobility Element Street Typology identifies Saxony Road as a Suburban Collector. This project aims to fill the missing gap in the sidewalk network and create greater north-south intra-community connectivity.	Engineering	MAP	$ 1,355,900		$ 1,355,900	Yes	No
15	Leucadia Streetscape Segment A South (A Street to Marcheta) [Donut Chart DD]	Construct sidewalk widening, minor drainage improvements, street furniture,street lighting, landscaping, and DG trail on west side of RR tracks to improve multi-modal transportation along the coastal corridor. Project limits on North Coast Highway 101 from A Street to Marcheta.	Engineering	Donut Chart	$ 6,000,000		$ 6,000,000	No	Yes
16	Leucadia Streetscape Segment B (Basil to Jupiter) [Donut Chart EE]	Construct sidewalk widening, minor drainage improvements, street furniture, street lighting, landscaping, and DG trail on west side of RR Tracks to improve multi-modal transportation along the coastal corridor. Project limits on North Coast Highway 101 from Basil to Jupiter.	Engineering	Donut Chart	$ 25,000,000		$ 25,000,000	No	Yes

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
17	Rossini Drive, & Stafford Avenue/Cambridge Avenue Sidewalk Infill [MAP Rank 12, MAP Pedestrian #55]	Sidewalk infill on Rossini Dr between Manchester Ave and Montgomery Dr and on Stafford Ave/Cambridge Ave between Brighton Ave and Rossini Dr.	Engineering	MAP	$ 214,400		$ 214,400	Yes	No
18	Orpheus Ave Bike Facilities Class I (La Costa to Leucadia Vllg) Class II (Leucadia Vlg to Vulcan) [MAP Rank 19, MAP Bike 19]	0.4-mile Class I Multi-Use Path from La Costa Ave to Leucadia Village Dr, and a 1.5-mile Class II bike facility on Orpheus Ave between Leucadia Village Dr and Vulcan Ave.	Engineering	MAP	$ 2,136,500		$ 2,136,500	Yes	No
19	Rancho Santa Fe Road (Calle Santa Catalina to Encinitas), Cole Ranch Road (Chelsea to Lone Jack) Trail [MAP Rank 32, MAP Pedestrian #32]	Trail improvements on Rancho Santa Fe Rd from Calle Santa Catalina to Encinitas Blvd/Rancho Santa Fe Rd and on Cole Ranch Rd from Chelsea Ln to Lone Jack Rd.	Engineering	MAP	$ 192,900		$ 192,900	Yes	Yes
20	ADA Curb Ramp Project (Annual Project/Citywide) [Donut Chart Annual]	Construction of ADA compliant curb ramps throughout the city.	Engineering	Donut Chart		$ 50,000	$ 500,000	No	N/A
21	Sidewalk Infill and Trail Improvements on San Elijo Ave and Dublin Dr [MAP Rank 13, MAP Pedestrian #60]	Trail on San Elijo Ave between Chesterfield Dr and Manchester Ave; sidewalk infill on San Elijo Ave between Orinda Dr and Norfolk Dr; Sidewalk infill on Dublin Dr between San Elijo Ave and Manchester Ave; Sidewalk Infill on San Elijo Dr between Kilkenny Dr and Manchester Ave.	Engineering	MAP	$ 282,800		$ 282,800	Yes	No
22	Lake Drive Sidewalk Infill (Santa Fe to Woodgrove) [MAP Rank 11, MAP Pedestrian #52]	Sidewalk infill between Santa Fe Dr and ~750ft south of Woodgrove Dr.	Engineering	MAP	$ 200,000		$ 200,000	Yes	No
23	San Elijo Ave Class II Bike Project (Chesterfield to KilKenny) Class III (Kilkenny to Manchester) [MAP Rank 4, MAP Bike #66]	A Class II bicycle lane on San Elijo Avenue from Chesterfield Drive to Kilkenny Drive and sharrows from Kilkenny Drive to Manchester Avenue will improve safety for cyclists by giving them dedicated space in the roadway. The Mobility Element Street Typology identifies San Elijo Avenue as a Residential Neighborway. This project aims to formalize the presence of bicycles in the roadway and improve safety for this stretch of San Elijo Avenue.	Engineering	MAP	$ 3,900,000		$ 3,900,000	Yes	No
24	Melba Road (Balour to Crest) & Balour Drive (Melba to Santa Fe) Sidewalk Infill [MAP Rank 28, MAP Pedestrian #49]	Sidewalk infill on Melba Rd from Balour Dr to Crest Dr and on Balour Dr from Melba Rd to Santa Fe Dr.	Engineering	MAP	$ 179,200		$ 179,200	Yes	No

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
25	Safe Routes to School Sidewalk Program (Annual Project) [Donut Chart Annual]	Implement mobility improvements near schools based on safe routes to school evaluations.	Engineering	Donut Chart		$ 200,000	$ 2,000,000	No	N/A
26	F Street/Requeza Street Sidewalk Infill (Vulcan to Devonshire) [MAP Rank 26, MAP Pedestrian #33]	Sidewalk infill between Vulcan Ave and Devonshire Dr.	Engineering	MAP	$ 130,000		$ 130,000	Yes	No
27	Quail Gardens Drive Sidewalk Infill (Ecke Ranch to Kristen Ct)	0.4-miles of sidewalk infill from Ecke Ranch Rd to Kristen Court.	Engineering	MAP, Housing Element (Council Feedback)	$ 250,000		$ 250,000	No	Yes
28	Scoup-Sand Compatibility Opportunistic Use Program	Use of sand compatible sediment on beaches from both private and public development project to reconstruct the shoreline. Need to set up a program where the costs are shared by the City and or private developer and/or paid for through private development as a condition on projects having 20,000 cubic yards or more. Cost savings would be $200k or more.	Development Services	Coastal Management Presentation to ITF		$ 150,000	$ 1,500,000	Yes	N/A
29	Rail Corridor Cross Connect Grant (And Implementation) [Donut Chart MM]	The Cross Connect Implementation Plan determined 20 potential projects on the LOSSAN rail corridor to ultimately provide quarter-mile spacing between crossings. The 20 projects consist of 8 crossings providing east-west access across the rail corridor and adjacent roadways, as well as 12 connectors to complete network gaps and facilitate access to the crossing locations.	Engineering	Donut Chart	$ 74,030,000		$ 74,030,000	No	N/A
30	SANDAG Regional Beach Sand Project (RBSP III)	Pump dredged sand onto the state beach to replenish eroded beaches. Cost based on frontage and sand quantity received.	Development Services	Coastal Management Presentation to ITF	$ 1,500,000		$ 1,500,000	Yes	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
31	Citywide Rail Corridor Quiet Zone [Donut Chart FF]	The aim of a quiet zone is to reduce noise around pedestrian- and roadway-rail grade X-ings for nearby residents/businesses. A quiet zone is a section of a rail in which train horns are not routinely sounded when trains are approaching a grade crossing. Quiet zones do not eliminate the use of train bells at crossings. Because the absence of a train horn increases the risk of a crossing incident, an analysis is done to measure that risk and assess whether additional safety measures may be needed. Quiet Zone Crossings at: • Leucadia Blvd. roadway crossing • Encinitas Station pedestrian crossing • East D Street roadway crossing • East E Street roadway crossing • Verdi/Montgomery Avenue proposed pedestrian crossing	Engineering	Donut Chart	$ 11,000,000		$ 11,000,000	Yes	N/A
32	Leucadia Blvd Roundabout at Hygeia (Roundabout and Pedestrian Improvements) [Donut Chart Y and Donut Chart Z]	This project will construct a roundabout at Leucadia Blvd & Hygeia Ave in Leucadia. The intersection will be regraded to provide a flatter road profile for the roundabout. The project includes landscape enhancements and sidewalk improvements. Benefits include improved safety for vehicles and cyclists by eliminating left turns and reducing conflict points, better pedestrian mobility through the corridor, improved traffic flow by removing the existing stop sign, enhanced aesthetics through new landscaping, trees, and improved street lighting, and reduced greenhouse gases by eliminating required stopping.	Engineering	Donut Chart	$ 5,400,000		$ 5,400,000	No	Yes
33	Birmingham Drive Complete Streets [Donut Chart AA]	Design and construction of a new sidewalk on both sides of Birmingham Drive from Carol View Road to San Elijo Avenue, landscaping, improved street lighting, and a roundabout at the Newcastle Avenue and Birmingham Drive intersection. The project includes undergrounding of utilities on Birmingham Drive over the project length to improve accessibility for pedestrians and overall project aesthetics. Design features provide for stormwater treatment through landscaped rain gardens.	Engineering	Donut Chart	$ 12,000,000		$ 12,000,000	No	Yes
34	Saxony Road Sidewalk Infill (Leucadia Blvd to Silver Berry)	Install 0.6-miles of sidewalk infill on Saxony Road where gaps exist on both sides of the street from Leucadia Blvd to 160' south of Saxony Place. This project encompasses MAP Ped #21 with project limits from Leucadia Blvd to Silver Berry Pl and was extended to 160' south of Saxony Pl based on Council feedback.	Engineering	MAP, Housing Element (Council Feedback)	$ 1,200,000		$ 1,200,000	No	Not analyzed - project was removed

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
35	Energy Efficiency and Solar Photovoltaic Systems at City Facilities (5) (CAP Measures MBE-1 and MRE-1) - Public Works	Install energy efficiency measures and solar at all major facilities throughout the city, including City Hall, community and senior center, public works, library, and fire stations. Energy savings over time would repay some upfront cost.	Public Works	Public Works Presentation to ITF	$ 20,000,000		$ 20,000,000	Yes	N/A
36	Santa Fe Drive Corridor Improvements (Roundabout at Crest and Other enhancements) [Donut Chart W]	The eastern phase runs along a 3,500 linear foot section of Santa Fe Drive from Evergreen Dr to El Camino Real. The project will focus on connection to schools & will improve mobility for pedestrians, bicyclists, & vehicular traffic, while also improving safety & connectivity. Improvements include the construction of new bikeways (separated where possible), and new sidewalks, storm water management measures through new landscaping and trees, and educational outreach and active transportation encouragement activities for SDUHSD students. The project will also construct new curb, gutter, AC berm and driveways. Drainage improvements will improve runoff capture and conveyance, and new bioretention cells will be constructed to improve water quality. The project will result in improved mobility and safety throughout the entire corridor, including access to schools, through new bikeways and sidewalks and intersection improvements.	Engineering	Donut Chart	$ 2,000,000		$ 2,000,000	No	No
37	San Elijo Lagoon Annual Dredging	One dredging event annually at the inlet only. Dredged sand is reused for beach restoration and living shoreline projects.	Development Services	Coastal Management Presentation to ITF		$ 50,000	$ 500,000	Yes	N/A
38	Saxony Road Realignment	Calle Magdalena and Saxony Road are offset intersections, near the interchange. The intersections both experience congestion and are especially challenging for cyclists. This project would align Saxony Road with Calle Magdalena into one standard intersection. Cost includes $34M of ROW acquisition, $5M demo, and $7M construction and soft costs.	Engineering	Council Feedback	$ 46,000,000.00		$ 46,000,000.00	No	Yes
39	Batiquitos Lagoon Dredging	Occurs every 3-5 years. Cost depends on volume. Coordinated with California Department of Fish and Wildlife as the lead agency, with contributions from Carlsbad and Encinitas.	Development Services	Coastal Management Presentation to ITF		$ 170,000	$ 1,700,000	Yes	N/A
40	Public EV Charging Stations (200-400) (Supports CAP Measures CET-4 and CET-5)	Install EV charging throughout the City to encourage EV ownership in alignment with the EV charging master plan. Includes 250 Level 2 stations and 50 DC Fast Stations.	Development Services	CAP Presentation to ITF	$ 20,000,000		$ 20,000,000	Yes	N/A
41	Microtransit Study and Program	Neighborhood electric vehicles that offer on-demand service within a defined service area. Includes microtransit study and program implementation.	Development Services	CAP Presentation to ITF	$ 235,000	$ 1,500,000	$ 15,235,000	Yes	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
42	Cardiff State Beach Living Shoreline Project	Construction of a vegetated dune to meet flood and roadway damage prevention objectives utilizing sand from San Elijo Lagoon dredging.	Development Services	Coastal Management Presentation to ITF		$ 100,000	$ 1,000,000	Yes	N/A
43	Crest Drive Trail (ECR to Melba) [MAP Rank 24, MAP Pedestrian #50]	0.3-mile trail on Crest Dr from El Camino Real to Melba Road.	Engineering	MAP	$ 100,000		$ 100,000	Yes	No
44	Verdi Pedestrian Crossing [Donut Chart BB]	This project will provide a pedestrian & bicycle undercrossing beneath the rail corridor and will build a connection between San Elijo Ave & S101. Undercrossing pathways will intersect & cross the Coastal Rail Trail.	Engineering	Donut Chart	$ 18,000,000		$ 18,000,000	No	No
45	Innovative Bike Lanes (Annual Project/Citywide) [Doughut Chart Annual]	Implement bike lanes as needed.	Engineering	Donut Chart		$ 25,000	$ 250,000	No	N/A
46	Power Line Multi-use Path (Garden View to Willowspring) [MAP Rank 25, MAP Bike #36]	Class I multi-use path from Garden View Dr and Willowspring Dr.	Engineering	MAP	$ 7,451,000		$ 7,451,000	Yes	No
47	San Elijo Bridge Sidewalk	Add a new sidewalk on the west side to complement the cycle track. Sidewalk would cantilever onto the bridge following bridge improvements.	Engineering	CIP Presentation to ITF	$ 2,500,000		$ 2,500,000	No	Yes
48	Rancho Santa Fe Roundabouts	Construction of a roundabout, landscape enhancements, and sidewalk improvements at the intersections of Rancho Santa Fe Rd & Lone Jack Rd and Rancho Santa Fe Rd & El Camino del Norte.	Engineering	CIP Presentation to ITF	$ 8,000,000		$ 8,000,000	No	Yes
49	Traffic Signal and Median Improvements at Sage Canyon Dr/El Camino Real Intersection	Construct a traffic signal and median roadway improvements.	Development Services	Housing Element (Council Feedback)			$ -	No	Yes
50	Solana Beach 101 Crosswalk/Signal [Donut Chart KK: S Coast Highway 101 Pedestrian Crossing & Mobility Enhancements at Solana Beach]	Construct a crossing between the Solana beach border and the State Beach parking lot. One pedestrian count showed 200 people crossing a day without a crosswalk. This project is in collaboration with the City of Solana Beach. A consultant is currently studying options for a midblock pedestrian crossing & other mobility enhancements along S Coast Hwy 101 near the entrance to Cardiff State Beach.	Engineering	Donut Chart	$ 500,000		$ 500,000	No	No

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
51	Pedestrian Bridge Near San Elijo Avenue (Upper Bluff to Pole Road Trail) [MAP Rank 13, MAP Pedestrian #60]	Bridge from near San Elijo Ave to Upper Bluff and Pole Rd Trail.	Engineering	MAP	$ 10,000,000		$ 10,000,000	Yes	No
52	Grandview Lifeguard Tower IT Infrastructure	Provides computer and phone connectivity for Marine Safety staff. Prerequisite - streetscape fiber complete.	IT	IT Presentation to ITF	$ 250,000		$ 250,000	Yes	N/A
53	Shared Fire and Sheriff Training Tower	A training tower is a specialized structure used in firefighting training to simulate various emergency scenarios and provide practical training for firefighters. Currently, the closest available training towers are approximately 30-60 minutes away. This could drastically increase response time for a major fire event. It also leads to reduced training opportunities.	Fire	Fire Presentation to ITF	$ 1,000,000		$ 1,000,000	Yes	N/A
54	General Mobility Improvements (Annual Project/Citywide) [Donut Chart Annual]	Implement ongoing mobility improvements as needed.	Engineering	Donut Chart		$ 300,000	$ 3,000,000	No	N/A
55	Zero Trust Architecture	Hybrid workforce security - expands security beyond the network perimeter. Continuous authentication and verification. Large professional services overhead while permission levels are reviewed and planned.	IT	IT Presentation to ITF	$ 200,000	$ 18,000	$ 380,000	Yes	N/A
56	Coastal Maintenance Projects	Ongoing maintenance/reporting for beach counter program, beach habitat studies, Beacon's Beach bluff restoration program, and Ocean Cove outfall monitoring.	Development Services	Coastal Management Presentation to ITF		$ 100,000	$ 1,000,000	No	N/A
57	100% Affordable		Public Works	Housing Element (Council Feedback)			$ -	No	No
58	Trail 82 on Rancho Santa Fe Road (Encinitas Blvd to El Camino Del Norte) [Donut Chart GG: Recreational Trails Development (Trail 82 - Rancho Santa Fe Road)]	This project will incorporate existing trail elements along the east side of Rancho Santa Fe Rd and provide a multi-use trail that connects Encinitas Blvd to Camino Del Norte. Trail 82 consists of a DG trail that runs 4,900 ft long. It will have a composite fence that runs the length of it on the traffic adjacent side.	Engineering	Donut Chart	$ 5,000,000		$ 5,000,000	No	No

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
59	Coast Highway 101 Fiber - B St. to LA COSTA	Conduit and pullbox installation included in initial construction phases. Fiber optic cable installation and termination still needed. Replaces wireless connections for Traffic Control Boxes at Leucadia and La Costa. Connectivity point for future fiber splices and tech projects.	IT	IT Presentation to ITF	$ 200,000		$ 200,000	Yes	N/A
60	I-5 Cloverleaf Interchange (Leucadia Blvd at Piraeus)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	No	Yes
61	La Costa Pedestrian Bridge over Rail Corridor	This project would widen the existing bridge to provide a wider pedestrian path.	Engineering	CIP Presentation to ITF	$ 2,000,000		$ 2,000,000	No	No
62	Fire Station #3 IT Circuit	Replace leased circuit at Fire Station 3 with city-owned. Eliminate monthly ISP fee. Expand number of physical supported networks from 1 to 3.	IT	IT Presentation to ITF	$ 100,000		$ 100,000	Yes	N/A
63	Union Street DG Pedestrian Path	Construct a decomposed granite (DG) pedestrian path. North side of Union Street from Saxony Road to terminus at I-5 (approx. 1,260').	Development Services	Housing Element (Council Feedback)			$ -	No	No
64	Rail Corridor Trenching at Leucadia Boulevard	Underground the rail to below-grade from El Portal to La Costa Bridge. Cost includes preliminary engineering, environmental analysis, design, permitting, and construction.	Engineering	CIP Presentation to ITF	$ 80,000,000		$ 80,000,000	No	N/A
65	San Elijo Lagoon Full Dredging	Full lagoon dredging.	Development Services	Coastal Management Presentation to ITF	$ 500,000		$ 500,000	No	N/A
66	I-5 Pedestrian Bridge (near Union St)	Pedestrian bridge crossing the I-5 at Union St using the proposed Union St Multi-Use Path.	Engineering	MAP*	$ 12,000,000		$ 12,000,000	No	No
67	Saxony Road/Union Street Intersection Improvements: Option B (Mini-Roundabout)	Roundabout/traffic circle at the existing T-intersection.	Development Services	Housing Element (Council Feedback)			$ -	No	No

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
68	Hippie Hill Restoration	Landscaping and pedestrian access, including trails	Parks & Rec	Council Feedback	$ 2,000,000.00		$ 2,000,000.00	No	No
69	City Hall	Tear down the existing city hall, and build a new one with mixed use. NCTD is interested in a parking structure and microtransit stop. The City may partner with a developer who would sell or lease some retail space to reduce cost. The new structure would likely be multiple stories to accommodate mixed uses, which would affect the cost.	Public Works	Council Feedback	$ 40,000,000.00		$ 40,000,000.00	No	No
70	Pacific View Future Project	Future improvements to the Pacific View development. Landscaping & Trees, Parking lot/Stormwater, Furnishings, Finishes, and Equipment (FFE)	Engineering	Council Feedback	$ 2,000,000.00		$ 2,000,000.00	No	
71	Coastsnap Beach Monitoring Program Expansion	Survey-photo/shoreline trace and analysis, calibration ground survey, shoreline processing, reporting for 8 installations.	Development Services	Coastal Management Presentation to ITF	$ 240,000		$ 240,000	No	N/A
72	I-5 Cloverleaf Interchange (Birmingham)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	No	
73	I-5 Cloverleaf Interchange (Encinitas Blvd)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	No	
74	I-5 Cloverleaf Interchange (La Costa Avenue)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	No	
75	I-5 Cloverleaf Interchange (Santa Fe Drive)	Upgrade the existing interchange to a cloverleaf interchange to eliminate the left-turn conflicts with through vehicles.	Engineering	Council Feedback	$ 100,000,000.00		$ 100,000,000.00	No	
76	Encinitas Community Park Sports Courts	Design and construction of additional sport courts, including sand volleyball and pickleball courts.	Parks & Rec	Parks & Rec Presentation to ITF	$ 1,250,000		$ 1,250,000	No	N/A
77	Swami's State Marine Conservation Area (Smca) Ambassador's Program With Nature Collective	The Swami's Marine Conservation Area is run by the California Department of Fish and Wildlife. Educational outreach would include utilizing Fish and Wildlife staff at various events.	Development Services	Coastal Management Presentation to ITF		$ 15,000	$ 150,000	No	N/A

Rank	Project Name	Project Description	Department	Source	ROM Project Cost (Non-recurring)	Annual Cost	ROM Unfunded Cost Estimate (Unescalated)	City Dept Top Priority (Yes/No)	Includes location on LRSP list of high fatalities and serious injuries
78	Encinitas Library Community Room	Upgrade lighting track and gallery lighting for better visibility and less repairs.	Parks & Rec	Parks & Rec Presentation to ITF	$ 125,000		$ 125,000	No	N/A
79	Leo Mullen Sport Lighting	Planning, design and construction to install permanent sports field lighting. May include amending the Specific Plan and Proposition A ballot. This would allow for longer operating hours.	Parks & Rec	Parks & Rec Presentation to ITF	$ 1,400,000		$ 1,400,000	No	N/A