

CITY OF ENCINITAS, CALIFORNIA

# OPERATING BUDGET

FISCAL YEARS

2021-22 &

2022-23



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# Elected Officials

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Mayor  
Catherine S. Blakespear  
760-633-2620  
[cblakespear@encinitasca.gov](mailto:cblakespear@encinitasca.gov)



Deputy Mayor  
District 1  
Tony Kranz  
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Council Member  
District 2  
Kellie Hinze  
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Council Member  
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District 4  
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# Budget Message and Transmittal

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*FY 2021-22 and FY 2022-23 Operating Budget and  
FY 2021-22 to FY 2026-27 Capital Improvement Program (CIP) and Financial Plan*

June 23, 2021

Honorable Mayor Blakespear and Members of the City Council:

It is my pleasure to present to you the budget for Fiscal Years 2021-22 and 2022-23. Despite the unprecedented prior year of COVID-19 related lockdowns, restrictions, and economic losses, I am proud to present a budget that is balanced and provides the necessary resources to support the ongoing services the Encinitas community deserve and have come to expect.

The estimated total expenditure budget (including transfers) for FY 2021-22 is \$144.8 million. In FY 2022-23, the total is estimated to be \$123.5 million and meets the Council's long-standing vision that Encinitas is five unique communities thriving as ONE great city through pursuing our vision of:

- QUALITY TRANSPORTATION - Provide effective, safe, and easy transportation for all modes of movement and for all demographics.
- RECREATION - Promote active lifestyles and community health by furthering access to trails, parks, beaches, and other recreational opportunities.
- ECONOMIC DEVELOPMENT - Create economic opportunities through innovation, financial stability, and fiscal responsibility.
- ENVIRONMENT - Be good stewards of open spaces, beaches, parks, and the natural environment.
- ARTS & CULTURE - Embrace great places to showcase the City's arts and culture, history, community charm and character.
- PUBLIC SAFETY - Create a safe and secure environment for residents, visitors, and businesses throughout the City.
- COMMUNITY PLANNING - Maintain safe and livable communities through well-maintained infrastructure and facilities, strong public safety, and significant environmental standards while achieving diverse and affordable housing for present and future generations.

The City has an established financial policy regarding maintenance of adequate financial reserves. The Budget also ensures that the Council's reserve policy is met. The contingency reserve at 20 percent of operating expenditures is fully funded at \$15.3 million. The budget stabilization reserve is fully funded at two percent of revenue or \$1.7 million. The City has not had any need to draw on these reserves, despite the decline in operating revenues experienced during the last quarter of fiscal year from the effects of the global pandemic and shutdown orders.

## Budget Preparation

The City develops and adopts both an operating and a capital budget on a two-year budget cycle. Amounts are appropriated for the first year only, with the amounts for the second year subject to revision before appropriation. The City also publishes a six-year capital improvement program and financial plan which is updated as part of the two-year budget cycle. This document provides management and the City Council with long-term financial planning information and tools.

In preparation for the City's new two-year budget, the City held two budget workshops on April 14, 2021, and May 3, 2021. During the workshops, staff presented the six-year financial forecast for the General Fund. Due to the City's conservative budgeting, strong reserves, and re-evaluation of its CIP program, the City continues to be well positioned to weather economic fluctuations. The forecast showed that despite the loss in revenue related to COVID-19, total General Fund revenues were flat in the current fiscal year FY 2020-21 and modest growth is expected in future years from FY 2021-22 through FY 2026-27.

Encinitas enjoys a strong and well diversified tax base. Over the years, the property values and personal income levels within the City have generated tax revenues sufficient to support the level of municipal services and facilities for the community to enjoy. In the past, the tax base has performed well in good economic times and has also been able to weather the financial impacts during slower economic times.

Property tax, and sales and use tax revenues represent approximately 81 percent of the City's total General Fund revenue (not including transfers) in FY 2021-22. Property tax revenue in FY 2021-22 and FY 2022-23 is projected to be \$54.8 million and \$57.8 million, respectively. Sales and use tax revenue in FY 2021-22 and FY 2022-23 are projected to be \$14.4 million and \$15.1 million, respectively. The State lockdown affected other revenues in the General Fund such as charges for services related to the cancellation of recreation programs and the transient occupancy tax (TOT) revenues as travel came to a halt. Total General Fund revenue (including transfers) for FY 2021-22 is projected to be \$107.9 million and \$91.9 million for FY 2022-23.

As the hopeful signs for recovery continue, this Two-Year Budget positions Encinitas well to respond quickly and adapt should more growth occur than forecasted from transient occupancy tax from the new Alila Marea Beach Resort Encinitas which opened in the spring, and the possibility of a Cannabis Tax to be considered in 2022. Additionally, in March 2021, the American Rescue Plan Act (ARPA) was signed into law. The City has received \$4.1 million of its \$8.1 million allocation for use towards the funding of COVID-19 related expenditures and investments in water, wastewater, storm drain and broadband projects.

However, should the modest growth trend continue, the City's long-term fiscal health must be addressed through more sustainable approaches to address the community's service and, more concerning due to aging and increasing costs to repair, the City's capital improvement plan (CIP) priorities into the future. Given the forecast of modest growth in revenues, Council requested the establishment of a Blue-Ribbon Task Force on Infrastructure to study the City's aging infrastructure and funding opportunities in the future at the second-year budget workshop.

## Budget Priorities

This year, we are recommending funding three new full-time positions to better address the changing needs of the community including a Housing Services Manager; Senior Planner – Mobility; and an

additional Utility & Maintenance Worker. The Budget also includes increased hours for two part-time Program Assistants in Development Services to support engineering services; and one part-time Program Assistant in Parks, Recreation and Cultural Arts to support Community Center operations and enhance Center programs; and two part-time information technology network (1) and multi-media (1) analysts who will support both technology and communications efforts in the City.

The City Council's budget priorities are reflected in the Budget to address needed capital improvement projects and critical services to the community addressing public safety, housing, green initiatives, protecting natural resources, mobility, and connectivity. To that end, the budget includes continued annual funding for the following CIP categories:

- Innovative bike lanes
- Safe routes to schools
- Traffic safety and calming
- General mobility
- Storm drain repair
- Park improvements
- Technology

The City has also made a significant commitment to funding CIP and other major work projects with General Fund, gas tax, and other monies. The following projects are approved for funding in the Budget over the next two fiscal years. In addition, at the Budget Workshop on May 3, 2021, the City Council identified the future phases of the Leucadia Streetscape project as a priority project and was presented with the option to finance this project through the California Infrastructure and Economic Development Bank (IBank) for an amount no higher than \$20 million over 15 years, so it is also added below.

- Leucadia Streetscape Project
- Santa Fe Drive Corridor Improvements
- Highway 101 Walkway to Solana Beach
- Coast Highway 101 Separated Bike Lanes
- Beach Staircase Access Refurbishments
- Beacon's Beach Parking Lot
- Cottonwood Creek Basin Maintenance
- Recreation Trails Development/El Camino Del Norte, Trail 95
- Recreation Trails finish Design/Trail 82
- San Elijo Bridge Pavement Failure Repair
- ADA Parking Lot Upgrades (Glen Park)
- Rail Safety Study for At-Grade Crossings
- Housing Element Update
- Climate Action Plan Mitigation Measures
- Municipal Code Cleanup
- Sixth Cycle Housing Element Implementation

This is just a snapshot of some of the major initiatives in the Budget. More budget detail may be found in the new budget transparency tool on the City's website. I am proud that the Finance Department staff was able to pivot to this online budget portal that will provide up-to-date financial information month to month and make the budget a living document versus a book that is outdated the moment it is printed.



## Conclusion

Thank you to the Mayor and City Council for your leadership and our entire City staff for providing outstanding service to the Encinitas community. The resiliency and “can do” attitude of this team have helped the community to overcome the pandemic in so many ways and has prepared us for any challenges in the future.

A budget document takes many hours of collaboration and teamwork. I would like to offer special thanks to our Finance Director Teresa McBroome; Assistant Finance Director Tom Gallup; Finance Managers Monica Attili and Kelly Sanderson; our finance consultant Karen Lancaster from the Woodhill Group; and the dedicated department budget coordinators for their hard work and leadership to complete the budget documents. Special thanks to IT staff who pivoted once again to quickly implement the new online Budget Platform including Neil O’Connor, Jason York, and James Crandall. I am also grateful to our executive leadership team who worked hard to squeeze as many projects/programs as possible out of the funds available which is a testament to their commitment to the City organization and the community.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Pamela Antil". The signature is fluid and cursive, with the first name "Pamela" and last name "Antil" clearly distinguishable.

Pamela Antil  
City Manager

# STRATEGIC PLAN

## OUR MISSION

Preserve, protect, and provide innovative services that enhance the quality of life for residents, visitors, businesses, and our communities.



## OUR OPERATING PRINCIPLES

**RESPECTFUL PARTNERSHIPS** – Encourage honest dialogue, diversity in thinking, and problem solving.

**IMPROVEMENT & EFFICIENCY** – Streamline everything we do using best practices.

**FINANCIALLY SOUND DECISION-MAKING** – Achieve long-term sustainability.

**DATA GATHERING & SHARING** – Enhance informed decision making.

**MEASUREMENT & ACCOUNTABILITY** – Ensure excellent service and the best investment of taxpayer money.

**COMMUNITY OUTREACH** – Seek feedback from the community.

**COMMUNITY CHARACTER** – Protect community character and agricultural programs.

## OUR VISION

Encinitas is five unique communities thriving as ONE great city through pursuing our vision of:

### QUALITY TRANSPORTATION

Provide effective, safe, and easy transportation for all modes of movement and for all demographics.

### RECREATION

Promote active lifestyles and community health by furthering access to trails, parks, beaches, and other recreational opportunities.

### ECONOMIC DEVELOPMENT

Create economic opportunities through innovation, financial stability, and fiscal responsibility.

### ENVIRONMENT

Be good stewards of open spaces, beaches, parks, and the natural environment.

### ARTS & CULTURE

Embrace great places to showcase the City's arts and culture, history, community charm and character.

### PUBLIC SAFETY

Create a safe and secure environment for residents, visitors, and businesses throughout the City.

### COMMUNITY PLANNING

Maintain safe and livable communities through well-maintained infrastructure and facilities, strong public safety, and significant environmental standards while achieving diverse and affordable housing for present and future generations.

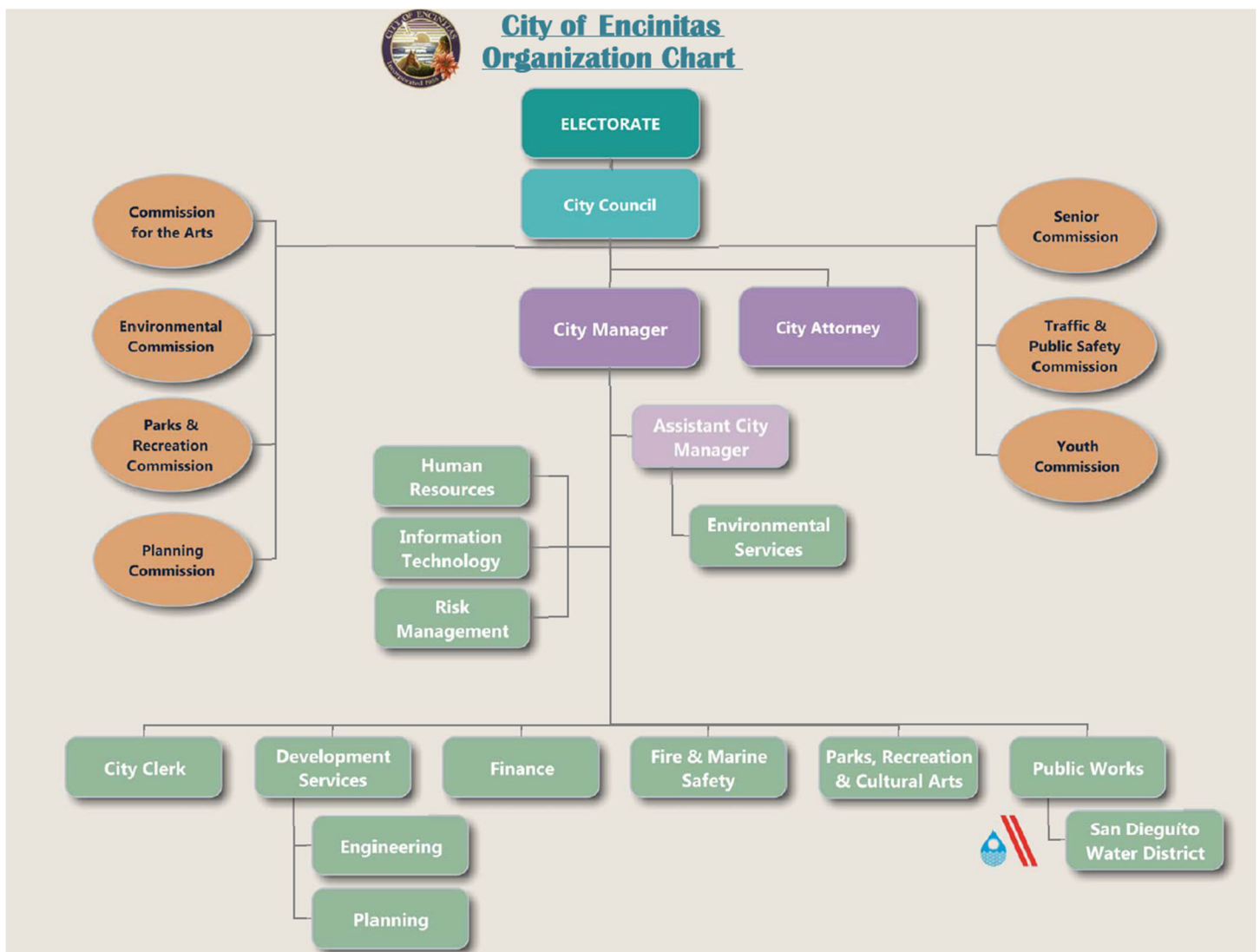
# Organization Chart

The organization chart displays the structure of the City and its subsidiary districts. It reflects:

- Overall responsibilities of the City Council including district oversight; and
- Relationships between Advisory Commissions and their respective department divisions.

Organizational charts for each department are presented in the Department Section of this document and on the [Human Resources Division](#) webpage.

This year, the City Manager recommended reclassifications and organizational changes to streamline and focus services to the community; recognize increased duties in several job classifications; as well as to ensure continuity of operations in several departments including development services.



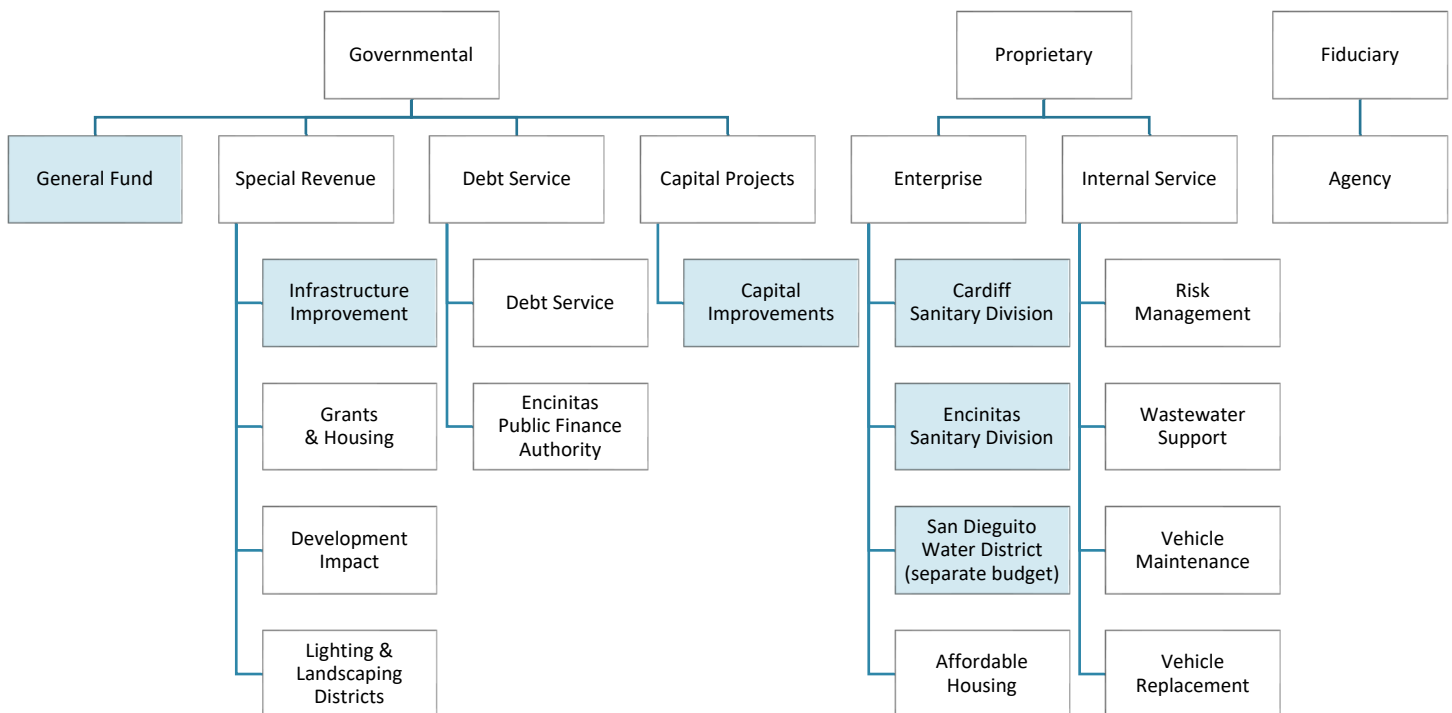


# Fund Structure

This diagram represents funds reported in the Annual Comprehensive Financial Report.

Shaded boxes represent major funds.

The following pages provide fund descriptions, including the relationship between funds reported in the financial statements versus funds budgeted.



# Fund Descriptions

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## Governmental Funds

### General Fund

The General Fund is used to account for resources traditionally associated with general government which are not required to be accounted for in a separate fund including: sales tax, property tax, transient occupancy tax, licenses and permits, fines and forfeitures. This fund is used to finance most of the basic municipal functions, such as general administration, public safety, parks and recreation, and capital projects.

### Special Revenue Funds

#### Infrastructure Improvement Fund (Major)

Infrastructure Improvements Special Revenue Fund is a major fund used to account for fees or grant proceeds that are legally restricted for specific purposes. For budget purposes, the individual funds below are budgeted based on the revenue source and combined for financial statement purposes.

***Highway Users Tax Account (Gas Tax) Fund*** is derived from the State tax on gasoline sales. The funds are allocated to cities based on Sections 2105, 2106, 2107, and 2107.5 of the California Street and Highway Code. In FY 2016-17, Section 2030 was added to the Highway Users Tax Account (HUTA) revenues. This 2017 Act establishes a new Road Maintenance and Rehabilitation Account (RMRA). Gas Tax funds are restricted for use in the construction, improvement, and maintenance of public streets. The fund supports both annual operating costs and capital projects.

***State Capital Grants Fund*** is made up of contributions of cash or other assets from state agencies and are to be used or expended for a specified purpose, activity, or facility.

***TransNet Fund*** was originally a twenty-year local transportation sales tax program approved by San Diego County voters in 1988. The one-half percent sales tax increase can be used for establishing, operating, and maintaining transportation programs or facilities. Funds are collected by the State and reallocated to the local governments by San Diego Association of Governments (SANDAG). In November 2004 voters approved the extension of the funds for an additional 40 years. The Transportation Development Act (TDA) Grant fund is discretionary TransNet money that is distributed on a competitive grant basis by SANDAG.

***Coastal Zone Management Fund*** was established following an election in November 1998 to increase the City's hotel tax from eight to ten percent. The additional two percent is used for beach sand replenishment and stabilization programs.

***Federal Capital Grants Fund*** is based on the actual reimbursement requests for actual expenditures incurred from various granting agencies.

### **Grants and Housing Fund (Non-Major)**

Grants and Housing Fund is a non-major fund used to account for grant proceeds that are legally restricted for specific purposes. For budget purposes, the individual funds below are budgeted based on the revenue source and combined for financial statement purposes.

***State Law Enforcement Grant Fund*** appropriates funds for local jurisdictions to supplement law enforcement services. This is an annual block grant and the funds can be used to offset additional law enforcement costs and relieve the General Fund.

***Governmental/Educational Access Fund*** was established to account for the monies received from cable communication companies as part of franchise renewal agreements. The funds are used to obtain capital equipment and support operating expense to televise city council meetings.

***Solid Waste Fund*** tracks revenues and expenditures related to solid waste disposal, recycling household hazardous waste programs and all grants associated with the program.

***Senior Nutrition Grant Fund*** tracks revenues and expenditures for the Senior Nutrition Program. The program is funded through a grant from the County of San Diego, participant donations and a transfer from the General Fund.

***Community Development Block Grant Fund*** are allocated to local governments on a formula basis and are required to be used within the broad functional area of community development. The City has utilized the funds for safe walk to school projects as well as citywide sidewalk programs.

***Federal Law Enforcement Grant Fund*** appropriates funds from the Federal Justice Assistance Grant program for local jurisdictions to supplement law enforcement services. This is an annual U.S. Department of Justice federal law enforcement Justice Assistance Grant of \$10,000 and used by the City to fund services on law enforcement radio communications systems.

***Donations and Contributions Fund*** Tracks revenues and expenditures associated with donations received by the City that are restricted for a specific use.

***CSA17 Fire Operations Fund*** established to track revenue and expenditures related to the County Service Area 17. Revenue is collected through the Emergency Management Services (EMS) Agreement with the County of San Diego for Advance Life Support (ALS) first responders, EMS support services, and annual monitor-defibrillator maintenance agreement coverage. Expenditures include costs associated with providing ALS first responder services--including facilities, medical supplies, equipment, and EMS training for fire and lifeguards.



## **Development Impact Fund (Non-Major)**

Development Impact Fund is a non-major fund used to account for fees received from developers/builders to defray the costs of infrastructure for new development. For budget purposes, the individual funds are budgeted based on the revenue source and combined for financial statement purposes.

***Park Improvement Fees Fund*** These fees are required of a developer/builder to defray the estimated costs of developing new or rehabilitating existing parkland and recreational facilities.

***Park Acquisition Fees Fund*** These fees are required of a developer/builder to defray the costs of acquiring recreational facilities or parkland.

***Traffic Mitigation Fees Fund*** These fees are required of a developer/builder to defray the actual or estimated costs of constructing planned infrastructure to serve new development. These funds may be used only for the construction of roadways and roadway-related facilities, such as signals, stop signs, etc.

***Regional Traffic Congestion Improvement Program (RTCIP) Fund*** is a regional traffic mitigation fee as required by the San Diego Association of Governments (SANDAG) Ordinance 04-01, which is intended to ensure that future development will contribute its share toward funding and mitigating new traffic impacts on the regional arterial system. Local jurisdictions must comply with this requirement to receive their fair share of TransNet funding.

***Open Space Acquisition Fees Fund*** These fees are collected from developer/builder of residential property for the purpose of defraying the cost of acquiring community assets of open space land.

***Recreation Trails Fees Fund*** These fees are collected from developer/builder of residential property for the purpose of defraying the cost of acquiring land for or developing recreational trails.

***Community Facilities Fees Fund*** These fees are specifically earmarked for debt service payments on the library.

***Fire Mitigation Fees Fund*** These fees are specifically earmarked for debt service payments for fire station bond financing.

***Flood Control Fees Fund*** These fees are required of a developer/builder to defray the actual or estimated costs of constructing drainage facilities to serve the new development. These funds are used for the construction of drainage facilities.

***In Lieu Fees Curb Gutter Sidewalks Fund*** These fees are collected from builders or developers to defray the actual or estimated costs of constructing curb, gutter, and sidewalk facilities to serve the new development.

***In Lieu Underground Fees Fund*** These fees are collected on certain development projects where it is impractical for the applicant to underground utilities.

***In Lieu Fees Affordable Housing Fund*** Collected from builders or developers to provide a subdivider's fair share contribution towards meeting the City's affordable housing assistance objective in lieu of providing units reserved for lower-income tenants.

### **Lighting and Landscaping Fund (Non-Major)**

Lighting and Landscaping Fund is a non-major fund used to account for assessments collected within an assessment district for the purpose of providing for the maintenance of landscaping, traffic signals and streetlights. For budget purposes, the individual funds below are budgeted based on the revenue source and combined for financial statement purposes.

***Villanitas Road Lighting and Landscaping Fund*** tracks revenues and expenditures associated with the localized landscaping improvements such as neighborhood parks, entryway landscaping, streetscape landscaping within the Villanitas assessment district.

***Cerro Street Lighting and Landscaping Fund*** tracks revenues and expenditures associated with the localized landscaping improvements within the developed parcels within the Cerro Street assessment district.

***Village Park Lighting and Landscaping Fund*** tracks revenues and expenditures associated with the localized landscaping improvements such as neighborhood parks, entryway landscaping, streetscape landscaping within the Village Park assessment district.

***Wiro Park Lighting and Landscaping Fund*** tracks revenues and expenditures associated with the localized landscaping improvements such as neighborhood parks, entryway landscaping, streetscape landscaping within the Wiro Park assessment district.

***Encinitas Lighting and Landscaping District Fund*** is used for the maintenance and improvement of streetlights, traffic signals and landscaping within the street right of way.

***Encinitas Ranch Lighting and Landscaping District Fund*** is used for the maintenance and improvement of street lights, traffic signals and landscaping within the Encinitas Ranch Specific Plan Area.

## **Debt Service Funds**

Debt service funds are used to account for the accumulation of resources for, and the repayment of general long-term debt, interest, and related costs.

### **City Debt Service Fund**

The City Debt Service Fund is used to record principal and interest payments on all City debt.

## Encinitas Public Financing Authority Fund

The Encinitas Public Financing Authority Fund is used to record the financing provided for public capital improvements for the City.

## Capital Improvements Fund (Major)

### Capital Improvements Fund

The Capital Improvements Fund is a major fund and is used to account for financial resources to be used for the acquisition and/or construction of major capital facilities and facility maintenance. Bond proceeds and/or capital grants may fund the construction. Projects usually span several years. Budgets are adopted by project, not by year.

For budget purposes, it is comprised of the following three funds and combined for financial statement purposes.

***Multi-Year Capital Improvements Fund*** tracks capital and work projects that are budgeted and completed on a multi-year basis.

***Annual Capital Improvements Fund*** tracks capital and work projects that are budgeted for one year and can be completed within one year.

***Facilities Capital Maintenance Fund*** provides funding for City facilities maintenance through annual transfers from the General Fund.

## Proprietary Funds

### Enterprise Funds

Enterprise Funds account for the acquisition, operation and maintenance of government facilities and services which are self-supported by user charges.

***The Cardiff Sanitary Division Fund (Major)*** is a major fund and provides wastewater collection and treatments services. Revenues are generated from user fees, which are adjusted periodically to meet the costs of administration, operation, maintenance, and capital improvements to the system.

***The Encinitas Sanitary Division Fund (Major)*** is a major fund and provides wastewater collection and treatments services. Revenues are generated from user fees, which are adjusted periodically to meet the costs of administration, operation, maintenance, and capital improvements to the system.

***The San Dieguito Water District Fund (Major)*** is a major fund and provides potable water and recycled water. Revenues are derived from a bi-monthly service availability charge, which covers the costs for the maintenance of meters water lines, and storage facilities. The SDWD operating and capital improvement budgets are presented in a separate document.



**The Affordable Housing Fund (Non-Major)** is a non-major fund used to account for low to moderate income housing. For budget purposes, the individual funds below are budgeted based on the revenue source and combined for financial statement purposes.

***Section 8 Housing Administration Fund*** tracks administrative funds issued to the Encinitas Housing Authority (EHA). These are federal entitlement grant funds from the U.S. Department of Housing and Urban Development used to pay for the administrative costs of overseeing the Section 8 voucher program. Costs include accepting and reviewing applications, recertifying eligibility, and inspecting the rental units. The Section 8 Rental Housing Choice Voucher program increases affordable housing choices for very low-income households by allowing families to choose privately owned rental housing. Families apply to the EHA for a Section 8 certificate. The EHA pays the landlord the difference between 30 percent of the household's adjusted income and the unit's rent.

***Section 8 Housing Assistance Payment (HAP) Fund*** tracks Housing Assistance Payment (HAP) funds issued to the Encinitas Housing Authority. These are federal entitlement grant funds from the U.S. Department of Housing and Urban Development (HUD) that are used to pay the landlord the amount equal to the difference between the tenant portion of the rent and the contract rent. HUD-Held and Set Aside funding is available to the EHA to draw from, should the EHA require additional funding.

***Pacific Pines Affordable Housing Fund*** covers the cost of management and maintenance of 16 affordable units managed by the City. In 2003, the Encinitas Housing Authority (EHA) acquired 16 condominium units at Pacific Pines complex located on South El Camino Real. The purpose of acquiring the units was to provide affordable rental housing opportunities for low-income Encinitas households, particularly those households which are participants in the Section 8 Housing Choice Voucher (HCV) Program.

## **Internal Service Funds**

Internal Service Funds account for the goods and services provided by one department or agency to other department or agencies on a cost reimbursement basis.

**Risk Management (Self-Insurance) Fund** provides a tracking of revenue and expenditures associated with claims adjustments, legal defense costs, and safety programs.

**Wastewater Support Fund** accounts for the services provided by City personnel to the Cardiff Sanitary Division and the Encinitas Sanitary Division. The services include administration, sewer line cleaning and maintenance and equipment usage charges. This fund does not accrue any fund balance, reimbursement revenues equal expenses.

**Vehicle Maintenance Fund** accounts for the services provided by City personnel to departments and activities that utilize vehicles and/or equipment in their operations. The services include routine maintenance and repairs to the fleet, which includes Fire apparatus and Wastewater and Stormwater

heavy equipment. This fund does not accrue any fund balance; reimbursement revenues equal expenses.

**Vehicle Replacement Fund** was established to centralize the budgeting and purchasing of City vehicles and equipment. A replacement charge is calculated and charged annually to the General Fund and Wastewater and is recorded as revenue to the Replacement Funds. Vehicles, equipment, and fire apparatus are purchased when the existing unit has reached the end of its useful life. Any additions to the fleet must be approved by the City Council in advance. The following individual funds below are budgeted based on the equipment type and combined for financial statement purposes.

***Vehicle Replacement Fund*** was established for the replacement of the City's light duty vehicles as determined by a vehicle longevity table and replacement guidelines. The fund operates as an internal cost allocation and departments contribute funds based on a replacement schedule.

***Machinery Equipment Replacement Fund*** was established for the replacement of the City's major equipment. This fund also operates as an internal cost allocation and departments contribute funds based on a replacement schedule.

***Fire Apparatus Replacement Fund*** was established for the replacement of the City's fire apparatus. This fund operates as an internal cost allocation, and the Fire Department contributes funds based on a replacement schedule. Replacements are made in accordance with the Council approved Fire Apparatus Replacement and Financing Program.

## **Fiduciary Funds**

Fiduciary funds are custodial in nature, and therefore are not budgeted.

# Department / Fund Relationship

**SHADED BOXES** Represent Major Funds

	Fund	GENERAL GOVERNMENT					PLANNING	ENGINEERING	PUBLIC SAFETY		PUBLIC WORKS	PARKS & REC	INTEREST
		City Council	City Manager	City Clerk	Finance	Non-Departmental	Dev Svcs Planning	Dev Svcs Engineering	Law Enforcement	Fire & Marine Safety	Public Works	Parks Recreation & Cultural Arts	Long-Term Debt Service
<b>GENERAL</b>	101 - GENERAL FUND	X	X	X	X	X	X	X	X	X	X	X	
<b>SPECIAL REVENUE Infrastructure</b>	201 - STATE GASOLINE TAXES					X							
	203 - STATE CAPITAL GRANTS					X							
	211 - TRANSNET PROGRAM					X							
	212 - COASTAL ZONE MANAGEMENT		X			X							
	223 - FEDERAL CAPITAL GRANT					X							
<b>SPECIAL REVENUE Grants &amp; Housing</b>	202 - STATE LAW ENF GRANT								X				
	213 - GOVERNMENT EDUCATION ACCESS	X				X							
	214 - SOLID WASTE RECYCLING & HHW										X		
	221 - SENIOR NUTRITION GRANT											X	
	228 - FEDERAL LAW ENF GRANT								X				
	229 - RESTRICTED DONATIONS & CONTRIB					X						X	
	230 - CSA-17 BENEFIT FEES					X				X			
<b>SPECIAL REVENUE Development Impact</b>	231 - PARK DEVELOPMENT FEES					X							
	232 - PARKLAND ACQUISITION FEES					X							
	233 - TRAFFIC MITIGATION FEES					X							
	234 - REGIONAL TRAFFIC MITIG FEE					X							
	235 - OPEN SPACE ACQUISITION FEES					X							
	236 - RECREATIONAL TRAILS FEES					X							
	237 - COMMUNITY FACILITIES FEES					X							
	238 - FIRE MITIGATION FEES					X							
	239 - FLOOD CONTROL MITIGATION FEES					X							
	251 - IN LIEU FEES CURB GUTTER SIDEW					X							
	252 - IN LIEU FEES UNDERGROUND UTIL					X							
	253 - IN LIEU FEES AFFORDABLE HOUSIN					X							

# Department / Fund Relationship

**SHADED BOXES** Represent Major Funds

Fund	GENERAL GOVERNMENT					PLANNING	ENGINEERING	PUBLIC SAFETY		PUBLIC WORKS	PARKS & REC	INTEREST
	City Council	City Manager	City Clerk	Finance	Non-Departmental	Dev Svcs Planning	Dev Svcs Engineering	Law Enforcement	Fire & Marine Safety	Public Works	Parks Recreation & Cultural Arts	Long-Term Debt Service
<b>SPECIAL REVENUE Municipal Improvement Districts</b>												
	291 - VILLANITAS ROAD MID										X	
	292 - CERRO STREET MID										X	
	293 - VILLAGE PARK MID										X	
	294 - WIRO PARK MID										X	
	295 - ENCINITAS LLD				X		X			X	X	
	297 - ENC RANCH LLD						X			X	X	
<b>DEBT SERVICE</b>												
	301 - DEBT SERVICE FUND											X
	302 - ENC PUBLIC FINANCE AUTHORITY											X
<b>CAPITAL PROJECTS</b>												
	403 - FACILITIES CAPITAL MAINTENANCE				X					X		
<b>ENTERPRISE CSD</b>	511 - CSD OPERATIONS				X					X		X
	512 - CSD CAPITAL REPLACEMENT				X					X		
<b>ENTERPRISE ESD</b>	521 - ESD OPERATIONS				X					X		
	523 - ESD CAPITALEXPANSION				X					X		
<b>ENTERPRISE</b>	551 - SECTION 8 HOUSING ADMIN					X						
	552 - SECTION 8 HOUSING HAP					X						
	561 - PAC PINES AFFORDABLE HOUSING				X	X						X
<b>INTERNAL SERVICE</b>												
	601 - SELF INSURANCE		X		X							
	611 - WASTEWATER SUPPORT				X					X		
	621 - FLEET MAINTENANCE									X		
	622 - VEHICLE REPLACEMENT				X					X		
	623 - MACH EQUIPMENT REPLACEMENT				X					X		
	624 - FIRE APPARATUS REPLACEMENT				X					X		X

# Basis of Budgeting

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## Basis of Accounting

The term "basis of accounting" is used to describe the timing of recognition, that is, when the effects of transactions or events should be recognized.

All governmental funds are accounted for on a spending—or “current financial resources”—measurement focus and the modified accrual basis of accounting.

- Revenue is recognized as soon as it is both measurable and available. Revenue is considered to be available if it is collectible within the current period or soon enough thereafter to pay liabilities of the current period.
- Expenditures are generally recorded when a liability is incurred.

Proprietary funds are accounted for using the “economic resources” measurement focus and the accrual basis of accounting.

- Revenue is recorded when earned.
- Expenses are recognized when a liability is incurred, regardless of the timing of related cash flows.

Financial statement presentation follows the recommendations promulgated by the Governmental Accounting Standards Board, the accepted standard-setting body for establish governmental accounting and financial reporting standards.

## Basis of Budgeting

The basis of budgeting is consistent with the basis of accounting discussed above.

Any budgeted funds that are not expensed by the end of the first year of the two-year budget can be “carried over” to the second year by Council approval of a continuing appropriation request. All other unexpended appropriations lapse at the end of the year.

Any variations between budgeted and actual revenues and expenditures are reported at year end, following the City’s annual audit, to the City Council. A status report of the operating budget and all capital projects is presented to the City Council quarterly.

Budget presentation follows the recommendations of the Government Finance Officers Association, a professional organization that recommends policies and develops best practices to advance excellence in public finance.



Some component units and funds that are reported in the City's financial statements are not included in the City's budget document.

Please refer to the Fund Structure chart on page 10 and Fund Descriptions on page 11 for more information about the relationship between funds reported in the financial statements versus funds budgeted.

# Financial Policies

## Structurally Balanced Budget

A balanced budget is one that balances revenues with expenditures. A structurally balanced budget is one that supports financial sustainability for multiple years into the future, not just the current budget period.

The City of Encinitas defines a balanced operating budget as one where recurring revenues equal or exceed recurring expenditures. One-time revenue and reserves should not be used for ongoing operations. Using reserves to balance the budget may be considered but only in the context of a plan to return to structural balance, replenish fund balance, and ultimately remediate the negative impacts of any other short-term balancing actions that may be taken.

## Policy Compliance Checklist

City Council Resolutions and Administrative Policies provide specific direction that governing bodies and staff need in order to meet long-term financial goals. The following matrix shows how the proposed budget complies with related long-term financial policies:

Policy	Policy Requirements	Budget Complies?	Comments
State Requirement	<b>Legal authorization.</b> A public agency may not spend public funds without the legal authorization to do so. A budget appropriates public funds, providing the legal authorization from the governing body to expend these funds	Yes	<a href="#">City Council Resolution 2021-070 Adoption of the FY 2021-22 Operating Budget &amp; CIP Budget 6/23/2021</a>
State Requirement	<b>Appropriations Limit (Gann Limit).</b> Each city must annually establish its appropriations limit pertaining to the proceeds from taxes in compliance with Article XIII B of the California Constitution and Cal. Government Code Sec 7910.	Yes	<a href="#">City Council Resolution 2021-071 Adoption of the FY 2021-22 Gann Limits 6/23/2021</a>
<b>F005</b> Admin Policy	<b>Operating and CIP Budget Procedures.</b> Each department submits budget requests, reviewed/proposed by City Manager, and approved by Council. No department is authorized to commit or spend funds beyond the Council-approved budget appropriation.	Yes	<a href="#">2021-06-09 Special Meeting Item 04A Introduction of Operating Budget</a>
<b>010</b> Admin Policy	<b>Reserves – General Fund:</b>		
	<i>Contingency Reserve</i> will be budgeted each year, target is 20% of operating expenditures.	Yes	20%
	<i>Budget Stabilization Reserve</i> , target is 2% of operating revenues.	Yes	2%

Policy	Policy Requirements	Budget Complies?	Comments
<b>F005</b> Admin Policy	<b>Funding Capital Improvement and Work Projects.</b> Restrictive funding sources are to be used before less-restrictive sources. Projects finance through the issuance of bonds will be <i>financed for a period not to exceed the expected useful life of the project.</i>	N/A to operating budget	CIP Budget is in compliance
<b>F019</b> Admin Policy	<b>Investment Policy.</b> Provides guidelines for investing excess public funds.	Yes	
<b>F028</b> Admin Policy	<b>Continuing Appropriations.</b> Allows for carryover of unexpended operating appropriations from the first year to the second year of the two-year operating budget. Amounts must be greater than \$5,000. Does not apply to Capital Budget.	N/A	Proposed budget is first year of the two-year cycle.
<b>F030</b> Admin Policy	<b>Debt Management Policy:</b>		
	Borrowings mature over a <i>term that does not exceed the economic life</i> of the improvements they finance.	Yes	
	City does not issue debt to finance improvements with a value of <i>\$300,000 of less or with a probable useful life of less than four years.</i> The City <i>does not issue debt to finance operational needs</i>	Yes	
	Debt service on bonds and notes paid each year <i>shall not exceed 15 percent of the General Fund budget</i> of the City excluding: <ul style="list-style-type: none"> <li>Tax anticipation notes and other indebtedness with a maturity of one year or less.</li> <li>Bond or other indebtedness of the City payable from revenues for special taxing or assessment districts.</li> <li>Self supporting bonds or other debt.</li> </ul>	Yes	5% of General Fund as of June 30, 2021.  With proposed financing from IBank for Leucadia Streetscape, the City will still be below the limit.
	City may use other forms of financing, including lease financing in any of its forms.	Yes	
	City may refinance outstanding long-term debt when such refinancing allows the City to realize significant debt service saving	Yes	Refinanced two bonds in July 2021
	City will make every reasonable effort to maintain its high-quality credit ratings	Yes	AAA
<b>Reso 2018-067</b>	<b>Unfunded Pension Liabilities Policy.</b> Policy to pay off the current unfunded pension liabilities annually for Classic Tier 2 and PEPRA plans. <a href="#"><u>Resolution adopted by City Council on 6/20/2018</u></a>	Yes	At City Council's discretion, additional payments are made to reduce the unfunded liability.

# Budget Process

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The City of Encinitas prepares a two-year budget. The proposed budget includes key operational requests, directs resources to meet Council priorities, addresses focus areas and goals in the Strategic Plan, and supports City Council initiatives. Staff takes a conservative approach in estimating revenues and expenditures. This often means that year end revenues are slightly higher than budget projections and that expenditures are slightly lower.

## Two-Year Budget Cycle

The City shifted to a two-year budget cycle in FY 2001-02. As part of this process, two separate twelve-month budgets are prepared and submitted to the City Council every other year. However, the City Council can only adopt one year at a time in accordance with State of California statute.

## How is a budget prepared?

The City's budget process begins several months prior to the adoption. The City Manager meets with the Executive Team to outline budget goals and directives for the operating budget development. The process also includes a detailed review of the current Capital Improvement Program and six-year cash flow for all City funds.

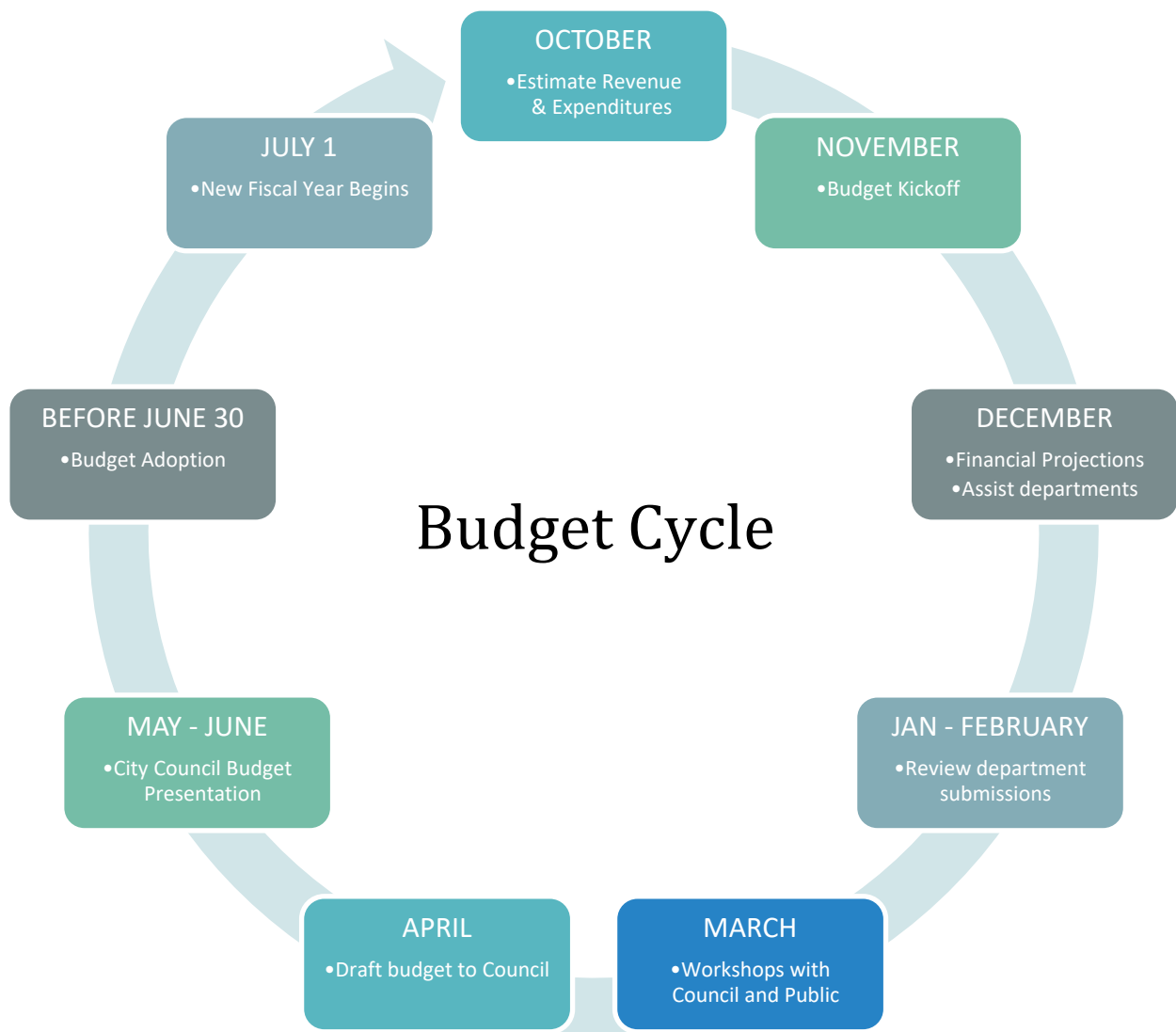
Finance provides departments with guidelines and a calendar for the budget process. Departments submit their revenue projections and expenditure requests electronically through the City's Enterprise Resource Planning system, Tyler Munis. Payroll budgeting is controlled by the Finance department and calculated within the financial software.

Staff begins developing the proposed budgets which include:

- Analysis of all revenue funding sources to estimate available funds over a six-year period based on a set of assumptions.
- Identifying all target reserves, including contingency reserves and budget stabilization reserves which will be calculated and included in cash flow.
- Using current year budget and last year actuals as the base for the development of the two-year budget to calculate the current level of services or core business functions including public safety, such as law enforcement and fire protection; infrastructure, such as streets, drainage, sewer, information technology; continuous park and recreation services; and continuous service at the City's civic center.
- Calculating personnel costs based on current labor contracts. The City Manager and Department Directors will identify and agree on requests for new Full Time Equivalent positions (FTEs), position reclassifications, and vacancies that should remain vacant.
- Identifying fixed expenditures— such as debt service and capital outlay—to be included in budgets.

- Preparing proposals for first-time programs or services that will be introduced to Council as New Programs. These include both initial and projected ongoing operating expenditures and are presented in public workshops for City Council approval.
- Submitting budget expenditure requests to Finance to review for consistency and accuracy. Revenue projections are reviewed and finalized with the City Manager's Office. The City Council participates in informational operating and CIP budget workshops as determined by the City Manager.

### Timeline for preparing the budget



## **Public Involvement**

In the State of California, while cities are not required to have a budget hearing, there are many opportunities for public to participate in the budget process.

In the City of Encinitas, the City Manager holds strategy sessions with City Council early in the budget process to define priorities for the next budget. This is an opportunity for the public to provide comments on how they value these priorities.

Using this feedback, staff develops a draft budget aligning the City's Strategic Plan and other needs that may arise. The draft budget presentation to City Council is another opportunity for the public to provide feedback on the proposed budget.

Staff incorporates changes directed by Council and the City Manager, then the final budget is returned to City Council for final approval.

## **Amending the Budget Throughout the Year**

Amendments to the budget may be brought to the City Council for consideration throughout the fiscal year. Amendments are generally submitted as part of the updated revenue and expenditure forecasts prepared each quarter. This helps to ensure that adequate funding sources are identified prior to recommending that the City Council authorize additional expenditures.



# Long-Range Financial Planning

The City's revenue and expenditure budgets are comprised of many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates.

## Operating Financial Plan

The City's long-range financial plan is maintained for major funds that include revenue assumptions for revenue sources and operating expenditures over a 15-year period.


The plan is prepared before the budget is drafted and is used as a guide as to ensure that revenues are sufficient to meet expenditure needs. Expenditures for future years include known contract increases and factor for inflation. The plan also ensures that the City's important financial policies and Council's strategic goals are met. The plan is maintained and updated throughout the year as amendments are made or as new revenue sources or programs are known.

The following table below reflects the assumptions applied for projecting key revenue and expenditure sources:

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
<b>Revenues</b>						
Property Taxes	4.0%	5.0%	5.0%	7.0%	4.0%	4.0%
Sales Tax	8.2%	4.8%	1.0%	3.0%	1.0%	1.0%
Transient Occupancy Tax (TOT)	92.2%	4.5%	3.5%	12.0%	3.4%	3.4%
Franchise Fees	5.5%	0.5%	0.0%	0.0%	0.0%	0.0%
Highway User Tax (Gas Tax)	1.6%	2.0%	2.0%	2.0%	3.0%	3.0%
<b>Expenditures</b>						
Personnel	Per contract agreements					
Sheriff Contract through County	5.4%	5.0%	5.0%	5.0%	5.0%	5.0%
Contracts & Services (except Sheriff)	12.5%	2.3%	2.5%	2.5%	2.5%	2.5%
Materials and Supplies	24.2%	(3.8%)	2.0%	2.0%	2.0%	2.0%

## Capital Financial Plan

The long-range financial plan includes capital projects over the next six years. It allows the City to ensure that future capital projects meet the City Council's strategic goals. The plan identifies funding for future projects and the impact to the operating budget once a project is completed. As projects are identified, departments complete project sheets like the example below. The information on the sheets helps us build the capital budget as well as any operating costs.

PARKS AND BEACHES PROJECTS									
FY 2021-22 THROUGH FY 2026-27									
<b>Project Title:</b> El Portal Undercrossing Public Art		<b>Project Number:</b> New							
<b>Environmental Considerations:</b> There is no environmental impact to this project.		<b>Division:</b> Cultural Arts							
<b>Project Description:</b> Design and fabricate mosaic bands in the walls of the El Portal undercrossing. Installation will be provided by the contractor and is included in the undercrossing construction budget.									
<b>Project Justification:</b> This project supports the Strategic Plan, Arts Master Plan and Leucadia Streetscape by the addition of public art in the undercrossing. Public art installations allow Encinitans to become active participants in arts and culture.									
<b>General Plan Consistency:</b> Recreation Element				<b>Location:</b> Leucadia					
<b>Strategic Plan Focus Area:</b> Arts and Culture				<b>Community:</b> Leucadia					
<b>COSTS</b>	<b>Prior Appropriations</b>	<b>FY 21-22</b>	<b>FY 22-23</b>	<b>FY 23-24</b>	<b>FY 24-25</b>	<b>FY 25-26</b>	<b>FY 26-27</b>	<b>6 Year Total</b>	<b>Project Total</b>
520 Land								-	-
530 Design								-	-
540 Construction								-	-
550 Construction Support								-	-
560 Project Management								-	-
580 Other		129,800						129,800	129,800
592 Consultant Studies								-	-
<b>Total Project Cost</b>	-	<b>129,800</b>	-	-	-	-	-	<b>129,800</b>	<b>129,800</b>
<b>SOURCE OF FUNDS</b>									
101 GENFUND		129,800						129,800	129,800
								-	-
								-	-
<b>Total Funding Source(s)</b>	-	<b>129,800</b>	-	-	-	-	-	<b>129,800</b>	<b>129,800</b>
<b>Anticipated Future Operating Expenses:</b>			1,700	1,700	1,700	1,800	1,800	8,700	

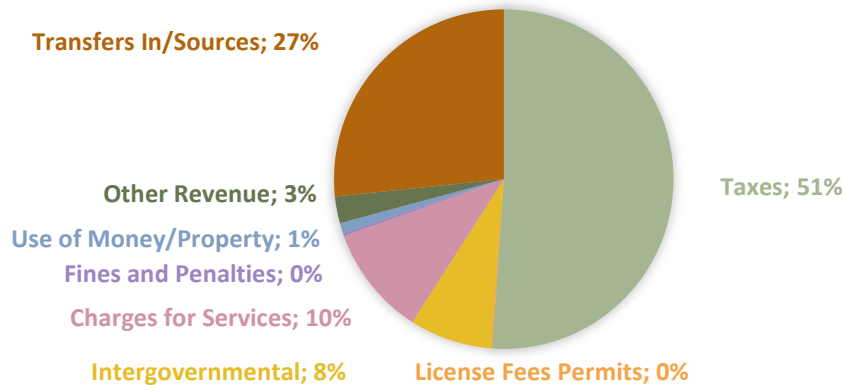
# Revenue Summary - All Funds

In thousands USD

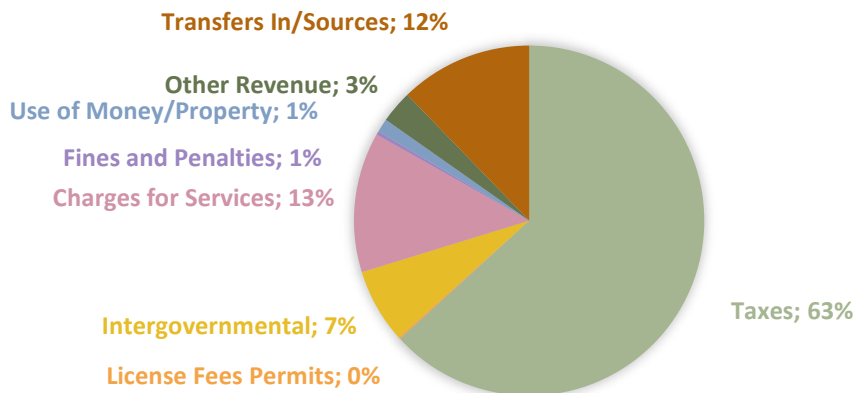
(Includes Transfers In)

Source	FY19 Actual	FY20 Actual	Rev FY21 CY Budget	FY22 Y1 Budget	FY23 Y2 Budget	Y1 - CY Change	Y2 - Y1 Change
Taxes	\$69,403	\$71,065	\$73,032	\$77,936	\$81,719	\$4,905 6.7%	\$3,783 4.9%
License Fees Permits	286	264	263	236	236	-27 -10.2%	0 0.0%
Intergovernmental	8,066	10,614	9,716	11,924	8,838	2,209 22.7%	-3,087 -25.9%
Charges for Services	16,597	17,143	15,539	16,046	16,722	506 3.3%	676 4.2%
Fines and Penalties	794	655	404	435	435	31 7.7%	0 0.0%
Use of Money/Property	2,899	2,737	1,593	1,471	1,605	-121 -7.6%	133 9.1%
Other Revenue	4,473	4,380	4,949	3,887	3,898	-1,062 -21.5%	11 0.3%
Transfers In/Sources	13,574	16,684	26,150	40,662	15,812	14,511 55.5%	-24,849 -61.1%
<b>Total Revenue</b>	<b>\$13,574</b>	<b>\$16,684</b>	<b>\$105,496</b>	<b>\$152,598</b>	<b>\$129,265</b>	<b>\$47,102 44.6%</b>	<b>-\$23,332 -15.3%</b>

## REVENUE FY 2021-22



## REVENUE FY 2022-23



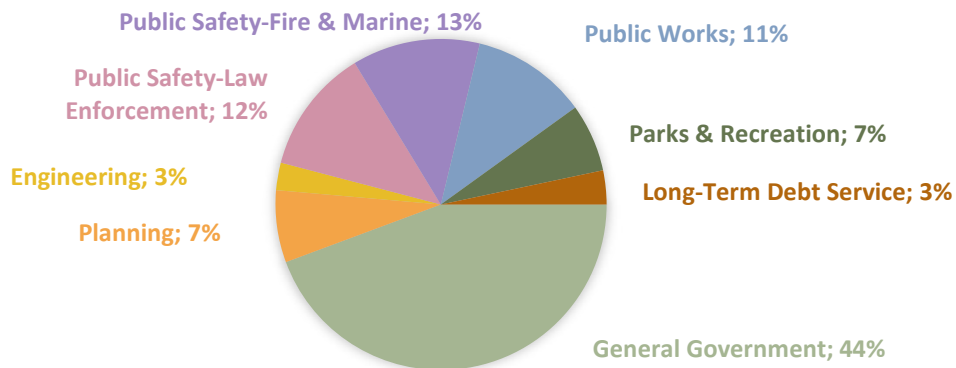
# Expense Summary - All Funds

In thousands USD

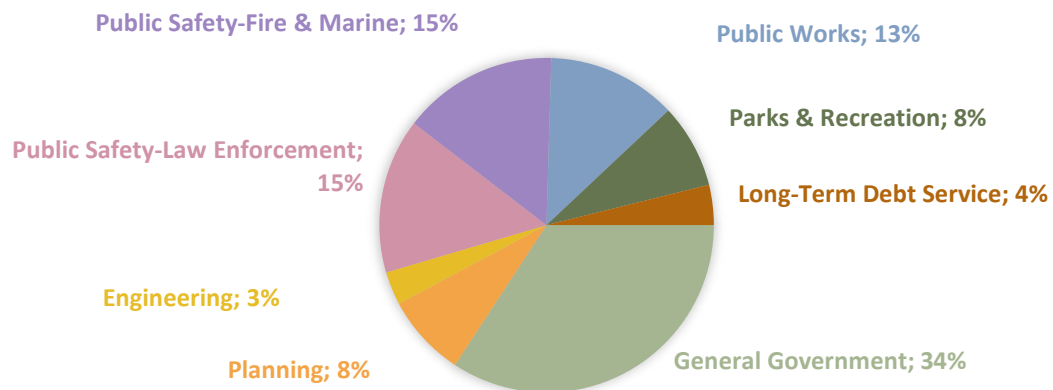
(Includes Transfers Out)

Function	FY19	FY20	Rev FY21	FY22	FY23				
	LY3 Actual	LY2 Actual	CY Budget	Y1 Budget	Y2 Budget	Y1 - CY	Change	Y2 - Y1	Change
General Government	\$45,325	\$44,437	\$56,415	\$64,196	\$42,278	\$7,781	13.8%	-\$21,917	-34.1%
Planning	8,128	8,279	9,519	10,182	9,853	663	7.0%	-329	-3.2%
Engineering	3,740	3,209	3,870	3,929	3,994	59	1.5%	65	1.6%
Public Safety-Law Enforcement	15,182	16,031	16,884	17,660	18,525	776	4.6%	865	4.9%
Public Safety-Fire & Marine	16,356	17,238	18,309	18,095	18,561	-214	-1.2%	466	2.6%
Public Works	12,242	16,063	14,590	16,287	15,465	1,697	11.6%	-822	-5.0%
Parks & Recreation	7,992	8,076	8,337	9,631	10,074	1,294	15.5%	443	4.6%
Long-Term Debt Service	4,248	4,221	4,797	4,796	4,789	-1	0.0%	-8	-0.2%
<b>Total Expenditures</b>	<b>\$113,214</b>	<b>\$117,554</b>	<b>\$132,721</b>	<b>\$144,777</b>	<b>\$123,539</b>	<b>\$12,056</b>	<b>9.1%</b>	<b>-\$21,238</b>	<b>-14.7%</b>

## EXPENSES FY 2021-22



## EXPENSES FY 2022-23



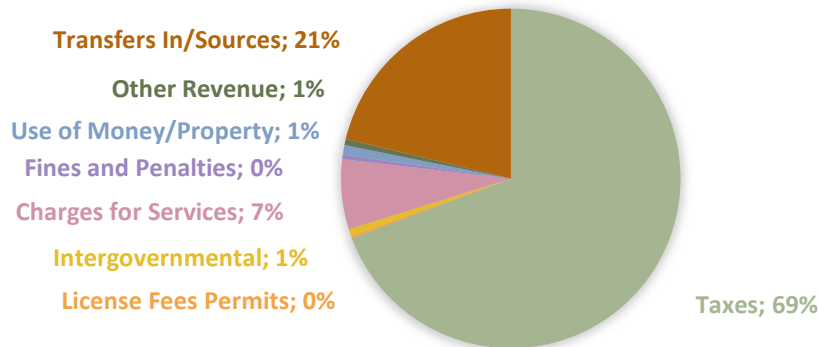
# Revenue Summary - General Fund

In thousands USD

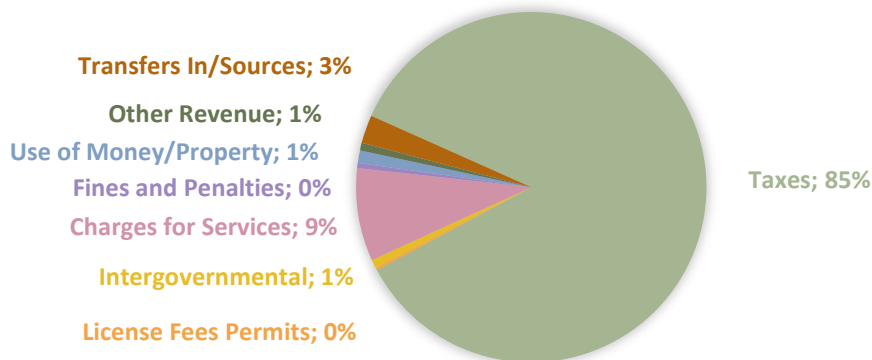
(Includes Transfers In)

Source	FY19 Actual	FY20 Actual	Rev FY21 CY Budget	FY22 Y1 Budget	FY23 Y2 Budget	Y1 - CY Change	Y2 - Y1 Change
Taxes	\$66,264	\$67,988	\$69,937	\$74,833	\$78,599	\$4,896 7.0%	\$3,766 5.0%
License Fees Permits	286	264	263	236	236	-27 -10.2%	0 0.0%
Intergovernmental	663	781	675	703	714	28 4.2%	10 1.5%
Charges for Services	7,383	6,630	6,606	7,198	7,870	592 9.0%	672 9.3%
Fines and Penalties	794	655	404	435	435	31 7.7%	0 0.0%
Use of Money/Property	1,687	1,559	724	984	1,066	260 35.9%	82 8.4%
Other Revenue	1,237	733	1,681	657	662	-1,024 -60.9%	5 0.8%
Transfers In/Sources	1,587	2,207	9,455	22,925	2,371	13,470 142.5%	-20,554 -89.7%
<b>Total Revenue</b>	<b>\$1,587</b>	<b>\$2,207</b>	<b>\$80,289</b>	<b>\$107,971</b>	<b>\$91,954</b>	<b>\$27,682 34.5%</b>	<b>-\$16,018 -14.8%</b>

## REVENUE FY 2021-22



## REVENUE FY 2022-23



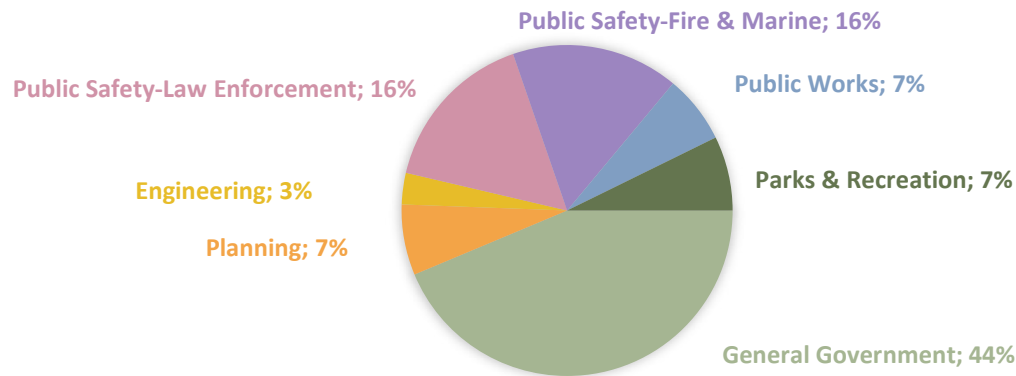
# Expenditure Summary - General Fund

In thousands USD

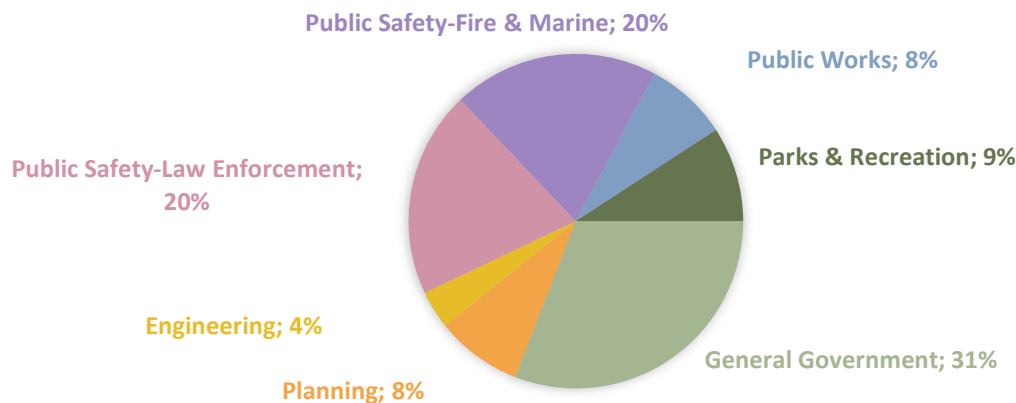
(Includes Transfers Out)

Function	FY19	FY20	Rev FY21	FY22	FY23				
	LY3 Actual	LY2 Actual	CY Budget	Y1 Budget	Y2 Budget	Y1 - CY	Change	Y2 - Y1	Change
General Government	\$29,093	\$24,845	\$35,781	\$47,837	\$28,521	\$12,056	33.7%	-\$19,316	-40.4%
Planning	6,269	6,411	6,822	7,554	7,685	732	10.7%	131	1.7%
Engineering	3,305	2,784	3,178	3,357	3,409	179	5.6%	52	1.5%
Public Safety-Law Enforcement	15,033	15,876	16,774	17,550	18,415	776	4.6%	865	4.9%
Public Safety-Fire & Marine	16,291	16,781	18,080	17,921	18,386	-159	-0.9%	465	2.6%
Public Works	5,361	6,263	6,772	7,284	7,364	511	7.5%	80	1.1%
Parks & Recreation	6,838	6,714	6,644	7,970	8,461	1,325	19.9%	491	6.2%
<b>Total Expenditures</b>	<b>\$82,188</b>	<b>\$79,674</b>	<b>\$94,052</b>	<b>\$109,473</b>	<b>\$92,241</b>	<b>\$15,421</b>	<b>16.4%</b>	<b>-\$17,232</b>	<b>-15.7%</b>

## EXPENDITURES FY 2021-22



## EXPENDITURES FY 2022-23





## Consolidated Financial Schedule

# Revenue Overview - All Funds

FY 2021-22

## By Source

(Includes Transfers In)

	Fund	Taxes & Assessments	Licenses Fees & Permits	Inter-Governmental	Charges for Services	Fines & Penalties	Use of Money & Property	Other	Transfers In / Sources	Total Revenues
<b>GENERAL</b>	101 - GENERAL FUND	74,832,603	236,000	703,346	7,198,118	435,253	984,154	656,793	22,925,117	107,971,384
<b>SPECIAL REVENUE</b>										
<b>Infrastructure</b>	201 - STATE GASOLINE TAXES			2,868,837						2,868,837
	203 - STATE CAPITAL GRANTS			2,758,320						2,758,320
	211 - TRANSNET PROGRAM			1,899,000						1,899,000
	212 - COASTAL ZONE MANAGEMENT	561,227							2,580	563,807
	223 - FEDERAL CAPITAL GRANT			39,882					3,868,003	3,907,885
<b>SPECIAL REVENUE</b>										
<b>Grants &amp; Housing</b>	202 - STATE LAW ENF GRANT			100,000						100,000
	213 - GOVERNMENT EDUCATION ACCESS	326,156								326,156
	214 - SOLID WASTE RECYCLING & HHW			960,348						960,348
	221 - SENIOR NUTRITION GRANT			76,500			8,250		93,273	178,023
	222 - CDBG GRANT			847,397					45,483	892,880
	228 - FEDERAL LAW ENF GRANT			10,000						10,000
	229 - RESTRICTED DONATIONS & CONTRIB			25,000			55,750		152,407	233,157
	230 - CSA-17 BENEFIT FEES							227,434		227,434
<b>SPECIAL REVENUE</b>										
<b>Development Impact</b>	231 - PARK DEVELOPMENT FEES				197,950		19,000			216,950
	232 - PARKLAND ACQUISITION FEES				339,600		33,000			372,600

# Revenue Overview - All Funds

FY 2021-22

## By Source

(Includes Transfers In)

	Fund	Taxes & Assessments	Licenses Fees & Permits	Inter-Governmental	Charges for Services	Fines & Penalties	Use of Money & Property	Other	Transfers In / Sources	Total Revenues
	233 - TRAFFIC MITIGATION FEES				100,000		18,641		1,641	120,282
	234 - REGIONAL TRAFFIC MITIG FEE				148,540		7,379			155,919
	235 - OPEN SPACE ACQUISITION FEES				21,900		2,000			23,900
	236 - RECREATIONAL TRAILS FEES				8,400		800			9,200
	237 - COMMUNITY FACILITIES FEES				28,550					28,550
	238 - FIRE MITIGATION FEES				49,986					49,986
	239 - FLOOD CONTROL MITIGATION FEES				80,000		731			80,731
	251 - IN LIEU FEES CURB GUTTER SIDEW						24			24
	252 - IN LIEU FEES UNDERGROUND UTIL						1,197		404,106	405,303
	253 - IN LIEU FEES AFFORDABLE HOUSIN						5,000			5,000
<b>SPECIAL REVENUE</b>										
<b>Municipal Improvement Districts</b>										
	291 - VILLANITAS ROAD MID	17,761					4,671			22,432
	292 - CERRO STREET MID	64,700					11,022			75,722
	293 - VILLAGE PARK MID	32,700					1,712			34,412
	294 - WIRO PARK MID	11,001					170		17,000	28,171
	295 - ENCINITAS LLD	1,490,151					56,266	20,000		1,566,417
	297 - ENC RANCH LLD	600,000					33,030	2,000	21,141	656,171
<b>DEBT SERVICE</b>										
	301 - DEBT SERVICE FUND								183,556	183,556
	302 - ENC PUBLIC FINANCE AUTHORITY								3,538,051	3,538,051
<b>CAPITAL PROJECTS</b>										
	403 - FACILITIES CAPITAL MAINTENANCE								1,100,000	1,100,000
<b>ENTERPRISE</b>										
	511 - CSD OPERATIONS				5,031,758		69,200			5,100,958

# Revenue Overview - All Funds

FY 2021-22

## By Source

(Includes Transfers In)

Fund	Taxes & Assessments	Licenses Fees & Permits	Inter-Governmental	Charges for Services	Fines & Penalties	Use of Money & Property	Other	Transfers In / Sources	Total Revenues
512 - CSD CAPITAL REPLACEMENT								3,045,000	3,045,000
513 - CSD CAPITAL EXPANSION							100,000		100,000
521 - ESD OPERATIONS				2,749,599		38,001			2,787,600
522 - ESD CAPITAL REPLACEMENT								2,218,536	2,218,536
523 - ESD CAPITALEXPANSION							50,000		50,000
551 - SECTION 8 HOUSING ADMIN			384,953					49,371	434,324
552 - SECTION 8 HOUSING HAP			1,250,851						1,250,851
561 - PAC PINES AFFORDABLE HOUSING						113,000	123,600	21,549	258,149
INTERNAL SERVICE				91,408		8,500	1,143,000	1,997,793	3,240,701
							972,316		972,316
							571,830		571,830
							10,000	327,000	337,000
							10,000	250,000	260,000
								400,000	400,000
<b>Grand Total</b>	<b>77,936,299</b>	<b>236,000</b>	<b>11,924,434</b>	<b>16,045,809</b>	<b>435,253</b>	<b>1,471,498</b>	<b>3,886,973</b>	<b>40,661,607</b>	<b>152,597,873</b>

## Consolidated Financial Schedule

# Revenue Overview - All Funds

FY 2022-23

## By Source

(Includes Transfers In)

	Fund	Taxes & Assessments	Licenses Fees & Permits	Inter-Governmental	Charges for Services	Fines & Penalties	Use of Money & Property	Other	Transfers In / Sources	Total Revenues
<b>GENERAL</b>	101 - GENERAL FUND	78,598,880	236,000	713,726	7,870,400	435,253	1,066,445	661,793	2,371,181	91,953,678
<b>SPECIAL REVENUE</b>										
<b>Infrastructure</b>	201 - STATE GASOLINE TAXES			2,926,064						2,926,064
	203 - STATE CAPITAL GRANTS			165,000						165,000
	211 - TRANSNET PROGRAM			1,846,000						1,846,000
	212 - COASTAL ZONE MANAGEMENT	578,064								578,064
	223 - FEDERAL CAPITAL GRANT			39,882						39,882
<b>SPECIAL REVENUE</b>										
<b>Grants &amp; Housing</b>	202 - STATE LAW ENF GRANT			100,000						100,000
	213 - GOVERNMENT EDUCATION ACCESS	326,156								326,156
	214 - SOLID WASTE RECYCLING & HHW			960,348						960,348
	221 - SENIOR NUTRITION GRANT			69,700			17,000		93,273	179,973
	222 - CDBG GRANT			321,390					58,133	379,523
	228 - FEDERAL LAW ENF GRANT			10,000						10,000
	229 - RESTRICTED DONATIONS & CONTRIB			25,000			101,165		140,000	266,165
	230 - CSA-17 BENEFIT FEES							233,417		233,417
<b>SPECIAL REVENUE</b>										
<b>Development Impact</b>	231 - PARK DEVELOPMENT FEES				197,950		19,000			216,950
	232 - PARKLAND ACQUISITION FEES				339,600		33,000			372,600

# Revenue Overview - All Funds

FY 2022-23

## By Source

(Includes Transfers In)

		Taxes & Assessments	Licenses Fees & Permits	Inter- Governmental	Charges for Services	Fines & Penalties	Use of Money & Property	Other	Transfers In / Sources	Total Revenues
	<b>Fund</b>									
	233 - TRAFFIC MITIGATION FEES				100,000		18,828			118,828
	234 - REGIONAL TRAFFIC MITIG FEE				148,540		7,453			155,993
	235 - OPEN SPACE ACQUISITION FEES				21,900		2,000			23,900
	236 - RECREATIONAL TRAILS FEES				8,400		800			9,200
	237 - COMMUNITY FACILITIES FEES				28,550					28,550
	238 - FIRE MITIGATION FEES				49,986					49,986
	239 - FLOOD CONTROL MITIGATION FEES				80,000		731			80,731
	251 - IN LIEU FEES CURB GUTTER SIDEW						24			24
	252 - IN LIEU FEES UNDERGROUND UTIL						1,185			1,185
	253 - IN LIEU FEES AFFORDABLE HOUSIN						5,000			5,000
<b>SPECIAL REVENUE</b>										
<b>Municipal Improvement Districts</b>										
	291 - VILLANITAS ROAD MID	17,761					4,671			22,432
	292 - CERRO STREET MID	64,700					11,022			75,722
	293 - VILLAGE PARK MID	32,700					1,712			34,412
	294 - WIRO PARK MID	11,001					170		17,000	28,171
	295 - ENCINITAS LLD	1,490,151					56,716	20,000		1,566,867
	297 - ENC RANCH LLD	600,000					33,030	2,000		635,030
<b>DEBT SERVICE</b>										
	301 - DEBT SERVICE FUND								183,557	183,557
	302 - ENC PUBLIC FINANCE AUTHORITY								3,530,102	3,530,102
<b>CAPITAL PROJECTS</b>										
	403 - FACILITIES CAPITAL MAINTENANCE								1,100,000	1,100,000
<b>ENTERPRISE</b>										
	511 - CSD OPERATIONS				5,031,758		69,200			5,100,958

# Revenue Overview - All Funds

FY 2022-23

## By Source

(Includes Transfers In)

Fund	Taxes & Assessments	Licenses Fees & Permits	Inter-Governmental	Charges for Services	Fines & Penalties	Use of Money & Property	Other	Transfers In / Sources	Total Revenues
512 - CSD CAPITAL REPLACEMENT								3,045,000	3,045,000
513 - CSD CAPITAL EXPANSION							100,000		100,000
521 - ESD OPERATIONS				2,749,599		38,001			2,787,600
522 - ESD CAPITAL REPLACEMENT								2,218,536	2,218,536
523 - ESD CAPITALEXPANSION							50,000		50,000
551 - SECTION 8 HOUSING ADMIN			384,953					51,954	436,907
552 - SECTION 8 HOUSING HAP			1,275,868						1,275,868
561 - PAC PINES AFFORDABLE HOUSING						113,000	123,600	28,593	265,193
601 - SELF INSURANCE				95,064		4,844	1,143,000	1,997,793	3,240,701
611 - WASTEWATER SUPPORT							972,316		972,316
621 - FLEET MAINTENANCE							571,830		571,830
622 - VEHICLE REPLACEMENT							10,000	327,000	337,000
623 - MACH EQUIPMENT REPLACEMENT							10,000	250,000	260,000
624 - FIRE APPARATUS REPLACEMENT								400,000	400,000
<b>Grand Total</b>	<b>81,719,413</b>	<b>236,000</b>	<b>8,837,931</b>	<b>16,721,747</b>	<b>435,253</b>	<b>1,604,997</b>	<b>3,897,956</b>	<b>15,812,122</b>	<b>129,265,419</b>



# Consolidated Financial Schedule

## Expenditure Overview - All Funds

FY 2021-22

### By Department

(Includes Transfers Out & Capital Outlay)

	GENERAL GOVERNMENT					PLANNING	ENGINEERING	PUBLIC SAFETY		PUBLIC WORKS	PARKS & REC	INTEREST	YEAR 1
	City Council	City Manager	City Clerk	Finance	Non-Departmental	Dev Svcs Planning	Dev Svcs Engineering	Law Enforcement	Fire & Marine Safety	Public Works	Parks Recreation & Cultural Arts	Long-Term Debt Service	Total Expenses
<b>Fund</b>													
<b>GENERAL</b>	101 - GENERAL FUND	1,495,014	6,075,861	472,813	2,304,090	37,489,075	7,553,760	3,357,210	17,550,322	17,921,004	7,283,518	7,969,871	109,472,538
<b>SPECIAL</b>													
<b>REVENUE</b>													
<b>Infrastructure</b>	201 - STATE GASOLINE TAXES				2,852,208								2,852,208
	203 - STATE CAPITAL GRANTS				2,758,320								2,758,320
	211 - TRANSNET PROGRAM				1,775,000								1,775,000
	212 - COASTAL ZONE MANAGEMENT		267,886		160,000								427,886
	223 - FEDERAL CAPITAL GRANT				39,882								39,882
<b>SPECIAL</b>													
<b>REVENUE</b>													
<b>Grants &amp; Housing</b>	202 - STATE LAW ENF GRANT							100,000					100,000
	213 - GOVERNMENT EDUCATION ACCESS	119,801			191,667								311,468
	214 - SOLID WASTE RECYCLING & HHW									732,053			732,053
	221 - SENIOR NUTRITION GRANT										243,440		243,440
	222 - CDBG GRANT				235,181	695,026							930,207
	228 - FEDERAL LAW ENF GRANT							10,000					10,000
	229 - RESTRICTED DONATIONS & CONTRIB										228,975		228,975
	230 - CSA-17 BENEFIT FEES				16,700				174,085				190,785
<b>SPECIAL</b>													
<b>REVENUE</b>													
<b>Development Impact</b>	231 - PARK DEVELOPMENT FEES												
	232 - PARKLAND ACQUISITION FEES												
	233 - TRAFFIC MITIGATION FEES				431,583								431,583
	234 - REGIONAL TRAFFIC MITIG FEE				300,000								300,000
	235 - OPEN SPACE ACQUISITION FEES												
	236 - RECREATIONAL TRAILS FEES												
	237 - COMMUNITY FACILITIES FEES				19,985								19,985
	238 - FIRE MITIGATION FEES				55,000								55,000
	239 - FLOOD CONTROL MITIGATION FEES												
	252 - IN LIEU FEES UNDERGROUND UTIL												
	253 - IN LIEU FEES AFFORDABLE HOUSIN												

# Expenditure Overview - All Funds

## By Department

(Includes Transfers Out & Capital Outlay)

FY 2021-22

	GENERAL GOVERNMENT					PLANNING	ENGINEERING	PUBLIC SAFETY		PUBLIC WORKS	PARKS & REC	INTEREST	YEAR 1
	City Council	City Manager	City Clerk	Finance	Non-Departmental	Dev Svcs Planning	Dev Svcs Engineering	Law Enforcement	Fire & Marine Safety	Public Works	Parks Recreation & Cultural Arts	Long-Term Debt Service	Total Expenses
<b>Fund</b>													
<b>SPECIAL REVENUE</b>													
<b>Municipal Improvement Districts</b>													
291 - VILLANITAS ROAD MID											31,233		31,233
292 - CERRO STREET MID											39,203		39,203
293 - VILLAGE PARK MID											67,448		67,448
294 - WIRO PARK MID											28,857		28,857
295 - ENCINITAS LLD					50,000		516,998			558,951	492,630		1,618,579
297 - ENC RANCH LLD							54,992			42,884	529,454		627,330
<b>DEBT SERVICE</b>													
301 - DEBT SERVICE FUND												183,556	183,556
302 - ENC PUBLIC FINANCE AUTHORITY												3,538,051	3,538,051
<b>ENTERPRISE</b>													
511 - CSD OPERATIONS					1,000,000					3,322,024		749,602	5,071,626
512 - CSD CAPITAL REPLACEMENT													
521 - ESD OPERATIONS					1,840,876					1,764,389			3,605,265
523 - ESD CAPITALEXPANSION													
551 - SECTION 8 HOUSING ADMIN						419,920							419,920
522 - ESD CAPITAL REPLACEMENT													
552 - SECTION 8 HOUSING HAP						1,360,851							1,360,851
561 - PAC PINES AFFORDABLE HOUSING					15,172	152,506						99,879	267,557
<b>INTERNAL SERVICE</b>													
601 - SELF INSURANCE		3,082,494											3,082,494
611 - WASTEWATER SUPPORT					147,000					953,016			1,100,016
621 - FLEET MAINTENANCE										614,879			614,879
622 - VEHICLE REPLACEMENT					200,000					334,284			534,284
623 - MACH EQUIPMENT REPLACEMENT					300,000					421,000			721,000
624 - FIRE APPARATUS REPLACEMENT					500,000					260,000		225,061	985,061
<b>Grand Total</b>	<b>1,614,815</b>	<b>9,426,241</b>	<b>472,813</b>	<b>2,304,090</b>	<b>50,377,649</b>	<b>10,182,063</b>	<b>3,929,200</b>	<b>17,660,322</b>	<b>18,095,089</b>	<b>16,286,998</b>	<b>9,631,111</b>	<b>4,796,149</b>	<b>144,776,540</b>

Consolidated Financial Schedule

# Expenditure Overview - All Funds

FY 2022-23

## By Department

(Includes Transfers Out & Capital Outlay)

	GENERAL GOVERNMENT					PLANNING	ENGINEERING	PUBLIC SAFETY		PUBLIC WORKS	PARKS & REC	INTEREST	YEAR 2
	City Council	City Manager	City Clerk	Finance	Non-Departmental	Dev Svcs Planning	Dev Svcs Engineering	Law Enforcement	Fire & Marine Safety	Public Works	Parks Recreation & Cultural Arts	Long-Term Debt Service	Total Expenses
<b>Fund</b>													
<b>GENERAL</b>	101 - GENERAL FUND	1,337,178	5,949,475	693,931	2,302,011	18,238,498	7,684,793	3,408,929	18,415,431	18,385,895	7,363,872	8,460,782	92,240,795
<b>SPECIAL</b>													
<b>REVENUE</b>													
<b>Infrastructure</b>	201 - STATE GASOLINE TAXES				2,888,187								2,888,187
	203 - STATE CAPITAL GRANTS				165,000								165,000
	211 - TRANSNET PROGRAM				1,846,000								1,846,000
	212 - COASTAL ZONE MANAGEMENT		250,021		160,000								410,021
	223 - FEDERAL CAPITAL GRANT												
<b>SPECIAL</b>													
<b>REVENUE</b>													
<b>Grants &amp; Housing</b>	202 - STATE LAW ENF GRANT							100,000					100,000
	213 - GOVERNMENT EDUCATION ACCESS	119,801			179,716								299,517
	214 - SOLID WASTE RECYCLING & HHW									748,238			748,238
	221 - SENIOR NUTRITION GRANT										155,731		155,731
	222 - CDBG GRANT				200,000	223,844							423,844
	228 - FEDERAL LAW ENF GRANT							10,000					10,000
	229 - RESTRICTED DONATIONS & CONTRIB										266,165		266,165
	230 - CSA-17 BENEFIT FEES									175,085			175,085
<b>SPECIAL</b>													
<b>REVENUE</b>													
<b>Development Impact</b>	231 - PARK DEVELOPMENT FEES												
	232 - PARKLAND ACQUISITION FEES												
	233 - TRAFFIC MITIGATION FEES				100,000								100,000
	234 - REGIONAL TRAFFIC MITIG FEE				300,000								300,000
	235 - OPEN SPACE ACQUISITION FEES												
	236 - RECREATIONAL TRAILS FEES												
	237 - COMMUNITY FACILITIES FEES				19,985								19,985
	238 - FIRE MITIGATION FEES				55,000								55,000
	239 - FLOOD CONTROL MITIGATION FEES												
	252 - IN LIEU FEES UNDERGROUND UTIL												
	253 - IN LIEU FEES AFFORDABLE HOUSIN												

# Expenditure Overview - All Funds

FY 2022-23

## By Department

(Includes Transfers Out & Capital Outlay)

	Fund	GENERAL GOVERNMENT					PLANNING	ENGINEERING	PUBLIC SAFETY		PUBLIC WORKS	PARKS & REC	INTEREST	YEAR 2
		City Council	City Manager	City Clerk	Finance	Non-Departmental	Dev Svcs Planning	Dev Svcs Engineering	Law Enforcement	Fire & Marine Safety	Public Works	Parks Recreation & Cultural Arts	Long-Term Debt Service	Total Expenses
<b>SPECIAL REVENUE</b>														
<b>Municipal Improvement Districts</b>														
	291 - VILLANITAS ROAD MID											31,542		31,542
	292 - CERRO STREET MID											40,182		40,182
	293 - VILLAGE PARK MID											67,465		67,465
	294 - WIRO PARK MID											29,234		29,234
	295 - ENCINITAS LLD					50,000		530,302			562,662	488,655		1,631,619
	297 - ENC RANCH LLD							54,639			43,370	534,241		632,250
<b>DEBT SERVICE</b>														
	301 - DEBT SERVICE FUND												183,557	183,557
	302 - ENC PUBLIC FINANCE AUTHORITY												3,530,102	3,530,102
<b>ENTERPRISE</b>														
	511 - CSD OPERATIONS					1,000,000					3,145,539		749,990	4,895,529
	512 - CSD CAPITAL REPLACEMENT													
	521 - ESD OPERATIONS					2,165,488					1,665,738			3,831,226
	522 - ESD CAPITAL REPLACEMENT													
	523 - ESD CAPITALEXPANSION													
	551 - SECTION 8 HOUSING ADMIN							425,672						425,672
	552 - SECTION 8 HOUSING HAP							1,360,851						1,360,851
	561 - PAC PINES AFFORDABLE HOUSING					52,964		157,647					99,879	310,490
<b>INTERNAL SERVICE</b>														
	601 - SELF INSURANCE		3,058,168											3,058,168
	611 - WASTEWATER SUPPORT					147,000					924,269			1,071,269
	621 - FLEET MAINTENANCE										598,202			598,202
	622 - VEHICLE REPLACEMENT					200,000					338,000			538,000
	623 - MACH EQUIPMENT REPLACEMENT					300,000					75,000			375,000
	624 - FIRE APPARATUS REPLACEMENT					500,000							225,061	725,061
	<b>Grand Total</b>	<b>1,456,979</b>	<b>9,257,664</b>	<b>693,931</b>	<b>2,302,011</b>	<b>28,567,838</b>	<b>9,852,807</b>	<b>3,993,870</b>	<b>18,525,431</b>	<b>18,560,980</b>	<b>15,464,890</b>	<b>10,073,997</b>	<b>4,788,589</b>	<b>123,538,987</b>

## Consolidated Five-Year

# Revenue Summary - All Funds

## By Source

(Includes Transfers In)

Fund Type	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
GENERAL	<b>101 - GENERAL FUND</b>	<b>79,901,526</b>	<b>80,816,934</b>	<b>89,744,013</b>	<b>107,971,384</b>	<b>91,953,678</b>
	31 - TAXES	66,263,559	67,987,817	69,936,545	74,832,603	78,598,880
	32 - LICENSE FEE/PERMITS	286,224	263,518	262,680	236,000	236,000
	33 - INTERGOVERNMENTAL	663,029	780,808	674,947	703,346	713,726
	34 - CHARGES FOR SERVICES	7,382,916	6,629,819	6,606,063	7,198,118	7,870,400
	35 - FINES AND PENALTIES	794,237	655,032	404,153	435,253	435,253
	36 - USE - MONEY/PROPERTY	1,687,367	1,559,462	724,166	984,154	1,066,445
	37 - OTHER REVENUE	1,237,124	733,182	1,680,565	656,793	661,793
	39 - TRANSFERS IN/SOURCES	1,587,071	2,207,296	9,454,894	22,925,117	2,371,181
SPECIAL REVENUE Infrastructure	<b>201 - STATE GASOLINE TAXES</b>	<b>2,605,229</b>	<b>2,619,785</b>	<b>3,085,898</b>	<b>2,868,837</b>	<b>2,926,064</b>
	31 - TAXES	12,322	12,868			
	33 - INTERGOVERNMENTAL	2,446,271	2,564,904	3,085,898	2,868,837	2,926,064
	36 - USE - MONEY/PROPERTY	37,241	42,013			
	37 - OTHER REVENUE					
	39 - TRANSFERS IN/SOURCES	109,395				
	<b>203 - STATE CAPITAL GRANTS</b>	<b>1,738,025</b>	<b>1,005,854</b>	<b>500,000</b>	<b>2,758,320</b>	<b>165,000</b>
	33 - INTERGOVERNMENTAL	1,738,025	855,409	500,000	2,758,320	165,000
	39 - TRANSFERS IN/SOURCES		150,445			
	<b>211 - TRANSNET PROGRAM</b>	<b>781,604</b>	<b>2,807,088</b>	<b>1,715,226</b>	<b>1,899,000</b>	<b>1,846,000</b>
	33 - INTERGOVERNMENTAL	775,013	2,796,301	1,715,226	1,899,000	1,846,000
	36 - USE - MONEY/PROPERTY	6,591	10,733			
	39 - TRANSFERS IN/SOURCES		54			
	<b>212 - COASTAL ZONE MANAGEMENT</b>	<b>570,481</b>	<b>488,679</b>	<b>547,461</b>	<b>563,807</b>	<b>578,064</b>
	31 - TAXES	555,154	476,612	544,881	561,227	578,064
	33 - INTERGOVERNMENTAL					
	36 - USE - MONEY/PROPERTY	15,327	12,067			
	39 - TRANSFERS IN/SOURCES			2,580	2,580	
	<b>223 - FEDERAL CAPITAL GRANT</b>	<b>678,632</b>	<b>1,250,382</b>	<b>4,675,667</b>	<b>3,907,885</b>	<b>39,882</b>
	33 - INTERGOVERNMENTAL	639,714	1,226,367	805,971	39,882	39,882
	36 - USE - MONEY/PROPERTY					
	39 - TRANSFERS IN/SOURCES	38,918	24,015	3,869,696	3,868,003	

## Consolidated Five-Year

# Revenue Summary - All Funds

## By Source

(Includes Transfers In)

Fund Type	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
SPECIAL REVENUE Grants & Housing	<b>202 - STATE LAW ENF GRANT</b>	<b>148,747</b>	<b>155,948</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	33 - INTERGOVERNMENTAL	148,747	155,948	100,000	100,000	100,000
	36 - USE - MONEY/PROPERTY					
	<b>213 - GOVERNMENT EDUCATION ACCESS</b>	<b>401,252</b>	<b>385,117</b>	<b>347,325</b>	<b>326,156</b>	<b>326,156</b>
	31 - TAXES	372,172	355,522	347,325	326,156	326,156
	33 - INTERGOVERNMENTAL					
	36 - USE - MONEY/PROPERTY	29,080	29,595			
	<b>214 - SOLID WASTE RECYCLING &amp; HHW</b>		<b>366,727</b>	<b>359,800</b>	<b>960,348</b>	<b>960,348</b>
	33 - INTERGOVERNMENTAL		366,727	359,800	960,348	960,348
	36 - USE - MONEY/PROPERTY					
	37 - OTHER REVENUE					
	39 - TRANSFERS IN/SOURCES					
	<b>221 - SENIOR NUTRITION GRANT</b>	<b>132,426</b>	<b>154,272</b>	<b>280,131</b>	<b>178,023</b>	<b>179,973</b>
	33 - INTERGOVERNMENTAL	60,720	84,709	103,816	76,500	69,700
	36 - USE - MONEY/PROPERTY	16,651	12,970	12,000	8,250	17,000
	39 - TRANSFERS IN/SOURCES	55,055	56,593	164,315	93,273	93,273
	<b>222 - CDBG GRANT</b>	<b>272,860</b>	<b>450,957</b>	<b>827,356</b>	<b>892,880</b>	<b>379,523</b>
	33 - INTERGOVERNMENTAL	249,078	377,282	792,788	847,397	321,390
	39 - TRANSFERS IN/SOURCES	23,782	73,675	34,568	45,483	58,133
	<b>227 - HOME ENTITLEMENT PROGRAM</b>	<b>4,154</b>				
	33 - INTERGOVERNMENTAL					
	36 - USE - MONEY/PROPERTY					
	39 - TRANSFERS IN/SOURCES	4,154				
	<b>228 - FEDERAL LAW ENF GRANT</b>			<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
	33 - INTERGOVERNMENTAL			10,000	10,000	10,000
	<b>229 - RESTRICTED DONATIONS &amp; CONTRIB</b>	<b>261,214</b>	<b>246,165</b>	<b>273,800</b>	<b>233,157</b>	<b>266,165</b>
	33 - INTERGOVERNMENTAL	40,000		16,450	25,000	25,000
	36 - USE - MONEY/PROPERTY	146,214	106,165	117,350	55,750	101,165
	39 - TRANSFERS IN/SOURCES	75,000	140,000	140,000	152,407	140,000
	<b>230 - CSA-17 BENEFIT FEES</b>	<b>100,713</b>	<b>528,118</b>	<b>221,633</b>	<b>227,434</b>	<b>233,417</b>
	36 - USE - MONEY/PROPERTY	4,055	2,643			
	37 - OTHER REVENUE	96,658	525,475	221,633	227,434	233,417
	39 - TRANSFERS IN/SOURCES					

## Consolidated Five-Year

# Revenue Summary - All Funds

## By Source

(Includes Transfers In)

Fund Type	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
SPECIAL REVENUE Development Impact	<b>231 - PARK DEVELOPMENT FEES</b>	<b>324,141</b>	<b>259,591</b>	<b>190,969</b>	<b>216,950</b>	<b>216,950</b>
	34 - CHARGES FOR SERVICES	298,338	229,636	178,969	197,950	197,950
	36 - USE - MONEY/PROPERTY	25,803	29,955	12,000	19,000	19,000
	39 - TRANSFERS IN/SOURCES					
	<b>232 - PARKLAND ACQUISITION FEES</b>	<b>530,396</b>	<b>446,490</b>	<b>335,485</b>	<b>372,600</b>	<b>372,600</b>
	34 - CHARGES FOR SERVICES	476,623	390,641	302,485	339,600	339,600
	36 - USE - MONEY/PROPERTY	53,773	55,849	33,000	33,000	33,000
	<b>233 - TRAFFIC MITIGATION FEES</b>	<b>381,846</b>	<b>1,145,349</b>	<b>517,851</b>	<b>120,282</b>	<b>118,828</b>
	33 - INTERGOVERNMENTAL					
	34 - CHARGES FOR SERVICES	288,643	1,078,062	498,117	100,000	100,000
	36 - USE - MONEY/PROPERTY	53,637	67,287	18,093	18,641	18,828
	39 - TRANSFERS IN/SOURCES	39,567		1,641	1,641	
	<b>234 - REGIONAL TRAFFIC MITIG FEE</b>	<b>177,696</b>	<b>180,119</b>	<b>98,702</b>	<b>155,919</b>	<b>155,993</b>
	34 - CHARGES FOR SERVICES	151,651	157,055	91,540	148,540	148,540
	36 - USE - MONEY/PROPERTY	26,045	23,064	7,162	7,379	7,453
	<b>235 - OPEN SPACE ACQUISITION FEES</b>	<b>548,219</b>	<b>45,875</b>	<b>21,830</b>	<b>23,900</b>	<b>23,900</b>
	34 - CHARGES FOR SERVICES	32,382	25,407	19,830	21,900	21,900
	36 - USE - MONEY/PROPERTY	15,837	20,468	2,000	2,000	2,000
	39 - TRANSFERS IN/SOURCES	500,000				
	<b>236 - RECREATIONAL TRAILS FEES</b>	<b>13,708</b>	<b>11,120</b>	<b>6,380</b>	<b>9,200</b>	<b>9,200</b>
	34 - CHARGES FOR SERVICES	12,494	9,744	5,880	8,400	8,400
	36 - USE - MONEY/PROPERTY	1,214	1,376	500	800	800
	<b>237 - COMMUNITY FACILITIES FEES</b>	<b>43,463</b>	<b>33,302</b>	<b>19,985</b>	<b>28,550</b>	<b>28,550</b>
	34 - CHARGES FOR SERVICES	43,463	33,302	19,985	28,550	28,550
	36 - USE - MONEY/PROPERTY					
	<b>238 - FIRE MITIGATION FEES</b>	<b>76,620</b>	<b>222,837</b>	<b>55,000</b>	<b>49,986</b>	<b>49,986</b>
	34 - CHARGES FOR SERVICES	76,620	222,837	55,000	49,986	49,986
	36 - USE - MONEY/PROPERTY					
	<b>239 - FLOOD CONTROL MITIGATION FEES</b>	<b>113,577</b>	<b>106,180</b>	<b>42,731</b>	<b>80,731</b>	<b>80,731</b>
	34 - CHARGES FOR SERVICES	104,915	95,270	42,000	80,000	80,000
	36 - USE - MONEY/PROPERTY	8,662	9,161	731	731	731
	39 - TRANSFERS IN/SOURCES		1,750			
	<b>251 - IN LIEU FEES CURB GUTTER SIDEW</b>	<b>235</b>	<b>6,887</b>	<b>24</b>	<b>24</b>	<b>24</b>
	34 - CHARGES FOR SERVICES		6,621			
	36 - USE - MONEY/PROPERTY	235	266	24	24	24



## Consolidated Five-Year

# Revenue Summary - All Funds

## By Source

(Includes Transfers In)

Fund Type	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
SPECIAL REVENUE Municipal Improvement Districts	<b>252 - IN LIEU FEES UNDERGROUND UTIL</b>	<b>18,366</b>	<b>18,151</b>	<b>405,291</b>	<b>405,303</b>	<b>1,185</b>
	33 - INTERGOVERNMENTAL					
	34 - CHARGES FOR SERVICES					
	36 - USE - MONEY/PROPERTY	18,366	18,151	1,185	1,197	1,185
	39 - TRANSFERS IN/SOURCES			404,106	404,106	
	<b>253 - IN LIEU FEES AFFORDABLE HOUSIN</b>	<b>40,607</b>	<b>27,403</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
	34 - CHARGES FOR SERVICES					
	36 - USE - MONEY/PROPERTY	40,607	27,403	5,000	5,000	5,000
	37 - OTHER REVENUE					
	<b>291 - VILLANITAS ROAD MID</b>	<b>20,021</b>	<b>20,818</b>	<b>23,000</b>	<b>22,432</b>	<b>22,432</b>
	31 - TAXES	15,619	16,579	20,996	17,761	17,761
	36 - USE - MONEY/PROPERTY	4,402	4,219	2,004	4,671	4,671
	39 - TRANSFERS IN/SOURCES		20			
	<b>292 - CERRO STREET MID</b>	<b>64,900</b>	<b>68,685</b>	<b>70,000</b>	<b>75,722</b>	<b>75,722</b>
	31 - TAXES	57,181	60,400	66,638	64,700	64,700
	36 - USE - MONEY/PROPERTY	7,719	8,246	3,362	11,022	11,022
	39 - TRANSFERS IN/SOURCES		40			
	<b>293 - VILLAGE PARK MID</b>	<b>35,686</b>	<b>36,185</b>	<b>33,125</b>	<b>34,412</b>	<b>34,412</b>
	31 - TAXES	32,551	32,734	32,700	32,700	32,700
	36 - USE - MONEY/PROPERTY	3,135	3,392	425	1,712	1,712
	37 - OTHER REVENUE					
	39 - TRANSFERS IN/SOURCES		60			
	<b>294 - WIRO PARK MID</b>	<b>25,235</b>	<b>27,291</b>	<b>27,010</b>	<b>28,171</b>	<b>28,171</b>
	31 - TAXES	11,001	11,001	11,000	11,001	11,001
	36 - USE - MONEY/PROPERTY	234	271	10	170	170
	39 - TRANSFERS IN/SOURCES	14,000	16,020	16,000	17,000	17,000
	<b>295 - ENCINITAS LLD</b>	<b>1,725,411</b>	<b>1,568,533</b>	<b>1,518,950</b>	<b>1,566,417</b>	<b>1,566,867</b>
	31 - TAXES	1,492,311	1,491,780	1,451,700	1,490,151	1,490,151
	35 - FINES AND PENALTIES					
	36 - USE - MONEY/PROPERTY	73,497	77,959	47,250	56,266	56,716
	37 - OTHER REVENUE	19,327	-2,061	20,000	20,000	20,000
	39 - TRANSFERS IN/SOURCES	140,276	855			

## Consolidated Five-Year

# Revenue Summary - All Funds

## By Source

(Includes Transfers In)

Fund Type	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
DEBT SERVICE	<b>297 - ENC RANCH LLD</b>	<b>607,990</b>	<b>649,977</b>	<b>651,341</b>	<b>656,171</b>	<b>635,030</b>
	31 - TAXES	591,544	619,248	620,000	600,000	600,000
	36 - USE - MONEY/PROPERTY	28,734	29,997	8,200	33,030	33,030
	37 - OTHER REVENUE	-12,289	75	2,000	2,000	2,000
	39 - TRANSFERS IN/SOURCES		657	21,141	21,141	
	<b>301 - DEBT SERVICE FUND</b>	<b>183,645</b>	<b>183,557</b>	<b>183,983</b>	<b>183,556</b>	<b>183,557</b>
	36 - USE - MONEY/PROPERTY					
	39 - TRANSFERS IN/SOURCES	183,645	183,557	183,983	183,556	183,557
	<b>302 - ENC PUBLIC FINANCE AUTHORITY</b>	<b>3,540,466</b>	<b>3,535,667</b>	<b>3,539,286</b>	<b>3,538,051</b>	<b>3,530,102</b>
	36 - USE - MONEY/PROPERTY	1,707	613	1,000		
CAPITAL PROJECTS	37 - OTHER REVENUE					
	39 - TRANSFERS IN/SOURCES	3,538,759	3,535,054	3,538,286	3,538,051	3,530,102
	<b>403 - FACILITIES CAPITAL MAINTENANCE</b>	<b>1,000,000</b>	<b>1,180,000</b>	<b>1,101,533</b>	<b>1,100,000</b>	<b>1,100,000</b>
ENTERPRISE	39 - TRANSFERS IN/SOURCES	1,000,000	1,180,000	1,101,533	1,100,000	1,100,000
	<b>511 - CSD OPERATIONS</b>	<b>5,872,261</b>	<b>6,533,220</b>	<b>5,193,727</b>	<b>5,100,958</b>	<b>5,100,958</b>
	33 - INTERGOVERNMENTAL					
	34 - CHARGES FOR SERVICES	4,937,941	5,046,841	4,942,827	5,031,758	5,031,758
	36 - USE - MONEY/PROPERTY	225,349	231,061	250,900	69,200	69,200
	37 - OTHER REVENUE	100,380	98,880			
	39 - TRANSFERS IN/SOURCES	608,591	1,156,438			
	<b>512 - CSD CAPITAL REPLACEMENT</b>	<b>1,142,577</b>	<b>1,981,643</b>	<b>3,045,000</b>	<b>3,045,000</b>	<b>3,045,000</b>
	39 - TRANSFERS IN/SOURCES	1,142,577	1,981,643	3,045,000	3,045,000	3,045,000
	<b>513 - CSD CAPITAL EXPANSION</b>	<b>73,874</b>	<b>288,737</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	37 - OTHER REVENUE	73,874	288,737	100,000	100,000	100,000
	<b>521 - ESD OPERATIONS</b>	<b>3,904,403</b>	<b>4,180,746</b>	<b>2,910,358</b>	<b>2,787,600</b>	<b>2,787,600</b>
	34 - CHARGES FOR SERVICES	2,698,746	2,744,193	2,685,357	2,749,599	2,749,599
	36 - USE - MONEY/PROPERTY	228,833	235,190	225,001	38,001	38,001
	37 - OTHER REVENUE	12,800	3,660			
	39 - TRANSFERS IN/SOURCES	964,024	1,197,703			
	<b>522 - ESD CAPITAL REPLACEMENT</b>	<b>1,298,066</b>	<b>1,837,945</b>	<b>2,218,536</b>	<b>2,218,536</b>	<b>2,218,536</b>
	36 - USE - MONEY/PROPERTY					
	39 - TRANSFERS IN/SOURCES	1,298,066	1,837,945	2,218,536	2,218,536	2,218,536
	<b>523 - ESD CAPITALEXPANSION</b>	<b>360,567</b>	<b>53,099</b>	<b>60,000</b>	<b>50,000</b>	<b>50,000</b>
	37 - OTHER REVENUE	360,567	53,099	60,000	50,000	50,000
	39 - TRANSFERS IN/SOURCES					
	<b>551 - SECTION 8 HOUSING ADMIN</b>	<b>296,892</b>	<b>295,592</b>	<b>424,319</b>	<b>434,324</b>	<b>436,907</b>

## Consolidated Five-Year

# Revenue Summary - All Funds

## By Source

(Includes Transfers In)

Fund Type	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
INTERNAL SERVICE	33 - INTERGOVERNMENTAL	268,691	283,148	357,498	384,953	384,953
	36 - USE - MONEY/PROPERTY	234	243			
	37 - OTHER REVENUE					
	39 - TRANSFERS IN/SOURCES	27,967	12,202	66,821	49,371	51,954
	<b>552 - SECTION 8 HOUSING HAP</b>	<b>1,036,949</b>	<b>1,122,250</b>	<b>1,193,187</b>	<b>1,250,851</b>	<b>1,275,868</b>
	33 - INTERGOVERNMENTAL	1,036,949	1,122,250	1,193,187	1,250,851	1,275,868
	36 - USE - MONEY/PROPERTY					
	37 - OTHER REVENUE					
	<b>561 - PAC PINES AFFORDABLE HOUSING</b>	<b>240,021</b>	<b>234,788</b>	<b>255,242</b>	<b>258,149</b>	<b>265,193</b>
	35 - FINES AND PENALTIES					
	36 - USE - MONEY/PROPERTY	126,385	111,422	113,000	113,000	113,000
	37 - OTHER REVENUE	98,065	111,935	108,000	123,600	123,600
	39 - TRANSFERS IN/SOURCES	15,571	11,431	34,242	21,549	28,593
	<b>601 - SELF INSURANCE</b>	<b>2,576,537</b>	<b>3,232,609</b>	<b>2,811,676</b>	<b>3,240,701</b>	<b>3,240,701</b>
	33 - INTERGOVERNMENTAL					
	34 - CHARGES FOR SERVICES	92,742	473,704	91,408	91,408	95,064
	36 - USE - MONEY/PROPERTY	11,899	6,054	8,500	8,500	4,844
	37 - OTHER REVENUE	1,079,667	1,060,953	991,000	1,143,000	1,143,000
	39 - TRANSFERS IN/SOURCES	1,392,229	1,691,898	1,720,768	1,997,793	1,997,793
	<b>611 - WASTEWATER SUPPORT</b>	<b>903,642</b>	<b>916,133</b>	<b>972,316</b>	<b>972,316</b>	<b>972,316</b>
	33 - INTERGOVERNMENTAL					
	37 - OTHER REVENUE	903,642	916,133	972,316	972,316	972,316
	<b>621 - FLEET MAINTENANCE</b>	<b>489,004</b>	<b>556,365</b>	<b>571,830</b>	<b>571,830</b>	<b>571,830</b>
	37 - OTHER REVENUE	489,004	556,365	571,830	571,830	571,830
	<b>622 - VEHICLE REPLACEMENT</b>	<b>211,032</b>	<b>230,298</b>	<b>37,000</b>	<b>337,000</b>	<b>337,000</b>
	37 - OTHER REVENUE	14,032	33,298	10,000	10,000	10,000
	39 - TRANSFERS IN/SOURCES	197,000	197,000	27,000	327,000	327,000
	<b>623 - MACH EQUIPMENT REPLACEMENT</b>	<b>240,000</b>	<b>240,000</b>	<b>115,000</b>	<b>260,000</b>	<b>260,000</b>
	37 - OTHER REVENUE			10,000	10,000	10,000
	39 - TRANSFERS IN/SOURCES	240,000	240,000	105,000	250,000	250,000
	<b>624 - FIRE APPARATUS REPLACEMENT</b>	<b>378,000</b>	<b>378,000</b>	<b>201,744</b>	<b>400,000</b>	<b>400,000</b>
	37 - OTHER REVENUE			201,744		
	39 - TRANSFERS IN/SOURCES	378,000	378,000		400,000	400,000
	<b>Grand Total</b>	<b>116,092,916</b>	<b>123,131,470</b>	<b>131,645,721</b>	<b>152,597,873</b>	<b>129,265,419</b>

## Consolidated Five-Year

# Expenditure Summary - All Funds

## By Department

(Includes Transfers Out)

	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
GENERAL	<b>101 - GENERAL FUND</b>	<b>82,188,465</b>	<b>79,673,978</b>	<b>94,051,596</b>	<b>109,472,538</b>	<b>92,240,795</b>
	10 - CITY COUNCIL	842,628	1,093,506	1,163,779	1,495,014	1,337,178
	20 - CITY MANAGER	3,147,529	4,715,146	5,217,580	6,075,861	5,949,475
	30 - CITY CLERK	601,908	416,595	726,049	472,813	693,931
	40 - FINANCE	1,787,580	1,928,028	2,059,020	2,304,090	2,302,011
	51 - DEVELOPMENT SVCS-PLANNING	6,268,626	6,410,961	6,821,918	7,553,760	7,684,793
	52 - DEVELOPMENT SVCS-ENGINEERING	3,304,517	2,784,482	3,178,122	3,357,210	3,408,929
	61 - PUBLIC SAFETY LAW ENFORCEMENT	15,032,770	15,875,521	16,774,200	17,550,322	18,415,431
	62 - PUBLIC SAFETY FIRE & MARINE	16,290,665	16,780,728	18,079,960	17,921,004	18,385,895
	71 - PUBLIC WORKS	5,360,523	6,263,118	6,772,397	7,283,518	7,363,872
	80 - PARKS RECREATION & ARTS	6,838,045	6,714,393	6,644,417	7,969,871	8,460,782
	90 - NON DEPARTMENTAL	22,713,674	16,691,501	26,614,154	37,489,075	18,238,498
	<b>119 - SPECIAL PROJECTS</b>			<b>410,000</b>		
	00 - UNASSIGNED			410,000		
SPECIAL REVENUE Infrastructure	<b>201 - STATE GASOLINE TAXES</b>	<b>2,877,923</b>	<b>2,281,383</b>	<b>2,668,885</b>	<b>2,852,208</b>	<b>2,888,187</b>
	90 - NON DEPARTMENTAL	2,877,923	2,281,383	2,668,885	2,852,208	2,888,187
	<b>203 - STATE CAPITAL GRANTS</b>	<b>1,391,780</b>	<b>382,000</b>	<b>764,220</b>	<b>2,758,320</b>	<b>165,000</b>
	51 - DEVELOPMENT SVCS-PLANNING			250,000		
	90 - NON DEPARTMENTAL	1,391,780	382,000	514,220	2,758,320	165,000
	<b>211 - TRANSNET PROGRAM</b>	<b>1,696,000</b>	<b>1,671,210</b>	<b>2,551,146</b>	<b>1,775,000</b>	<b>1,846,000</b>
	90 - NON DEPARTMENTAL	1,696,000	1,671,210	2,551,146	1,775,000	1,846,000
	<b>212 - COASTAL ZONE MANAGEMENT</b>	<b>258,908</b>	<b>257,935</b>	<b>726,331</b>	<b>427,886</b>	<b>410,021</b>
	20 - CITY MANAGER	138,908	229,555	291,331	267,886	250,021
	90 - NON DEPARTMENTAL	120,000	28,380	435,000	160,000	160,000
	<b>223 - FEDERAL CAPITAL GRANT</b>	<b>330,674</b>	<b>2,486,845</b>	<b>539,882</b>	<b>39,882</b>	
	20 - CITY MANAGER			500,000		
	62 - PUBLIC SAFETY FIRE & MARINE					
	90 - NON DEPARTMENTAL	330,674	2,486,845	39,882	39,882	

# Consolidated Five-Year Expenditure Summary - All Funds

## By Department

(Includes Transfers Out)

	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
SPECIAL REVENUE Grants & Housing	<b>202 - STATE LAW ENF GRANT</b>	<b>148,747</b>	<b>155,948</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	61 - PUBLIC SAFETY LAW ENFORCEMENT	148,747	155,948	100,000	100,000	100,000
	<b>213 - GOVERNMENT EDUCATION ACCESS</b>	<b>395,262</b>	<b>315,951</b>	<b>401,546</b>	<b>311,468</b>	<b>299,517</b>
	10 - CITY COUNCIL	128,434	129,998	209,826	119,801	119,801
	90 - NON DEPARTMENTAL	266,828	185,953	191,720	191,667	179,716
	<b>214 - SOLID WASTE RECYCLING &amp; HHW</b>	<b>601</b>	<b>581,443</b>	<b>629,503</b>	<b>732,053</b>	<b>748,238</b>
	20 - CITY MANAGER					
	71 - PUBLIC WORKS	601	581,443	629,503	732,053	748,238
	90 - NON DEPARTMENTAL					
	<b>221 - SENIOR NUTRITION GRANT</b>	<b>132,426</b>	<b>154,272</b>	<b>286,231</b>	<b>243,440</b>	<b>155,731</b>
	80 - PARKS RECREATION & ARTS	132,426	154,272	286,231	243,440	155,731
	<b>222 - CDBG GRANT</b>	<b>297,802</b>	<b>306,761</b>	<b>827,356</b>	<b>930,207</b>	<b>423,844</b>
	51 - DEVELOPMENT SVCS-PLANNING	297,802	208,761	627,356	695,026	223,844
	90 - NON DEPARTMENTAL		98,000	200,000	235,181	200,000
	<b>227 - HOME ENTITLEMENT PROGRAM</b>	<b>4,154</b>				
	51 - DEVELOPMENT SVCS-PLANNING	4,154				
	<b>228 - FEDERAL LAW ENF GRANT</b>			<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
	61 - PUBLIC SAFETY LAW ENFORCEMENT			10,000	10,000	10,000
	<b>229 - RESTRICTED DONATIONS &amp; CONTRIB</b>	<b>308,585</b>	<b>166,624</b>	<b>276,476</b>	<b>228,975</b>	<b>266,165</b>
	10 - CITY COUNCIL	146,000				
	20 - CITY MANAGER					
	62 - PUBLIC SAFETY FIRE & MARINE					
	71 - PUBLIC WORKS					
	80 - PARKS RECREATION & ARTS	102,584	151,624	276,050	228,975	266,165
	90 - NON DEPARTMENTAL	60,000	15,000	426		
	<b>230 - CSA-17 BENEFIT FEES</b>	<b>75,835</b>	<b>467,458</b>	<b>320,381</b>	<b>190,785</b>	<b>175,085</b>
	62 - PUBLIC SAFETY FIRE & MARINE	65,835	457,458	229,381	174,085	175,085
	90 - NON DEPARTMENTAL	10,000	10,000	91,000	16,700	

## Consolidated Five-Year

# Expenditure Summary - All Funds

## By Department

(Includes Transfers Out)

	Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>SPECIAL REVENUE Development Impact</b>	<b>231 - PARK DEVELOPMENT FEES</b>	<b>24,013</b>	<b>809,739</b>			
	90 - NON DEPARTMENTAL	24,013	809,739			
	<b>232 - PARKLAND ACQUISITION FEES</b>	<b>720,479</b>	<b>861,221</b>	<b>205,000</b>		
	90 - NON DEPARTMENTAL	720,479	861,221	205,000		
	<b>233 - TRAFFIC MITIGATION FEES</b>	<b>221,000</b>	<b>75,000</b>	<b>1,681,234</b>	<b>431,583</b>	<b>100,000</b>
	90 - NON DEPARTMENTAL	221,000	75,000	1,681,234	431,583	100,000
	<b>234 - REGIONAL TRAFFIC MITIG FEE</b>	<b>600,000</b>	<b>600,000</b>	<b>40,000</b>	<b>300,000</b>	<b>300,000</b>
	90 - NON DEPARTMENTAL	600,000	600,000	40,000	300,000	300,000
	<b>235 - OPEN SPACE ACQUISITION FEES</b>		<b>626,250</b>	<b>590,000</b>		
	90 - NON DEPARTMENTAL		626,250	590,000		
	<b>236 - RECREATIONAL TRAILS FEES</b>	<b>45,000</b>				
	90 - NON DEPARTMENTAL	45,000				
	<b>237 - COMMUNITY FACILITIES FEES</b>	<b>43,463</b>	<b>33,302</b>	<b>19,985</b>	<b>19,985</b>	<b>19,985</b>
	90 - NON DEPARTMENTAL	43,463	33,302	19,985	19,985	19,985
	<b>238 - FIRE MITIGATION FEES</b>	<b>76,620</b>	<b>222,837</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>
	90 - NON DEPARTMENTAL	76,620	222,837	55,000	55,000	55,000
	<b>239 - FLOOD CONTROL MITIGATION FEES</b>			<b>230,128</b>		
	90 - NON DEPARTMENTAL			230,128		
	<b>252 - IN LIEU FEES UNDERGROUND UTIL</b>					
	90 - NON DEPARTMENTAL					
	<b>253 - IN LIEU FEES AFFORDABLE HOUSIN</b>		<b>51,635</b>			
	51 - DEVELOPMENT SVCS-PLANNING					
	90 - NON DEPARTMENTAL		51,635			
<b>SPECIAL REVENUE Municipal Improvement Districts</b>	<b>291 - VILLANITAS ROAD MID</b>	<b>23,254</b>	<b>16,982</b>	<b>27,396</b>	<b>31,233</b>	<b>31,542</b>
	80 - PARKS RECREATION & ARTS	23,254	16,982	27,396	31,233	31,542
	<b>292 - CERRO STREET MID</b>	<b>19,924</b>	<b>27,156</b>	<b>36,938</b>	<b>39,203</b>	<b>40,182</b>
	80 - PARKS RECREATION & ARTS	19,924	27,156	36,938	39,203	40,182
	<b>293 - VILLAGE PARK MID</b>	<b>40,799</b>	<b>41,968</b>	<b>58,700</b>	<b>67,448</b>	<b>67,465</b>
	80 - PARKS RECREATION & ARTS	40,799	41,968	58,700	67,448	67,465
	<b>294 - WIRO PARK MID</b>	<b>26,280</b>	<b>29,437</b>	<b>28,468</b>	<b>28,857</b>	<b>29,234</b>
	80 - PARKS RECREATION & ARTS	26,280	29,437	28,468	28,857	29,234

## Consolidated Five-Year

# Expenditure Summary - All Funds

## By Department

(Includes Transfers Out)

Fund / Category		Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
DEBT SERVICE	<b>295 - ENCINITAS LLD</b>	<b>1,318,591</b>	<b>1,384,408</b>	<b>1,770,309</b>	<b>1,618,579</b>	<b>1,631,619</b>
	52 - DEVELOPMENT SVCS-ENGINEERING	383,864	373,409	637,805	516,998	530,302
	71 - PUBLIC WORKS	513,489	527,182	532,374	558,951	562,662
	80 - PARKS RECREATION & ARTS	381,238	443,817	470,130	492,630	488,655
	90 - NON DEPARTMENTAL	40,000	40,000	130,000	50,000	50,000
	<b>297 - ENC RANCH LLD</b>	<b>521,219</b>	<b>569,008</b>	<b>602,179</b>	<b>627,330</b>	<b>632,250</b>
	52 - DEVELOPMENT SVCS-ENGINEERING	51,249	51,462	54,334	54,992	54,639
	71 - PUBLIC WORKS	22,473	20,991	39,036	42,884	43,370
	80 - PARKS RECREATION & ARTS	427,497	496,555	508,809	529,454	534,241
	90 - NON DEPARTMENTAL	20,000				
	<b>301 - DEBT SERVICE FUND</b>	<b>183,557</b>	<b>183,557</b>	<b>183,558</b>	<b>183,556</b>	<b>183,557</b>
	00 - UNASSIGNED					
	90 - NON DEPARTMENTAL					
	91 - NON DEPT-DEBT SERVICE	183,557	183,557	183,558	183,556	183,557
	<b>302 - ENC PUBLIC FINANCE AUTHORITY</b>	<b>3,539,986</b>	<b>3,536,739</b>	<b>3,539,286</b>	<b>3,538,051</b>	<b>3,530,102</b>
ENTERPRISE	90 - NON DEPARTMENTAL					
	91 - NON DEPT-DEBT SERVICE	3,539,986	3,536,739	3,539,286	3,538,051	3,530,102
	<b>511 - CSD OPERATIONS</b>	<b>3,819,819</b>	<b>5,015,577</b>	<b>6,836,042</b>	<b>5,071,626</b>	<b>4,895,529</b>
	00 - UNASSIGNED					
	71 - PUBLIC WORKS	2,188,672	2,563,458	3,041,819	3,322,024	3,145,539
	90 - NON DEPARTMENTAL	1,142,577	1,981,643	3,045,000	1,000,000	1,000,000
	91 - NON DEPT-DEBT SERVICE	488,571	470,476	749,223	749,602	749,990
	<b>512 - CSD CAPITAL REPLACEMENT</b>	<b>608,591</b>	<b>1,156,438</b>			
	90 - NON DEPARTMENTAL	608,591	1,156,438			
	<b>521 - ESD OPERATIONS</b>	<b>3,342,744</b>	<b>4,736,919</b>	<b>3,965,975</b>	<b>3,605,265</b>	<b>3,831,226</b>
	71 - PUBLIC WORKS	2,044,678	2,898,974	1,747,439	1,764,389	1,665,738
	90 - NON DEPARTMENTAL	1,298,066	1,837,945	2,218,536	1,840,876	2,165,488
	<b>522 - ESD CAPITAL REPLACEMENT</b>	<b>964,024</b>	<b>1,197,703</b>			
	90 - NON DEPARTMENTAL	964,024	1,197,703			
	<b>523 - ESD CAPITALEXPANSION</b>					
	90 - NON DEPARTMENTAL					
	<b>551 - SECTION 8 HOUSING ADMIN</b>	<b>296,892</b>	<b>285,751</b>	<b>387,098</b>	<b>419,920</b>	<b>425,672</b>
	51 - DEVELOPMENT SVCS-PLANNING	296,892	285,751	387,098	419,920	425,672
	<b>552 - SECTION 8 HOUSING HAP</b>	<b>1,030,029</b>	<b>1,131,701</b>	<b>1,276,977</b>	<b>1,360,851</b>	<b>1,360,851</b>
	51 - DEVELOPMENT SVCS-PLANNING	1,030,029	1,131,701	1,276,977	1,360,851	1,360,851
	90 - NON DEPARTMENTAL					

## Consolidated Five-Year

# Expenditure Summary - All Funds

## By Department

(Includes Transfers Out)

	Fund / Category	Actual	Actual	Rev Budget	Proposed	Proposed
		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
INTERNAL SERVICE	<b>561 - PAC PINES AFFORDABLE HOUSING</b>	<b>276,134</b>	<b>276,207</b>	<b>273,319</b>	<b>267,557</b>	<b>310,490</b>
	51 - DEVELOPMENT SVCS-PLANNING	230,790	241,643	155,363	152,506	157,647
	90 - NON DEPARTMENTAL	26,894	17,400	18,077	15,172	52,964
	91 - NON DEPT-DEBT SERVICE	18,450	17,164	99,879	99,879	99,879
	<b>601 - SELF INSURANCE</b>	<b>3,102,242</b>	<b>2,430,801</b>	<b>3,165,731</b>	<b>3,082,494</b>	<b>3,058,168</b>
	20 - CITY MANAGER	3,102,242	2,430,801	3,165,731	3,082,494	3,058,168
	<b>611 - WASTEWATER SUPPORT</b>	<b>903,585</b>	<b>1,250,724</b>	<b>973,444</b>	<b>1,100,016</b>	<b>1,071,269</b>
	71 - PUBLIC WORKS	771,585	1,118,724	841,444	953,016	924,269
	90 - NON DEPARTMENTAL	132,000	132,000	132,000	147,000	147,000
	<b>621 - FLEET MAINTENANCE</b>	<b>489,004</b>	<b>736,613</b>	<b>585,728</b>	<b>614,879</b>	<b>598,202</b>
	71 - PUBLIC WORKS	489,004	736,613	585,728	614,879	598,202
	<b>622 - VEHICLE REPLACEMENT</b>	<b>337,501</b>	<b>361,710</b>	<b>517,800</b>	<b>534,284</b>	<b>538,000</b>
	71 - PUBLIC WORKS	337,501	361,710	317,800	334,284	338,000
	90 - NON DEPARTMENTAL			200,000	200,000	200,000
	<b>623 - MACH EQUIPMENT REPLACEMENT</b>	<b>249,070</b>	<b>744,242</b>	<b>320,000</b>	<b>721,000</b>	<b>375,000</b>
	71 - PUBLIC WORKS	249,070	744,242	20,000	421,000	75,000
	90 - NON DEPARTMENTAL			300,000	300,000	300,000
	<b>624 - FIRE APPARATUS REPLACEMENT</b>	<b>282,612</b>	<b>259,012</b>	<b>787,061</b>	<b>985,061</b>	<b>725,061</b>
	71 - PUBLIC WORKS	264,842	246,446	62,000	260,000	
	90 - NON DEPARTMENTAL			500,000	500,000	500,000
	91 - NON DEPT-DEBT SERVICE	17,771	12,566	225,061	225,061	225,061
	<b>Grand Total</b>	<b>113,213,595</b>	<b>117,554,443</b>	<b>132,720,909</b>	<b>144,776,540</b>	<b>123,538,987</b>



## Analysis of Fund Balance for Governmental Funds

Fund Name	Fund	Beginning Fund Balance 7/1/2020	FY21 Projected Operating Revenue	FY21 Projected Operating Expenditures	Transfers (Net)	Net Income (Loss)	Estimated Ending Fund Balance 6/30/2021	FY22 Budgeted Operating Revenue	FY22 Budgeted Operating Expenditures	Transfers (Net)	Net Income (Loss)	Estimated Ending Fund Balance 6/30/2022	% Change in Fund Balance from FY21 to FY22	Notes
<b>GENERAL FUND</b>	101	<b>26,750,911</b>	<b>80,289,119</b>	<b>72,015,981</b>	<b>(12,990,721)</b>	<b>(4,717,583)</b>	<b>22,033,328</b>	<b>85,046,267</b>	<b>76,486,829</b>	<b>(10,060,592)</b>	<b>(1,501,154)</b>	<b>20,532,174</b>	-7%	
<b>INFRASTRUCTURE FUNDS</b>														
State Gasoline Taxes	201	51,372	3,085,898		(2,668,885)	417,013	468,385	2,868,837		(2,852,208)	16,629	485,014	4%	
State Capital Grants	203	-	500,000		(514,220)	(14,220)	(14,220)	2,758,320		(2,758,320)	-	(14,220)	0%	
TransNet Program (Prop A Sales Tax)	211	-	2,551,146		(2,551,146)	-	-	1,899,000		(1,775,000)	124,000	124,000	N/A	
Coastal Zone Management Fund	212	1,335,773	544,881	291,331	(432,420)	(178,870)	1,156,903	561,227	267,886	(157,420)	135,921	1,292,824	12%	(1)
Federal Capital Grants	223	-	805,971		3,329,814	4,135,785	4,135,785	39,882		3,828,121	3,868,003	8,003,788	94%	(2)
<b>TOTAL INFRASTRUCTURE FUNDS</b>		<b>1,387,145</b>	<b>7,487,896</b>	<b>291,331</b>	<b>(2,836,857)</b>	<b>4,359,708</b>	<b>5,746,853</b>	<b>8,127,266</b>	<b>267,886</b>	<b>(3,714,827)</b>	<b>4,144,553</b>	<b>9,891,406</b>		
<b>GRANT FUNDS</b>														
State Law Enforcement Grant	202	-	100,000	100,000		-	-	100,000	100,000	-	-	-	N/A	
Government Education Access	213	242,052	347,325	209,826	(191,720)	(54,221)	187,831	326,156	119,801	(191,667)	14,688	202,519	8%	
Solid Waste, Recycling and HHW	214	667,112	359,800	629,503		(269,703)	397,409	960,348	732,053	-	228,295	625,704	57%	(1)
Senior Nutrition Grant	221	-	187,333	286,231	164,315	65,417	65,417	84,750	243,440	93,273	(65,417)	-	N/A	
Comm Devel Block Grant (CDBG)	222	-	830,115	627,356	(165,432)	37,327	37,327	847,397	111,124	(773,600)	(37,327)	-	N/A	
Federal Law Enforcement Grant	228	-	10,000	10,000		-	-	10,000	10,000	-	-	-	N/A	
Donations & Contributions	229	204,481	133,800	126,050	(10,426)	(2,676)	201,805	80,750	78,975	2,407	4,182	205,987	2%	
CSA17 Fire Operations	230	317,724	221,633	229,381	(91,000)	(98,748)	218,976	227,434	174,085	(16,700)	36,649	255,625	17%	(1)
<b>TOTAL GRANT FUNDS</b>		<b>1,431,369</b>	<b>2,190,006</b>	<b>2,218,347</b>	<b>(294,263)</b>	<b>(322,604)</b>	<b>1,108,765</b>	<b>2,636,835</b>	<b>1,569,478</b>	<b>(886,287)</b>	<b>181,070</b>	<b>1,289,835</b>		
<b>DEVELOPMENT IMPACT FUNDS</b>														
Park Improvement Fees	231	150,702	190,969			190,969	341,671	216,950		-	216,950	558,621	63%	(1)
Park Acquisition Fees	232	270,963	335,485		(205,000)	130,485	401,448	372,600		-	372,600	774,048	93%	(1)
Traffic Mitigation Fees	233	1,765,350	516,210		(1,679,593)	(1,163,383)	601,967	118,641		(429,942)	(311,301)	290,666	-52%	(3)
RTCIP-(Regional Arterial System) Fee	234	187,847	98,702		(40,000)	58,702	246,549	155,919		(300,000)	(144,081)	102,468	-58%	(3)
Open Space Acquisition Fees	235	635,715	21,830		(590,000)	(568,170)	67,545	23,900		-	23,900	91,445	35%	(1)
Recreational Trails Fees	236	22,872	6,380			6,380	29,252	9,200		-	9,200	38,452	31%	(1)
Community Facilities Fees	237	-	19,985		(19,985)	-	-	28,550		(19,985)	8,565	8,565	N/A	
Fire Mitigation Fees	238	-	60,014		(55,000)	5,014	5,014	49,986		(55,000)	(5,014)	-	N/A	
Flood Control Mitigation Fees	239	448,245	42,731		(230,128)	(187,397)	260,848	80,731		-	80,731	341,579	31%	(1)
In Lieu Fees Curb Gutter Sidewalks	251	20,430	24			24	20,454	24		-	24	20,478	0%	
In Lieu Fees Underground Utilities	252	664,499	1,185		404,106	405,291	1,069,790	1,197		404,106	405,303	1,475,093	38%	(1)
Affordable Housing	253	115,704	5,000			5,000	120,704	5,000		-	5,000	125,704	4%	
<b>TOTAL DEVELOPMENT IMPACT FUNDS</b>		<b>4,282,327</b>	<b>1,298,515</b>	<b>-</b>	<b>(2,415,600)</b>	<b>(1,117,085)</b>	<b>3,165,242</b>	<b>1,062,698</b>	<b>-</b>	<b>(400,821)</b>	<b>661,877</b>	<b>3,827,119</b>		
<b>LIGHTING &amp; LANDSCAPING DISTRICTS</b>														
Villanitas Road M.I.D.	291	248,073	23,000	27,396		(4,396)	243,677	22,432	31,233	-	(8,801)	234,876	-4%	
Cerro Street M.I.D.	292	501,051	70,000	36,938		33,062	534,113	75,722	39,203	-	36,519	570,632	7%	
Village Park M.I.D.	293	90,486	33,125	58,700		(25,575)	64,911	34,412	67,448	-	(33,036)	31,875	-51%	(3)
Wiro Park M.I.D.	294	8,449	11,010	28,468	16,000	(1,458)	6,991	11,171	28,857	17,000	(686)	6,305	-10%	(3)
Encinitas Lighting Landscape District	295	1,646,452	1,518,950	1,640,309	(130,000)	(251,359)	1,395,093	1,566,417	1,568,579	(50,000)	(52,162)	1,342,931	-4%	
Encinitas Ranch Lighting Landscape	297	1,658,472	630,200	602,179	21,141	49,162	1,707,634	635,030	627,330	21,141	28,841	1,736,475	2%	
<b>TOTAL MID FUNDS</b>		<b>4,152,983</b>	<b>2,286,285</b>	<b>2,393,990</b>	<b>(92,859)</b>	<b>(200,564)</b>	<b>3,952,419</b>	<b>2,345,184</b>	<b>2,362,650</b>	<b>(11,859)</b>	<b>(29,325)</b>	<b>3,923,094</b>		
<b>DEBT SERVICE FUNDS</b>														
Debt Service Fund	301	-	-	183,558	183,983	425	425	-	183,556	183,556	-	425	0%	
Encinitas Public Finance Authority	302	85	1,000	3,539,286	3,538,286	-	85	-	3,538,051	3,538,051	-	85	0%	
<b>TOTAL DEBT SERVICE FUNDS</b>		<b>85</b>	<b>1,000</b>	<b>3,722,844</b>	<b>3,722,269</b>	<b>425</b>	<b>510</b>	<b>-</b>	<b>3,721,607</b>	<b>3,721,607</b>	<b>-</b>	<b>510</b>		
<b>CAPITAL IMPROVEMENT FUNDS</b>														
Capital Project Fund	401	-	-			-	-				-	-		
Capital Project Fund	402	-	-			-	-				-	-		
Facility Maintenance Fund	403	424,732			1,101,533	1,101,533	1,526,265		1,100,000		1,100,000	2,626,265	72%	
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>		<b>424,732</b>	<b>-</b>	<b>-</b>	<b>1,101,533</b>	<b>1,101,533</b>	<b>1,526,265</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>2,626,265</b>		

### Definition of Fund Balance:

All governmental funds are accounted for on a spending or "current financial resources" measurement focus and the modified accrual basis of accounting. Accordingly, only current assets and current liabilities are included. The difference between current assets and current liabilities is fund balance.

## Analysis of Net Assets for Proprietary Funds (Enterprise and Internal Service)

Fund Name	Fund	Beginning Fund Balance 7/1/2020	FY21 Projected Operating Revenue	FY21 Projected Operating Expenses	Transfers (Net)	Net Income (Loss)	Estimated Ending Fund Balance 6/30/2021	FY22 Budgeted Operating Revenue	FY22 Budgeted Operating Expenses	Transfers (Net)	Net Income (Loss)	Estimated Ending Fund Balance 6/30/2022	% Change in Fund Balance from FY21 to FY22
<b>CARDIFF SANITARY DIVISION FUNDS</b>													
Operations	511	2,320,910	5,193,727	3,791,042	(3,045,000)	(1,642,315)	678,595	5,100,958	4,071,626	(1,000,000)	29,332	707,927	4%
Capital Replacement	512	10,144,725			3,045,000	3,045,000	13,189,725			3,045,000	3,045,000	16,234,725	23%
Capital Expansion	513	1,547,005	100,000			100,000	1,647,005	100,000			100,000	1,747,005	6%
<b>TOTAL CSD FUNDS</b>		<b>14,012,640</b>	<b>5,293,727</b>	<b>3,791,042</b>	<b>-</b>	<b>1,502,685</b>	<b>15,515,325</b>	<b>5,200,958</b>	<b>4,071,626</b>	<b>2,045,000</b>	<b>3,174,332</b>	<b>18,689,657</b>	
<b>ENCINITAS SANITARY DIVISION FUNDS</b>													
Operations	521	1,873,720	2,910,358	1,747,439	(2,218,536)	(1,055,617)	818,103	2,787,600	1,764,389	(1,840,876)	(817,665)	438	-100%
Capital Replacement	522	2,539,137			2,218,536	2,218,536	4,757,673			2,218,536	2,218,536	6,976,209	47%
Capital Expansion	523	2,960,976	60,000			60,000	3,020,976	50,000			50,000	3,070,976	2%
<b>TOTAL ESD FUNDS</b>		<b>7,373,833</b>	<b>2,970,358</b>	<b>1,747,439</b>	<b>-</b>	<b>1,222,919</b>	<b>8,596,752</b>	<b>2,837,600</b>	<b>1,764,389</b>	<b>377,660</b>	<b>1,450,871</b>	<b>10,047,623</b>	
<b>OTHER PROPRIETARY FUNDS</b>													
Section 8 Housing- Admin	551	9,841	357,498	165,498	(154,779)	37,221	47,062	384,953	151,120	(219,429)	14,404	61,466	31%
Section 8 Housing- HAP	552	1,010	1,385,967	1,276,977		108,990	110,000	1,250,851	-	(1,360,851)	(110,000)	-	N/A
Pacific Pines Affordable Housing	561	1,404,350	221,000	255,242	16,165	(18,077)	1,386,273	236,600	252,385	6,377	(9,408)	1,376,865	-1%
<b>TOTAL OTHER PROPRIETARY FUNDS</b>		<b>1,415,201</b>	<b>1,964,465</b>	<b>1,697,717</b>	<b>(138,614)</b>	<b>128,134</b>	<b>1,543,335</b>	<b>1,872,404</b>	<b>403,505</b>	<b>(1,573,903)</b>	<b>(105,004)</b>	<b>1,438,331</b>	
<b>INTERNAL SERVICE FUNDS</b>													
Self-Insurance Fund	601	3,060,127	1,090,908	3,165,731	1,720,768	(354,055)	2,706,072	1,242,908	3,082,494	1,997,793	158,207	2,864,279	6%
Wastewater Support	611	(334,592)	972,316	841,444	(132,000)	(1,128)	(335,720)	972,316	953,016	(147,000)	(127,700)	(463,420)	38%
Fleet Maintenance	621	(180,246)	571,830	585,728		(13,898)	(194,144)	571,830	614,879	-	(43,049)	(237,193)	22%
Vehicle Replacement	622	1,018,274	10,000	317,800	(173,000)	(480,800)	537,474	10,000	334,284	127,000	(197,284)	340,190	-37%
Mach Equipment Replacement	623	1,561,264	10,000	20,000	(195,000)	(205,000)	1,356,264	10,000	421,000	(50,000)	(461,000)	895,264	-34%
Fire Apparatus Replacement	624	1,789,891	201,744	287,061	(500,000)	(585,317)	1,204,574	-	485,061	(100,000)	(585,061)	619,513	-49%
<b>TOTAL INTERNAL SERVICE FUNDS</b>		<b>6,914,718</b>	<b>2,856,798</b>	<b>5,217,764</b>	<b>720,768</b>	<b>(1,640,198)</b>	<b>5,274,520</b>	<b>2,807,054</b>	<b>5,890,734</b>	<b>1,827,793</b>	<b>(1,255,887)</b>	<b>4,018,633</b>	

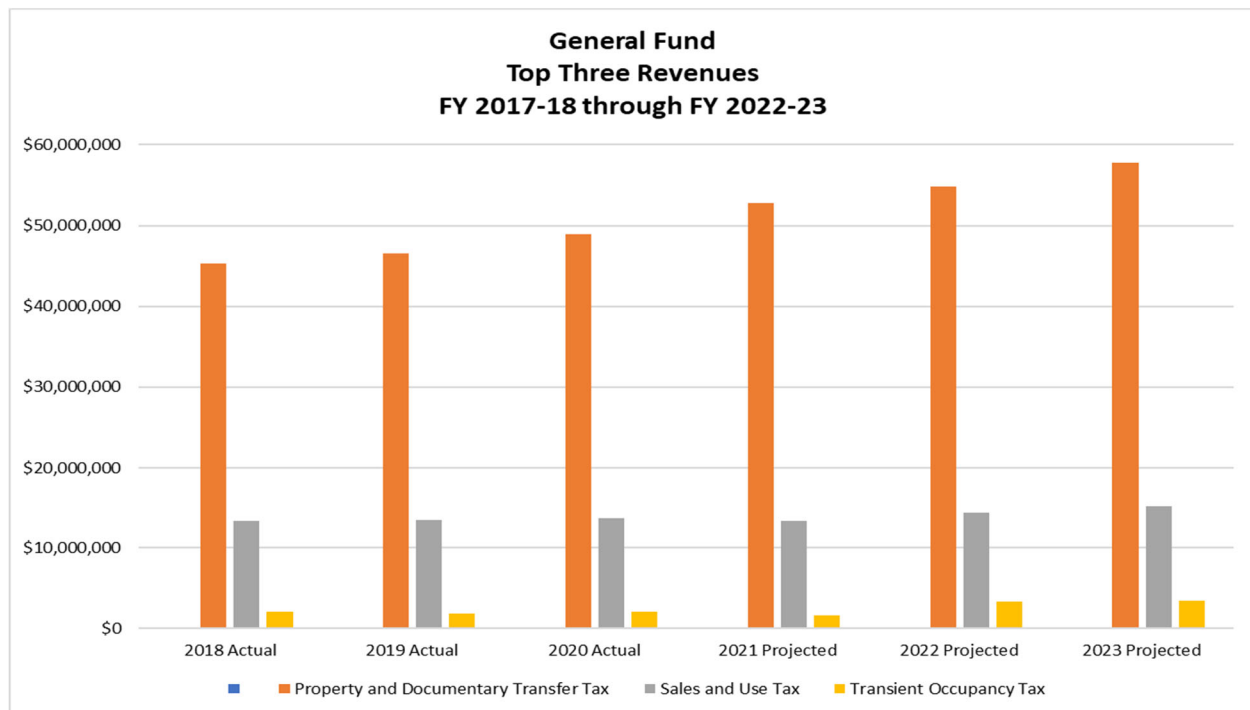
### Definition of Net Assets:

These funds are presented on an "economic resources" measurement focus and the accrual basis of accounting. Accordingly, all of the City's assets and liabilities, including capital assets, as well as infrastructure assets, and long-term liabilities, are included. Under the accrual basis of accounting, revenues are recognized in the period in which they are earned while expenses are recognized in the period in which the liability is incurred.

### Notes:

- 1 This increase is due to a planned increase in fund balance to save for future projects.
- 2 This increase is due to the higher amount of Federal grants available for the COVID-19 pandemic.
- 3 This is due to a planned use of fund balance for projects related to the nature of this fund.
- 4 This fund deficit is due to Pension and Retiree Health Care liabilities from GASB 68 and 75. The City continues to use this fund as in prior years and removes these liabilities to determine financial health and develop rates.

# Revenues



## General Fund Revenue

Revenue in the General Fund is generated from a number of different sources, but is primarily made up of property tax, sales tax, and transient occupancy tax (TOT). These three revenue sources represent over 85 percent of total revenue in the General Fund. The remaining revenue sources such as fees and charges, franchise taxes, fines and licenses and permits represent the remaining percent of the total General Fund revenue.

In response to the outbreak and spread of the novel virus, coronavirus (COVID-19), in March 2020, the California Governor issued stay at home orders and shut down non-essential businesses. The City has a strong and well diversified tax based and over the years, the property values and personal income levels within the City have generated sufficient tax revenues. The tax base has performed well in good economic times and has also been able to weather the financial impacts during slower economic times.

The City is expected to experience positive revenue growth due to increasing residential real estate values, improving consumer confidence that is driving growth in discretionary spending and a tourism industry that is projected to rebound as restrictions in response to the COVID-19 pandemic are lifted.

Total General Fund revenues for FY 2021-22 are now estimated at \$85 million (excluding transfers), which is 5.9 percent higher than the FY 2020-21 revised budget amount of \$80.3 million. Revenues for FY 2022-23 are estimated to increase to \$89.6 million which is 5.8 percent higher than the adopted FY 2021-22 budget.

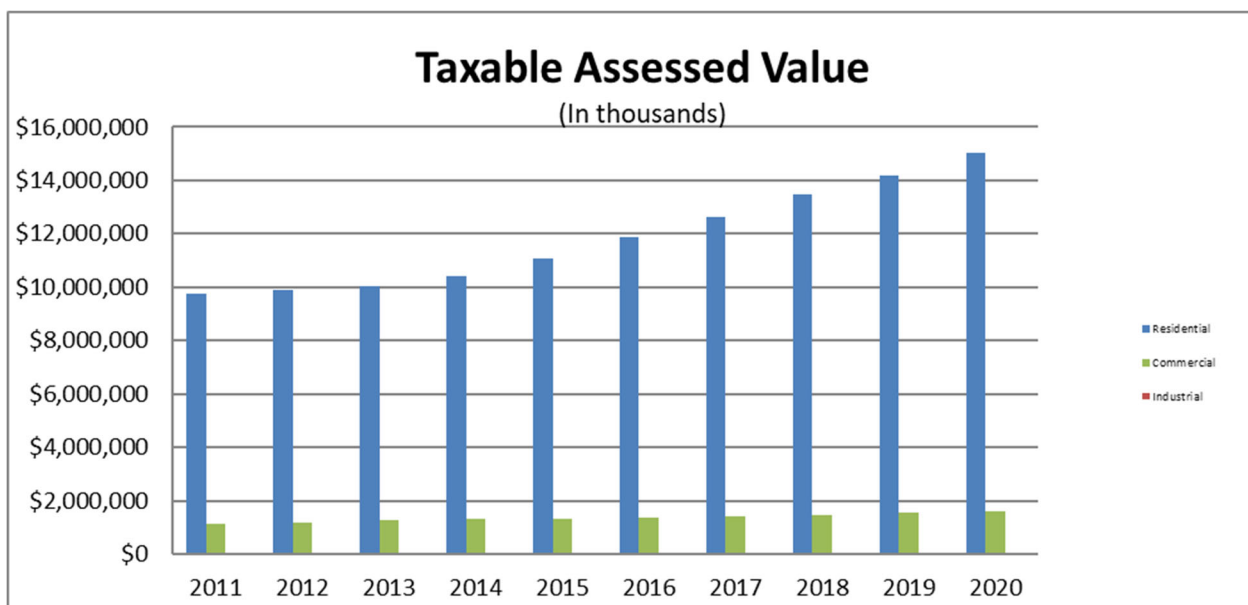
General Fund Revenues by Type Summary - FY 21-22 & FY 22-23 Budget										
Description	Actual 2017-18	Actual 2018-19	Actual 2019-20	Revised Budget 2020-21	Proposed Budget 2021-22	\$ Change 2020-21 to 2021-22	% Change 2020-21 to 2021-22	Proposed Budget 2022-23	\$ Change 2021-22 to 2022-23	% Change 2021-22 to 2022-23
Property Tax	\$45,337,864	\$46,580,913	\$48,886,974	\$52,789,530	\$54,846,604	\$2,057,074	3.9%	\$57,756,627	\$ 2,910,023	6.0%
Sales Tax	13,252,053	13,469,197	13,677,709	13,290,000	14,385,055	1,095,055	8.2%	15,082,382	697,327	5.1%
Transient Occupancy Tax	2,036,193	1,862,660	2,131,887	1,650,704	3,271,895	1,621,191	98.2%	3,420,056	148,161	6.9%
Franchise Tax	2,201,388	2,300,275	2,230,414	2,206,311	2,329,049	122,738	5.6%	2,339,815	10,766	0.5%
Licenses, Fees and Permits	239,799	286,224	263,518	262,680	236,000	(26,680)	-10.2%	236,000	0	0.0%
Intergovernmental	795,578	663,029	780,808	674,947	703,346	28,399	4.2%	713,726	10,380	1.3%
Charges for Services	7,280,374	7,383,041	6,629,819	6,606,063	7,198,118	592,055	9.0%	7,870,400	672,282	10.1%
Fines and Penalties	704,216	794,237	655,032	404,153	435,253	31,100	7.7%	435,253	0	0.0%
Use of Money and Property	1,319,844	1,687,367	1,559,462	724,166	984,154	259,988	35.9%	1,066,445	82,291	5.3%
Other Revenue	1,217,158	1,237,124	733,182	1,680,565	656,793	(1,023,772)	-60.9%	661,793	5,000	0.7%
<b>Revenue Total</b>	<b>\$74,384,467</b>	<b>\$76,264,066</b>	<b>\$77,548,805</b>	<b>\$80,289,119</b>	<b>\$85,046,267</b>	<b>\$4,757,148</b>	<b>5.9%</b>	<b>\$89,582,497</b>	<b>\$ 4,536,230</b>	<b>5.8%</b>

The Alila Marea Beach Resort Encinitas opened in March 2021. The proposed two-year operating budget anticipates additional revenue from TOT from hotel bookings and sales tax from restaurant and in-room dining and merchandise sales in both years and property tax in FY 2022-23 when the new assessed value is added to the tax roll.

## Property Taxes

Property Taxes are an ad valorem tax imposed on real property (land and permanently attached improvements such as buildings) and tangible personal property (movable property) located within the state. California property tax is based on the value of the property rather than on a fixed amount or benefit to the property or persons. Property tax is collected by the County Tax Collector and is one percent of the full value of a property as determined by the County Assessor's office and allocated to local taxing agencies.

Property Taxes are the City's largest revenue source. Residential real estate values drive 88 percent of the City's current \$18.1 billion net taxable Assessed Valuation (AV). The City has experienced positive AV growth each year over the past 20 years. The median single family residential home price in Encinitas was \$1.4 million in 2020, an increase of 3.7 percent from 2019.



The projections for FY 2021-22 and FY 2022-23 have been developed by utilizing projections provided by HdL Coren & Cone, the City's property tax consultant, with further analysis by staff. Staff is projecting a modest revenue increase for FY 2021-22. The increase can be attributed to a projected increase in AV due to sales activity resulting in adjustment transfers of ownership in 2020. Also, the County Assessor's office set the annual Proposition 13 inflation adjustment for estimated real property values at 1.036% (under the maximum two percent limit) for FY 2021-22 (based on the California Consumer Price Index, or CCPI).

Calendar year 2021 influences 2022-23 property taxes and the projection for FY 2022-23 reflects continued growth, although at a more modest pace due to lower sales activity that will affect the AV increases from transfers of ownership.

## **Sales Tax**

Sales tax is imposed on the sale of goods and services and is calculated as a percentage of the purchase price and collected by the seller. The City receives one percent of the total 7.75 percent sales tax rate for sales that occur within the City's jurisdiction. Sales tax is the City's second largest revenue source (providing 17 percent of General Fund revenue), and the City has a diversified retail sales tax base and is not heavily dependent on any one business or industry.

The projections for FY 2021-22 and FY 2022-23 have been developed by utilizing projections provided by HdL Coren & Cone, the City's sales tax consultant, with further analysis by staff. A mix of auto dealers, retail and restaurants primarily drive sales tax over \$14 million in FY 2021-22. Sales Tax is projected to increase by approximately \$1.1 million, or 8.2 percent in FY 2021-22, and approximately \$650,000, or 4.7 percent in FY 2022-23. Strong growth is expected in the auto sales, food and drugs and restaurant categories as real Gross Domestic Product grows and consumer spending grows, and unemployment continues to decline.

Growth is anticipated to be strongest in the Restaurant and Hotels, Fuel and Service Stations and General Consumer Goods categories. The restaurant industry anticipates a boom in dining activity from pent up demand beginning summer 2021 and hotels expect to gain more overnight stays. Also, most signs are pointing toward upward pressure on fuel prices, consumption, and demand. Lastly, the General Consumer Goods category is expected to post strong results in 2021 from additional federal stimulus, a gradual return of foot traffic and consumer confidence are lifted by a wide deployment of vaccines.

## **Transient Occupancy Tax**

Transient Occupancy Tax (TOT) is a tax imposed on persons staying 30 days or less in a lodging establishment. The City's TOT rate is ten percent of the room charge and is collected by hoteliers and paid to the City. In FY 2008-09, Encinitas voters approved a measure to extend the TOT to short-term vacation rentals (STVR). Eighty percent of the TOT collected is deposited to the General Fund and 20 percent is deposited to the Coastal Zone Management Fund (212) for sand replenishment projects. A mix of hotels and short-term residential lodgings command over \$2 million annually in TOT.

Collections for both hotel and short-term vacation rentals are expected to increase in the aftermath of the COVID-19 pandemic and opening of the new Alila Marea Beach Resort Encinitas. Staff is conservatively projecting a revenue increase of \$1.7 million in this category for FY 2021-22.

## **Other Revenue Categories**

The remaining revenue categories account for 16 percent of General Fund revenues. Revenues in the Charges for Services category are anticipated to return close to pre-pandemic levels as recreation programs that were cancelled last fiscal year will be held this fiscal year.

The reduction of \$1.1 million in the Other Revenue category is the result of one-time reimbursements from the State for firefighter strike team deployments being added to the revised budget in the current fiscal year, but not budgeted in FY 2021-22.

## **Franchise Tax**

Franchise Tax revenue is generated from public utility sources, trash collection franchises and telecommunication franchises conducting business within the city limits. These revenues are forecasted on the basis of recent receipts and staff's knowledge of current trends. Revenue collected due to electricity sales are down due to a decrease in total electric consumption, likely due to the customers transitioning over to solar energy. Revenue collected from Cox Communications and Spectrum, the City's two cable television franchises, also fell below projections reflecting the recent trend in the declining number of paid subscription services. Overall, Franchise Tax revenue is projected to increase \$123,000, or approximately 5.6 percent, as a result of an increase in rates collected from EDCO, the City's solid waste management and recycling provider.

## **Licenses, Fees and Permits**

Licenses, Fees and Permits are collected on business operation permits, business registration, short term rental (STVR) permits, security alarm permits and other miscellaneous permits. These revenues are forecasted based on the basis of actual receipts in recent years. Licenses, Fees and Permits are projected to decrease by \$27,000, or 10.2 percent, due to lower receipts in miscellaneous permits related to fees collected from the SB1186 State Mandate Fee for Disability Access CASp (Certified Access Specialist).

## **Intergovernmental Revenue**

Intergovernmental includes revenue from other governmental agencies, principally the state and federal governments. These revenues include general or categorical support monies called subventions, as well as grants for specific projects and reimbursements for the costs of some state mandates. These revenues are forecasted on the basis of the City's current cost sharing agreements as well as anticipated reimbursements of state mandated costs and excess vehicle license fees collected by the State. Revenues are projected to increase by \$28,000, or 4.2 percent, compared to the FY 2020-21 Amended Operating Budget.

## **Charges for Services**

Charges for Services is a voluntary charge imposed on an individual for a service or facility provided directly to that individual. A fee may not exceed the estimated reasonable cost of providing the particular service or facility for which the fee is charged, plus overhead. Revenues are forecasted based on the return of recreation programs and are projected to increase by \$592,000, or nine percent. During the COVID-19 pandemic, recreation programs were not held due to the shutdown orders. Engineering fees and building fees also decreased during the pandemic and are expected to return to pre-pandemic levels.

## **Fines and Penalties**

Fines and Penalties include collections for vehicle code and red-light violations, parking citations and vehicle abatement. Collections in this revenue category declined during the COVID-19 pandemic due to the end of the red-light camera program and due to a reduction in parked vehicles from the stay-at-home orders. Fines and Penalties are projected to increase by \$31,000, or 7.7 percent compared to FY 2020-21.

## **Use of Money and Property**

Use of Money and Property is generated by rental/insurance payments for use of city property, investment earnings, and revenue from the sale of city property. Revenues are projected to increase \$260,000, or 35.9 percent, due to an anticipated increase in investment earnings from a higher portfolio amount and due to the change in fair market value of investments.

## **Other Revenue**

Other Revenue includes interfund revenue, booking fees, cost recovery and other miscellaneous revenue. Revenue in this category remains constant except for the unanticipated one-time reimbursements from the State for firefighter strike team deployments. Other Revenue is projected to decrease by \$1 million, or 60.9 percent, due to this reason.

## **Forecasting and Major Revenue Assumptions**

The general approach to forecasting is to apply a conservative philosophy that does not overstate revenue nor understate expenditures. The value of forecasting determines if the City will have sufficient resources to meet the resource requirements of ongoing, planned, or mandated programs utilizing assumptions based on financial policies and economic trends. In short, forecasting provides an estimate of the financial flexibility of the City, as well as insight into tax, revenues and service options the Council must address.

The methodology used for forecasting reflects a combination of internal analysis and locally generated consensus forecasts covering such factors as population growth, retail sales, and inflation. For the revenue forecasts, the City evaluates prior year actual collections and projects the balance of the current fiscal year based on prior year trend analysis in conjunction with current information provided by relevant sources. For the remaining years of the revenue forecast, consensus forecasts—such as the US Bureau of Economic Analysis, University of San Diego Burnham-Moores Center for Real Estate, and

property/sales tax consultants—are used for an indication of the expected trends in key economic and demographic indicators. Typically, these forecasts cover the nation or state as a whole, so adjustments to reflect unique local conditions are sometimes necessary.

In general, revenue sources are matched with the economic and/or demographic variables that most directly affect year-to-year changes in those revenues. For example, revenue such as sales tax will reflect consensus forecasts related to taxable sales growth; whereas, revenue from building permits and plan review will be tied to the expected trends in development and redevelopment.

It is recognized that economic forecasting is not an exact science and at times relies upon professional judgment to optimize the accuracy of revenues or expenditures. To reduce the risks of miscalculating revenues or expenditures, as many factors as possible are used to identify what may contribute to changes in revenues and expenditures.



# Expenditures

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## **Personnel**

These expenditures represent all budgeted salary costs for permanent and temporary staff.

## **Materials and Supplies**

This category includes consumable items costing less than \$5,000 with an estimated life of less than two years. Items include office supplies, parts, sign materials, etc.

## **Contracts and Services**

These expenditures represent a wide array of charges and contracts with outside agencies. Examples of this type of expenditure include fees incurred for consultation with bond counsel, payments for audit services, and travel.

## **Internal Cost Allocation**

These expenditures represent charges to departments for overhead costs, based on a calculation updated periodically.

## **Capital Outlay**

This category includes all purchases in excess of \$5,000 of a capital nature. Vehicles and heavy equipment are excellent examples of normal expenditures in this category.

## **Debt / Finance**

These costs represent payments toward principal and interest.

## **Transfers**

This category represents transfers out to other funds for various reasons, including contributions for capital projects, debt service, and self-insurance contributions.

# Capital Program

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The City has three Capital Improvements Capital Projects Funds to monitor capital improvements projects for governmental activities. These projects include public facilities, acquisition of parkland and park improvements, infrastructure, and certain City “work projects” such as multi-year consultant studies that meet the criteria for inclusion as capital projects for budgeting purposes.

The City uses a dollar threshold of \$100,000 and a useful life of five years or more in its evaluation for capitalizing a capital expenditure. Eligible project costs are additions to construction in progress at fiscal year end. Costs for completed projects are recorded as additions to the appropriate capital asset category at year end.



## Process

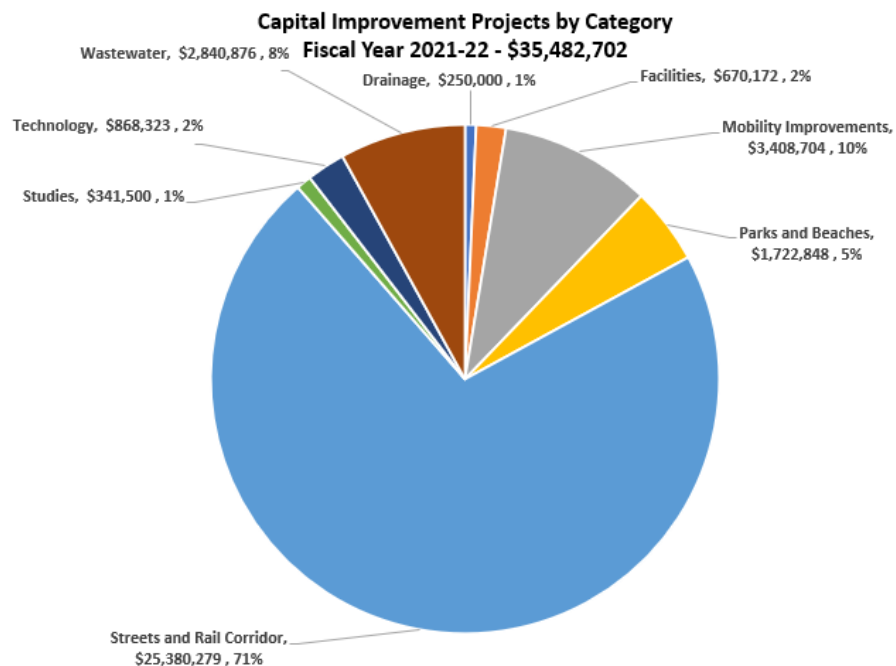
The City typically adopts a six-year Capital Improvement Program (CIP) that is published in a separate document. Many of the funds, including the General Fund, contribute funding to the capital plan. Unlike the operating budget, capital projects have assigned budget amounts that are not tied to a single fiscal year. The City Council appropriates funds to individual projects each year. These amounts may or may not be expended within a year’s time. The completion of these projects can take up to several years.

Development of the CIP budget begins earlier than that of the operating budget and is initiated by a review of project status and community needs conducted by each department. The CIP budget process considers project priorities, funding availability and is developed through a collaborative process with recommendations from staff and input from the City Council and community.

During this process, the staff prepares project sheets to identify costs, funding sources, and ongoing maintenance costs for each proposed capital project.

The capital plan is divided into eight categories. The categories that contain capital projects are Drainage, Facilities, Mobility Improvements, Parks and Beaches, Streets and Rail Corridor and Wastewater projects. The Studies category and Technology category contain projects that are non-capital in nature. These categories include projects such as large studies and IT projects.

The following chart reflects the FY 2021-22 capital plan by project category.



The following table reflects the FY 2021-22 capital plan by revenue source.

Fund	Amount
General Fund	\$ 4,214,402
General Fund - Financing	20,000,000
Gas Tax Fund	1,798,919
Capital Grant Funds	2,798,202
Transnet Fund	1,775,000
Coastal Zone Management Fund	160,000
Governmental/Educational Access Fund	191,667
CDBG Fund	235,181
CSA17 Fund	16,700
Traffic Mitigation Funds	731,583
Encinitas Lighting and Landscape District Fund	50,000
Facilities Fund Capital Projects	670,172
Cardiff Sanitary Division	1,000,000
Encinitas Sanitary Division	1,840,876
	<b>\$ 35,482,702</b>

**CITY OF ENCINITAS  
PROPOSED SIX-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FY 2022 - 2027 BY FUND**

Project Number	Project Description	Proposed FY 2021-22	Proposed FY 2022-23	Proposed FY 2023-24	Proposed FY 2024-25	Proposed FY 2025-26	Proposed FY 2026-27	PROPOSED SIX-YEAR TOTAL COST
<b>Fund 101 - General Fund</b>								
12 WC18A	800 MHZ Radio Upgrades	\$ 84,674	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,674
15 CS16C	ADA Curb Ramp Project (Transition Plan Compliance)	50,000	50,000	50,000	50,000	50,000	50,000	300,000
- CF18A	ADA Parking Lot Upgrades (Glen Park)	300,000	-	-	-	-	-	300,000
56 WC18B	Assessment of Fair Housing	-	-	50,000	-	-	-	50,000
11 Z NEW	Beach Staircase Access Refurbishment	-	392,400	-	462,600	-	-	855,000
- Z NEW	Beacon's Beach Parking Lot	150,000	400,000	-	-	-	-	550,000
40 WC16D	Circulation Element of GP	50,000	-	-	-	-	-	50,000
2 WC17A	Climate Action Plan - Mitigation Measures	136,500	201,500	86,500	86,500	86,500	136,500	734,000
- Z NEW	Coast Highway 101 Separated Bike Lanes	72,210	-	-	-	-	-	72,210
58 WC19C	Consolidated Plan (CDBG Program)	-	-	50,000	-	-	-	50,000
21 CD20A	Cottonwood Creek Basin Maintenance	-	600,000	-	-	-	-	600,000
- Z NEW	El Portal Undercrossing Public Art	129,800	-	-	-	-	-	129,800
5 CS18E	General Mobility Improvements	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
60 WC01A	GIS Basemap Updates and Enhancements	-	20,000	-	20,000	-	20,000	60,000
- Z NEW	Highway 101 Walkway to Solana Beach	132,770	-	-	-	-	-	132,770
18 WC14B	Housing Element Update	-	500,000	500,000	-	-	-	1,000,000
62 CS18D	Installation of Innovative Bike Lane Treatment (ROW Re-Utilization)	25,000	25,000	25,000	25,000	25,000	25,000	150,000
20 XX22X	La Costa Stormwater Basin Rehab	-	-	450,000	-	-	-	450,000
7 CS04D	Leucadia Streetscape - Future Phases	20,000,000	-	-	-	-	-	20,000,000
- Z NEW	Municipal Code Clean-Up	100,000	-	-	-	-	-	100,000
- Z NEW	New Sports Courts Study	-	30,000	-	-	-	-	30,000
58 CP04G	Park Improvement Projects	218,048	224,589	235,744	245,203	252,559	260,135	1,436,278
- Z NEW	Rail Safety Study At-Grade Crossings	250,000	-	-	-	-	-	250,000
22 CP00F2	Rec Trails Development/Trail 82, Rancho Santa Fe Road	100,000	-	-	-	-	-	100,000
22 CP00F4	Rec Trails Development/Trail 95, El Camino Del Norte	505,000	-	-	-	-	-	505,000
67 CS01E	Safe Rte 2 Schools Program (City)	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
- Z NEW	San Elijo Bridge Pavement Failure Repair	475,000	-	-	-	-	-	475,000
- Z NEW	Sixth Cycle Housing Element Implementation	50,000	50,000	-	-	-	-	100,000
19 CD05E	Storm Drain Repair	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
24 WC18E	Tech Infrastructure Replacement	512,000	469,598	517,607	389,111	380,000	788,500	3,056,816
69 CS02F	Traffic Safety and Calming	100,000	75,000	75,000	75,000	75,000	75,000	475,000
71 WC16A	Tyler Enterprise (formerly Enterprise Workflow Management (EnerGov))	23,400	44,200	40,000	40,000	30,000	30,000	207,600
<b>Total Fund 101 - General Fund</b>		<b>\$ 24,214,402</b>	<b>\$ 3,832,287</b>	<b>\$ 2,829,851</b>	<b>\$ 2,143,414</b>	<b>\$ 1,649,059</b>	<b>\$ 2,135,135</b>	<b>\$ 36,804,148</b>
<b>Fund 201 - Gas Tax Fund</b>								
27 CS21A	FY2020-21 Annual Street Overlay - HUTA	\$ 559,981	\$ 571,181	\$ 582,604	\$ 594,256	\$ 606,141	\$ 618,264	\$ 3,532,427
27 CS21A	FY2020-21 Annual Street Overlay - RMRA SB1	1,238,938	1,263,717	1,288,991	1,314,771	1,341,066	1,367,888	7,815,371
<b>Total Fund 201 - Gas Tax Fund</b>		<b>\$ 1,798,919</b>	<b>\$ 1,834,898</b>	<b>\$ 1,871,595</b>	<b>\$ 1,909,027</b>	<b>\$ 1,947,207</b>	<b>\$ 1,986,152</b>	<b>\$ 11,347,798</b>
<b>Fund 203 - State Capital Grant Fund</b>								
- WB06A	ACOE Shoreline Protection Study	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
- Z NEW	Citywide Leading Pedestrian Intervals	1,234,500	-	-	-	-	-	1,234,500
- Z NEW	Coast Highway 101 Separated Bike Lanes	649,890	-	-	-	-	-	649,890
- WB16C	Coastal Storm Damage Reduction Project	160,000	160,000	-	-	-	-	320,000
- Z NEW	Highway 101 Walkway to Solana Beach	708,930	-	-	-	-	-	708,930
<b>Total Fund 203 - State Capital Grant Fund</b>		<b>\$ 2,758,320</b>	<b>\$ 165,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 2,943,320</b>

**CITY OF ENCINITAS  
PROPOSED SIX-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FY 2022 - 2027 BY FUND**

Project Number	Project Description	Proposed FY 2021-22	Proposed FY 2022-23	Proposed FY 2023-24	Proposed FY 2024-25	Proposed FY 2025-26	Proposed FY 2026-27	PROPOSED SIX-YEAR TOTAL COST
<b>Fund 211 - Transnet Fund</b>								
27	CS21A FY2020-21 Annual Street Overlay	\$ 1,775,000	\$ 1,846,000	\$ 1,910,000	\$ 1,971,000	\$ 2,029,000	\$ 2,069,580	\$ 11,600,580
	<b>Total Fund 211 - Transnet Fund</b>	<b>\$ 1,775,000</b>	<b>\$ 1,846,000</b>	<b>\$ 1,910,000</b>	<b>\$ 1,971,000</b>	<b>\$ 2,029,000</b>	<b>\$ 2,069,580</b>	<b>\$ 11,600,580</b>
<b>Fund 212 - Coastal Zone Management Fund</b>								
-	WB16A Beach Habitat Study	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 20,000	\$ 20,000	\$ 200,000
-	WB16C Coastal Storm Damage Reduction Project	20,000	20,000	150,000	150,000	150,000	150,000	640,000
-	WB08C SCoup-Sand Compatibility Opportunistic Use Program	100,000	100,000	100,000	100,000	100,000	100,000	600,000
	<b>Total Fund 212 - Coastal Zone Management Fund</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>	<b>\$ 290,000</b>	<b>\$ 290,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 1,440,000</b>
<b>Fund 213 - Governmental/Educational Access Fund</b>								
61	WC12C Governmental/Educational Access Project-Equipment Update	\$ 160,000	\$ 155,000	\$ 90,000	\$ 85,000	\$ 50,000	\$ 50,000	\$ 590,000
24	WC18E Tech Infrastructure Replacement	31,667	24,716	27,242	20,480	20,000	41,500	165,605
	<b>Total Fund 213 - Governmental/Educational Access Fund</b>	<b>\$ 191,667</b>	<b>\$ 179,716</b>	<b>\$ 117,242</b>	<b>\$ 105,480</b>	<b>\$ 70,000</b>	<b>\$ 91,500</b>	<b>\$ 755,605</b>
<b>Fund 222 - CDBG Fund</b>								
CS19E	Santa Fe Drive Corridor Improvements	\$ 235,181	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 635,181
	<b>Total Fund 222 - CDBG Fund</b>	<b>\$ 235,181</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 635,181</b>
<b>Fund 223 - Federal Capital Grant Fund</b>								
12	WC18A 800 MHZ Radio Upgrades ( FY16 SHSP Grant)	\$ 39,882	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,882
	<b>Total Fund 223 - Federal Capital Grant Fund</b>	<b>\$ 39,882</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 39,882</b>
<b>Fund 230 - CSA17 Fund</b>								
12	WC18A 800 MHZ Radio Upgrades	\$ 16,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,700
	<b>Total Fund 230 - CSA17 Fund</b>	<b>\$ 16,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,700</b>
<b>Fund 233 - Traffic Mitigation Fund</b>								
CS11C	La Costa Avenue Improvements	\$ (300,000)	\$ (300,000)	\$ (150,000)				\$ (750,000)
-	CS19E Santa Fe Drive Corridor Improvements	746,179	350,000	200,000				1,296,179
69	CS02F Traffic Safety and Calming	(64,596)	-	-	-	-	-	(64,596)
70	CS02G Traffic Signal Modifications	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	<b>Total Fund 233 - Traffic Mitigation Fund</b>	<b>\$ 431,583</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 781,583</b>
<b>Fund 234 - Reg Traffic</b>								
CS11C	La Costa Avenue Improvements	\$ 300,000	\$ 300,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 750,000
	<b>Total Fund 234 - Reg Traffic</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>
<b>Fund 295 - ELLD Fund</b>								
68	CS17G Street Light & Traffic Signal Replacements	\$ 50,000	\$ 50,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 260,000
	<b>Total Fund 295 - ELLD Fund</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 260,000</b>
<b>Fund 297 - Zone H Fund</b>								
68	CS17G Street Light & Traffic Signal Replacements	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
	<b>Total Fund 297 - Zone H Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 20,000</b>
<b>Fund 403 - Facilities Fund Capital Projects</b>								
73	CF16A Civic Center Improvements	\$ 300,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 800,000
79	CF18B Community Center Improvements	100,000	100,000	100,000	100,000	100,000	100,000	600,000
76	CF16B Fire Stations Improvements	30,000	25,000	25,000	25,000	25,000	25,000	155,000
74	CF16F Library Improvements	150,000	50,000	400,000	50,000	50,000	50,000	750,000
78	CF20A Lifeguard Facility Improvements	25,000	25,000	25,000	25,000	25,000	25,000	150,000

**CITY OF ENCINITAS  
PROPOSED SIX-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FY 2022 - 2027 BY FUND**

Project Number	Project Description	Proposed FY 2021-22	Proposed FY 2022-23	Proposed FY 2023-24	Proposed FY 2024-25	Proposed FY 2025-26	Proposed FY 2026-27	PROPOSED SIX-YEAR TOTAL COST
75 CF16D	PW Facility Improvements	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Total Fund 403 - Facilities Fund Capital Projects</b>		<b>\$ 655,000</b>	<b>\$ 350,000</b>	<b>\$ 700,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 2,755,000</b>
<b>Fund 512 - CSD Capital Projects</b>								
- CC04E	CSD Collection System Rehab	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,800,000
- CC04J	Olivenhain Trunk Improvements	700,000	700,000	700,000	-	-	-	2,100,000
- CC21A	SEJPA Plant Improvements	-	-	(1,128,220)	475,000	475,000	475,000	296,780
<b>Total Fund 512 - CSD Capital Projects</b>		<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ (128,220)</b>	<b>\$ 775,000</b>	<b>\$ 775,000</b>	<b>\$ 775,000</b>	<b>\$ 4,196,780</b>
<b>Fund 522 - ESD Capital Projects</b>								
- CE04A	Batiquitos 2004 Pump Station Improvement	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 540,000
- CE04H	Collection System Rehabilitation	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
- CE21B	CIPs at Encina	875,876	1,200,488	1,300,229	1,450,116	1,403,434	1,497,304	7,727,447
- CE22D	Moonlight Beach Pump Station Rehabilitation	375,000	375,000	-	-	-	-	750,000
<b>Total Fund 522 - ESD Capital Projects</b>		<b>\$ 1,840,876</b>	<b>\$ 2,165,488</b>	<b>\$ 1,890,229</b>	<b>\$ 2,040,116</b>	<b>\$ 1,993,434</b>	<b>\$ 2,087,304</b>	<b>\$ 12,017,447</b>
<b>Fund 561 - Pacific Pines Fund</b>								
402 WC18D	Pacific Pines Maintenance Schedule	\$ 15,172	\$ 52,964	\$ 64,392	\$ 65,072	\$ 75,049	\$ 25,669	\$ 298,318
<b>Total Fund 561 - Pacific Pines Fund</b>		<b>\$ 15,172</b>	<b>\$ 52,964</b>	<b>\$ 64,392</b>	<b>\$ 65,072</b>	<b>\$ 75,049</b>	<b>\$ 25,669</b>	<b>\$ 298,318</b>
<b>Grand Total</b>		<b>\$ 35,482,702</b>	<b>\$ 12,236,353</b>	<b>\$ 10,045,089</b>	<b>\$ 9,749,109</b>	<b>\$ 9,258,749</b>	<b>\$ 9,890,340</b>	<b>\$ 86,662,342</b>

**PROPOSED SIX-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FUNDED PROJECTS  
FY 2022 - 2027 FUNDED CIP REQUESTS**

Project Number	Funding Source	Project Description	Proposed FY 2021-22	Proposed FY 2022-23	Proposed FY 2023-24	Proposed FY 2024-25	Proposed FY 2025-26	Proposed FY 2026-27	PROPOSED SIX-YEAR TOTAL COST
<b>Drainage</b>									
21 CD20A	101 GENERAL FUND	Cottonwood Creek Basin Maintenance	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
20 Z NEW	101 GENERAL FUND	La Costa Stormwater Basin Rehab	-	-	450,000	-	-	-	450,000
19 CD05E	101 GENERAL FUND	Storm Drain Repair	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
<b>Total Drainage</b>			<b>\$ 250,000</b>	<b>\$ 850,000</b>	<b>\$ 700,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 2,550,000</b>
<b>Facilities</b>									
73 CF16A	403 FACILITIES FUND CAPITAL PROJECTS	Civic Center Improvements	300,000	100,000	100,000	100,000	100,000	100,000	800,000
79 CF18B	403 FACILITIES FUND CAPITAL PROJECTS	Community Center Improvements	100,000	100,000	100,000	100,000	100,000	100,000	600,000
76 CF16B	403 FACILITIES FUND CAPITAL PROJECTS	Fire Stations Improvements	30,000	25,000	25,000	25,000	25,000	25,000	155,000
74 CF16F	403 FACILITIES FUND CAPITAL PROJECTS	Library Improvements	150,000	50,000	400,000	50,000	50,000	50,000	750,000
78 CF20A	403 FACILITIES FUND CAPITAL PROJECTS	Lifeguard Facility Improvements	25,000	25,000	25,000	25,000	25,000	25,000	150,000
65 WC18D	561 PACIFIC PINES FUND	Pacific Pines Maintenance Schedule	15,172	52,964	64,392	65,072	75,049	25,669	298,318
75 CF16D	403 FACILITIES FUND CAPITAL PROJECTS	PW Facility Improvements	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Total Facilities</b>			<b>\$ 670,172</b>	<b>\$ 402,964</b>	<b>\$ 764,392</b>	<b>\$ 415,072</b>	<b>\$ 425,049</b>	<b>\$ 375,669</b>	<b>\$ 3,053,318</b>
<b>Mobility Improvements</b>									
15 CS16C	101 GENERAL FUND	ADA Curb Ramp Project (Transition Plan Compliance)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
- Z NEW	203 STATE CAPITAL GRANT FUND	Citywide Leading Pedestrian Intervals	1,234,500	-	-	-	-	-	1,234,500
- Z NEW	101 GENERAL FUND	Coast Highway 101 Separated Bike Lanes	72,210	-	-	-	-	-	72,210
- Z NEW	203 STATE CAPITAL GRANT FUND	Coast Highway 101 Separated Bike Lanes	649,890	-	-	-	-	-	649,890
<b>Total Coast Highway 101 Separated Bike Lanes</b>			<b>722,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>722,100</b>
5 CS18E	101 GENERAL FUND	General Mobility Improvements	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
- Z NEW	101 GENERAL FUND	Highway 101 Walkway to Solana Beach	132,770	-	-	-	-	-	132,770
- Z NEW	203 STATE CAPITAL GRANT FUND	Highway 101 Walkway to Solana Beach	708,930	-	-	-	-	-	708,930
<b>Total Highway 101 Walkway to Solana Beach</b>			<b>841,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>841,700</b>
62 CS18D	101 GENERAL FUND	Installation of Innovative Bike Lane Treatment (ROW Re-Utiliz;	25,000	25,000	25,000	25,000	25,000	25,000	150,000
67 CS01E	101 GENERAL FUND	Safe Rte 2 Schools Program (City)	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
69 CS02F	101 GENERAL FUND	Traffic Safety and Calming	100,000	75,000	75,000	75,000	75,000	75,000	475,000
69 CS02F	233 TRAFFIC MIT FUND	Traffic Safety and Calming	(64,596)	-	-	-	-	-	(64,596)
<b>Total Traffic Safety and Calming</b>			<b>35,404</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>410,404</b>
<b>Total Mobility Improvements</b>			<b>\$ 3,408,704</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 650,000</b>	<b>\$ 6,658,704</b>
<b>Parks and Beaches</b>									
- CF18A	101 GENERAL FUND	ADA Parking Lot Upgrades (Glen Park)	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
- WB16A	212 COASTAL ZONE MANAGEMENT FUND	Beach Habitat Study	40,000	40,000	40,000	40,000	20,000	20,000	200,000
11 -	101 GENERAL FUND	Beach Staircase Access Refurbishment	-	392,400	-	462,600	-	-	855,000
- Z NEW	101 GENERAL FUND	Beacon's Beach Parking Lot	150,000	400,000	-	-	-	-	550,000
- WB16C	203 STATE CAPITAL GRANT FUND	Coastal Storm Damage Reduction Project	160,000	160,000	-	-	-	-	320,000
- WB16C	212 COASTAL ZONE MANAGEMENT FUND	Coastal Storm Damage Reduction Project	20,000	20,000	150,000	150,000	150,000	150,000	640,000
<b>Total Coastal Storm Damage Reduction Project</b>			<b>180,000</b>	<b>180,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>960,000</b>
- Z NEW	101 GENERAL FUND	El Portal Undercrossing Public Art	129,800	-	-	-	-	-	129,800
58 CP04G	101 GENERAL FUND	Park Improvement Projects	218,048	224,589	235,744	245,203	252,559	260,135	1,436,278
22 CP00F2	101 GENERAL FUND	Rec Trails Development/Trail 82, Rancho Santa Fe Road	100,000	-	-	-	-	-	100,000
22 CP00F4	101 GENERAL FUND	Rec Trails Development/Trail 95, El Camino Del Norte	505,000	-	-	-	-	-	505,000
- WB08C	212 COASTAL ZONE MANAGEMENT FUND	SCOUP-Sand Compatibility Opportunistic Use Program	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>Total Parks and Beaches</b>			<b>\$ 1,722,848</b>	<b>\$ 1,336,989</b>	<b>\$ 525,744</b>	<b>\$ 997,803</b>	<b>\$ 522,559</b>	<b>\$ 530,135</b>	<b>\$ 5,636,078</b>

**PROPOSED FUNDED CIP REQUESTS BY CATEGORY**

**PROPOSED SIX-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FUNDED PROJECTS  
FY 2022 - 2027 FUNDED CIP REQUESTS**

Project Number	Funding Source	Project Description	Proposed FY 2021-22	Proposed FY 2022-23	Proposed FY 2023-24	Proposed FY 2024-25	Proposed FY 2025-26	Proposed FY 2026-27	PROPOSED SIX-YEAR TOTAL COST
<b>Streets and Rail Corridor</b>									
27 CS21A	201 HUTA (GAS TAX) FUND	FY2020-21 Annual Street Overlay - HUTA	\$ 559,981	\$ 571,181	\$ 582,604	\$ 594,256	\$ 606,141	\$ 618,264	\$ 3,532,427
27 CS21A	211 TRANSNET FUND	FY2020-21 Annual Street Overlay	1,775,000	1,846,000	1,910,000	1,971,000	2,029,000	2,069,580	11,600,580
27 CS21A	201 HUTA (GAS TAX) FUND	FY2020-21 Annual Street Overlay - RMRA SB1	1,238,938	1,263,717	1,288,991	1,314,771	1,341,066	1,367,888	7,815,371
		Total FY 2020-21 Annual Street Overlay	3,573,919	3,680,898	3,781,595	3,880,027	3,976,207	4,055,732	22,948,378
CS11C	233 TRAFFIC MIT FUND	La Costa Avenue Improvements	(300,000)	(300,000)	(150,000)	-	-	-	(750,000)
CS11C	234 REG TRAFFIC	La Costa Avenue Improvements	300,000	300,000	150,000	-	-	-	750,000
		Total La Costa Avenue Improvements	-	-	-	-	-	-	-
7 CS04D	101 GENERAL FUND	Leucadia Streetscape - Future Phases	20,000,000	-	-	-	-	-	20,000,000
- Z NEW	101 GENERAL FUND	Rail Safety Study At-Grade Crossings	250,000	-	-	-	-	-	250,000
- Z NEW	101 GENERAL FUND	San Elijo Bridge Pavement Failure Repair	475,000	-	-	-	-	-	475,000
CS19E	222 CDBG FUND	Santa Fe Drive Corridor Improvements	235,181	200,000	200,000	-	-	-	635,181
CS19E	233 TRAFFIC MITIGATION FUND	Santa Fe Drive Corridor Improvements	746,179	350,000	200,000	-	-	-	1,296,179
		Total Santa Fe Drive Corridor Improvements	981,360	550,000	400,000	-	-	-	1,931,360
68 CS17G	295 ELLD FUND	Street Light & Traffic Signal Replacements	50,000	50,000	40,000	40,000	40,000	40,000	260,000
68 CS17G	297 Zone H FUND	Street Light & Traffic Signal Replacements	-	-	5,000	5,000	5,000	5,000	20,000
		Total Street Light & Traffic Signal Replacements	50,000	50,000	45,000	45,000	45,000	45,000	280,000
70 CS02G	233 TRAFFIC MIT FUND	Traffic Signal Modifications	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Total Streets and Rail Corridor</b>			<b>\$ 25,380,279</b>	<b>\$ 4,330,898</b>	<b>\$ 4,276,595</b>	<b>\$ 3,975,027</b>	<b>\$ 4,071,207</b>	<b>\$ 4,150,732</b>	<b>\$ 46,184,738</b>
<b>Studies</b>									
- WB06A	203 STATE CAPITAL GRANT FUND	ACOE Shoreline Protection Study	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
56 WC18B	101 GENERAL FUND	Assessment of Fair Housing	-	-	50,000	-	-	-	50,000
40 WC16D	101 GENERAL FUND	Circulation Element of GP	50,000	-	-	-	-	-	50,000
2 WC17A	101 GENERAL FUND	Climate Action Plan - Mitigation Measures	136,500	201,500	86,500	86,500	86,500	136,500	734,000
58 WC19C	101 GENERAL FUND	Consolidated Plan (CDBG Program)	-	-	50,000	-	-	-	50,000
18 WC14B	101 GENERAL FUND	Housing Element Update	-	500,000	500,000	-	-	-	1,000,000
- Z NEW	101 GENERAL FUND	Municipal Code Clean-Up	100,000	-	-	-	-	-	100,000
- Z NEW	#### GENERAL FUND	New Sports Courts Study	-	30,000	-	-	-	-	30,000
- Z NEW	101 GENERAL FUND	Sixth Cycle Housing Element Implementation	50,000	50,000	-	-	-	-	100,000
<b>Total Studies</b>			<b>\$ 341,500</b>	<b>\$ 786,500</b>	<b>\$ 691,500</b>	<b>\$ 91,500</b>	<b>\$ 91,500</b>	<b>\$ 141,500</b>	<b>\$ 2,144,000</b>

**PROPOSED FUNDED CIP REQUESTS BY CATEGORY**



**PROPOSED SIX-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FUNDED PROJECTS  
FY 2022 - 2027 FUNDED CIP REQUESTS**

Project Number	Funding Source	Project Description	Proposed FY 2021-22	Proposed FY 2022-23	Proposed FY 2023-24	Proposed FY 2024-25	Proposed FY 2025-26	Proposed FY 2026-27	PROPOSED SIX-YEAR TOTAL COST
<b>Technology</b>									
12 WC18A	101 GENERAL FUND	800 MHZ Radio Upgrades	\$ 84,674	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,674
12 WC18A	230 CSA 17A	800 MHZ Radio Upgrades	16,700	-	-	-	-	-	16,700
12 WC18A	223 FEDERAL CAPITAL GRANT FUND	800 MHZ Radio Upgrades ( FY16 SHSP Grant)	39,882	-	-	-	-	-	39,882
		Total 800 MHZ Radio Upgrades	141,256	-	-	-	-	-	141,256
60 WC01A	101 GENERAL FUND	GIS Basemap Updates and Enhancements	-	20,000	-	20,000	-	20,000	60,000
61 WC12C	213 GOVERNMENTAL/EDUCATIONAL ACCESS	Governmental/Educational Access Project-Equipment Update	160,000	155,000	90,000	85,000	50,000	50,000	590,000
24 WC18E	101 GENERAL FUND	Tech Infrastructure Replacement	512,000	469,598	517,607	389,111	380,000	788,500	3,056,816
24 WC18E	213 GOVT EDUC ACCESS FUND	Tech Infrastructure Replacement	31,667	24,716	27,242	20,480	20,000	41,500	165,605
		Total Tech Infrastructure Replacement	543,667	494,314	544,849	409,591	400,000	830,000	3,222,421
71 WC16A	101 GENERAL FUND	Tyler Enterprise (formerly Enterprise Workflow Management)	23,400	44,200	40,000	40,000	30,000	30,000	207,600
	<b>Total Technology</b>		<b>\$ 868,323</b>	<b>\$ 713,514</b>	<b>\$ 674,849</b>	<b>\$ 554,591</b>	<b>\$ 480,000</b>	<b>\$ 930,000</b>	<b>\$ 4,221,277</b>
<b>Wastewater</b>									
- CE04A	522 ESD CAPITAL PROJECTS	Batiquitos 2004 Pump Station Improvement	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 540,000
- CE21B	522 ESD CAPITAL PROJECTS	CIPs at Encina	875,876	1,200,488	1,300,229	1,450,116	1,403,434	1,497,304	7,727,447
- CE04H	522 ESD CAPITAL PROJECTS	Collection System Rehabilitation	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
- CC04E	512 CSD CAPITAL PROJECTS	CSD Collection System Rehab	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
- CE22D	522 ESD CAPITAL PROJECTS	Moonlight Beach Pump Station Rehabilitation	375,000	375,000	-	-	-	-	750,000
- CC04J	512 CSD CAPITAL PROJECTS	Olivenhain Trunk Improvements	700,000	700,000	700,000	-	-	-	2,100,000
- CC21A	512 CSD CAPITAL PROJECTS	SEJPA Plant Improvements	-	-	(1,128,220)	475,000	475,000	475,000	296,780
	<b>Total Wastewater</b>		<b>\$ 2,840,876</b>	<b>\$ 3,165,488</b>	<b>\$ 1,762,009</b>	<b>\$ 2,815,116</b>	<b>\$ 2,768,434</b>	<b>\$ 2,862,304</b>	<b>\$ 16,214,227</b>
<b>Grand Total</b>			<b>\$ 35,482,702</b>	<b>\$ 12,236,353</b>	<b>\$ 10,045,089</b>	<b>\$ 9,749,109</b>	<b>\$ 9,258,749</b>	<b>\$ 9,890,340</b>	<b>\$ 86,662,342</b>

PROPOSED FUNDED CIP REQUESTS BY CATEGORY

# Debt

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The Debt Service Fund is used to account for the accumulation of resources for, and the repayment of general long-term debt, interest, and related costs. The City's policy is that the debt service on bonds and notes paid each year shall not exceed 15 percent of the General Fund budget. The annual debt service amount of \$3,922,355 at June 30, 2021 is five percent of the General Fund budget and meets the City's debt service policy.

The City enjoys a AAA bond rating, which is the highest rating issued. Descriptions of the City's capital leases and bonded debt follow.

## Capital Leases

The City entered long-term lease arrangements to finance the purchase of replacement fire engines in 2017 and 2020; and improvements to the Encinitas Civic Center in 2008.

## Bonded Debt

The 2013 Encinitas Public Financing Authority Lease Revenue Bonds were issued to partially fund the construction of the Encinitas Community Park.

The 2014 Encinitas Public Financing Authority Lease Revenue Bonds Series A and B were issued to fund two capital projects. Series A for \$3 million was used to build a new marine safety center at Moonlight Beach. Series B for \$10 million was used to purchase the Pacific View property.

The 2015 Encinitas Public Financing Authority Lease Revenue Bonds were issued to refund the 2006 Encinitas Public Financing Authority Lease Refund Bonds. The 2006 bonds were issued to construct the Encinitas Library and partially fund the Encinitas Community Park, fire stations 1-3, and improvements to the public works building.

The 2017 Encinitas Public Financing Authority Lease Revenue Bonds were issued to refund the 2010 Encinitas Public Financing Authority Lease Revenue Bonds. The 2010 bonds were issued to refund the 2001 bonds which were originally issued to fund the purchase of the land for the Encinitas Community Park.

## Enterprise/Business-Type

2017 CSD Note Payable to San Elijo Joint Powers Authority (SEJPA) is a loan for the purpose of funding the completion of wastewater facilities and improvements projects titled the "Clean Water Projects." CSD is responsible for 50% of the total amount of the \$22,115,000 of Revenue Bonds issued by SEJPA.

2004 Encinitas Housing Authority Housing Mortgage Note Payable was executed in conjunction with the purchase of 16 affordable housing units.

# Long Term Obligations and Capital Leases

Bond/Lease Name	Repayment Source	Original Bond Issue/Lease	Outstanding Balance at June 30, 2021	FY 2021-22 Payment P & I	Final Payment FY
2013 Lease Revenue Bonds Series A (Park Project)	General Fund	\$7,865,000	\$5,200,000	\$513,206	2033
2014 Lease Revenue Bonds Pacific View Land	General Fund	10,365,000	9,130,000	645,225	2044
Moonlight Beach Lifeguard Tower		3,095,000	2,690,000	167,832	2044
2015 Library Refunding Bonds	General Fund	15,645,000	12,995,000	1,056,582	2037
2017 Lease Revenue Refunding Bonds	General Fund	11,955,000	9,335,000	1,142,000	2031
2017 CSD Note to SEJPA	CSD	11,057,500	10,615,000	668,112	2047
2004 Housing Authority	EHA	1,905,338	924,799	99,879	2034
2017 Fire Apparatus Lease	General Fund	629,851	283,397	98,642	2024
2020 Fire Apparatus Lease	General Fund	737,623	689,003	115,312	2028
2008 Roof Lease	General Fund	2,100,000	350,785	183,556	2023
Totals		\$65,355,312	\$52,212,984	\$4,690,346	
<b>Totals by Fund</b>					
General Fund		\$52,392,474	\$40,673,185	\$3,922,355	
Cardiff Sanitary Debt Service Fund		11,057,500	10,615,000	668,112	
Encinitas Housing Authority		1,905,338	924,799	99,879	
		\$65,355,312	\$52,212,984	\$4,690,346	

# Position Summary

## By Function

	Approved FY 2018-19	Approved FY 2019-20	Approved FY 2020-21	Adopted FY 2021-22	Proposed FY 2022-23
GENERAL GOVERNMENT					
City Council	1.00	1.00	1.00	1.00	1.00
City Manager	27.20	27.35	27.35	29.35	29.35
City Clerk	3.00	3.00	3.00	3.00	3.00
Finance	13.40	13.70	13.70	13.70	13.70
DEVELOPMENT SVCS (Planning, Building, Eng)	48.00	48.00	48.00	50.50	50.50
PUBLIC SAFETY	69.00	70.00	70.00	70.00	70.00
PUBLIC WORKS	34.00	34.00	34.00	35.00	35.00
PARKS, REC & CULTURAL ARTS	21.25	21.25	21.25	21.50	21.50
Grand Total	216.85	218.30	218.30	224.05	224.05

### Notes

Increase in 5.75 FTE for FY 2021-22 includes:

2.00 General Government	IT Network Analyst, Multi-Media Analyst
2.50 Development Services	Housing Services Manager, Senior Planner – Mobility, 0.5 Program Assistant
1.00 Public Works	Utility & Maintenance Worker
0.25 Parks and Recreation	Program Assistant

# How to Read Departmental Summaries

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The departmental section of a budget document traditionally has focused on accomplishments and detailed financial schedules. Recently, however, emphasis is also being placed on describing programs or services and how their objectives will be met. Here is an overview of the information communicated in Departmental pages.

Department Name

Dept #

## **Did you know?**

Presents interesting facts about our city or highlights a recent accomplishment.

## **Services**

A description of services or functional responsibilities, along with hours of operation and contact information.

## **Department historical recap**

Brief departmental historical recap of significant restructuring or changes to how services are delivered.

## **Link to fund structure**

Overview of the funds where department revenues and expenditures are budgeted.

## **Key changes in service levels**

Identifies increases or reductions in service levels. This may include the dollar impact and the potential effect on the public.

## **Performed in-house or privatized**

Discusses whether services are performed in-house (by City staff) or privatized (contracted out to another party to deliver services).

## **Activities required by law**

Highlights activities required by law.

## **Issues**

Discusses challenges, issues, and opportunities—with a focus on the future, key decision points, and potential solutions.

## Budget Summary

### Revenues

Identifies major categories of revenue.

### Expenditures / Expenses

Identifies major categories of expenditures.

## Staffing


A departmental organization chart is provided. Any proposed reclassification or re-organizations are noted, but not shown in the chart.

Departmental headcount is presented in the agencywide Position Summary Schedule.

## Strategic Plan and Performance Measures

### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
SAMPLE Provide law enforcement		Partner with PERT on mental health calls	Continuous	Did not track	415	420	450	450

### KEY: Strategic Plan Operating Principles and Vision



Respectful Partnerships / Community Outreach



Improvement & Efficiency



Measurement & Accountability / Data Gathering & Sharing



Financially Sound Decision Making / Economic Development



Public Safety



Quality Transportation



Recreation



Environment

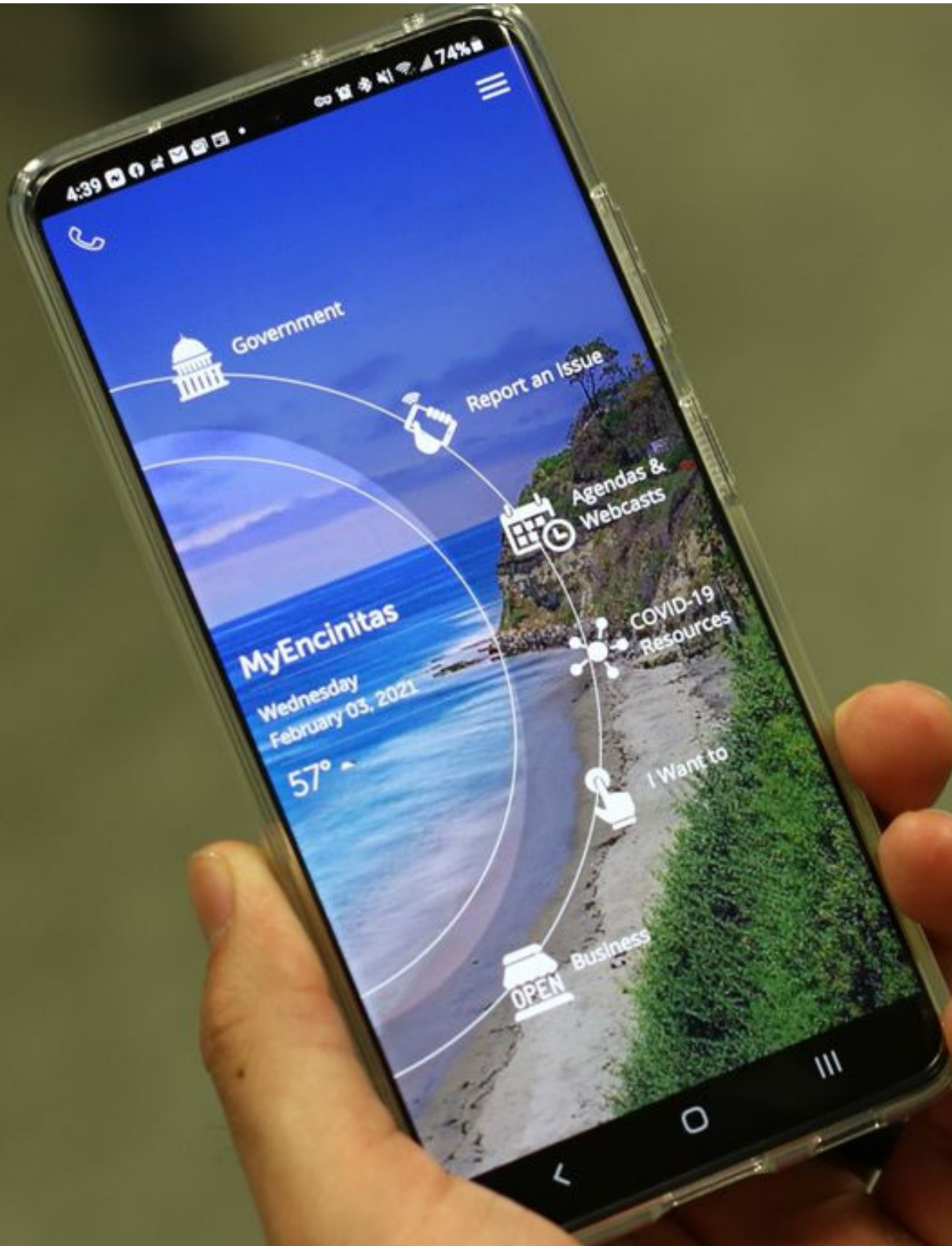


Arts & Culture



Community Character / Community Planning

# General Government Function



## Did you know?

Students, and other residents, can learn how City government positively impacts their daily lives on the City of Encinitas YouTube channel. Click here to watch the "[Life in Encinitas: Civic Education](#)" video.

## Services

The City Council is the governing body of the City and consists of an elected Mayor and four elected Council Members. The role of the Mayor and City Council is to determine policy for the City. The Mayor is a two-year term and Council members are elected on staggered four-year terms. The Deputy Mayor is selected each year by a majority vote of the City Council.

In addition to the specific direction given to the City Manager at Council meetings, Council also adopts goals and procedures which define services the City should provide for its residents. The Council approves the City's Financial Plan and Capital Improvement Plan.

The Mayor and City Council serve as Board Members of the San Dieguito Water District, Encinitas Housing Authority, and the Encinitas Financing Authority. In addition, Council Members represent the City on various [regional boards, commissions, and committees](#).

Webpage	<a href="https://encinitasca.gov/Government/Elected-Officials">https://encinitasca.gov/Government/Elected-Officials</a>
Phone number	760-633-2618
Address	City Hall, 505 S. Vulcan Ave., Encinitas CA, 92024
Hours of operation	City Council typically meets the second, third, and fourth Wednesday of each month for regular Council meetings beginning at 6:00 p.m. Special meetings are also held on an "as needed" basis in order to address special issues or conduct special public workshops.
Email	City Council Group E-Mail: <a href="mailto:council@encinitasca.gov">council@encinitasca.gov</a> See webpage for direct phone extensions and email addresses
Department Head	Catherine S. Blakespear, Mayor (presiding officer of City Council)

## Department historical recap

- 2022: [City Council Redistricting](#) (in process)
- 2018–2020: transitioned from at-large to district-based elections for Council Members
- 2017: voting districts established
- 2014: transitioned from majority vote of City Council to directly elected Mayor

## Link to fund structure

- All funds: approve budget appropriations, capital projects, debt
- 101 - GENERAL FUND: department operating budget



- 213 - GOVERNMENT EDUCATION ACCESS: award franchise agreements

### Changes in service levels

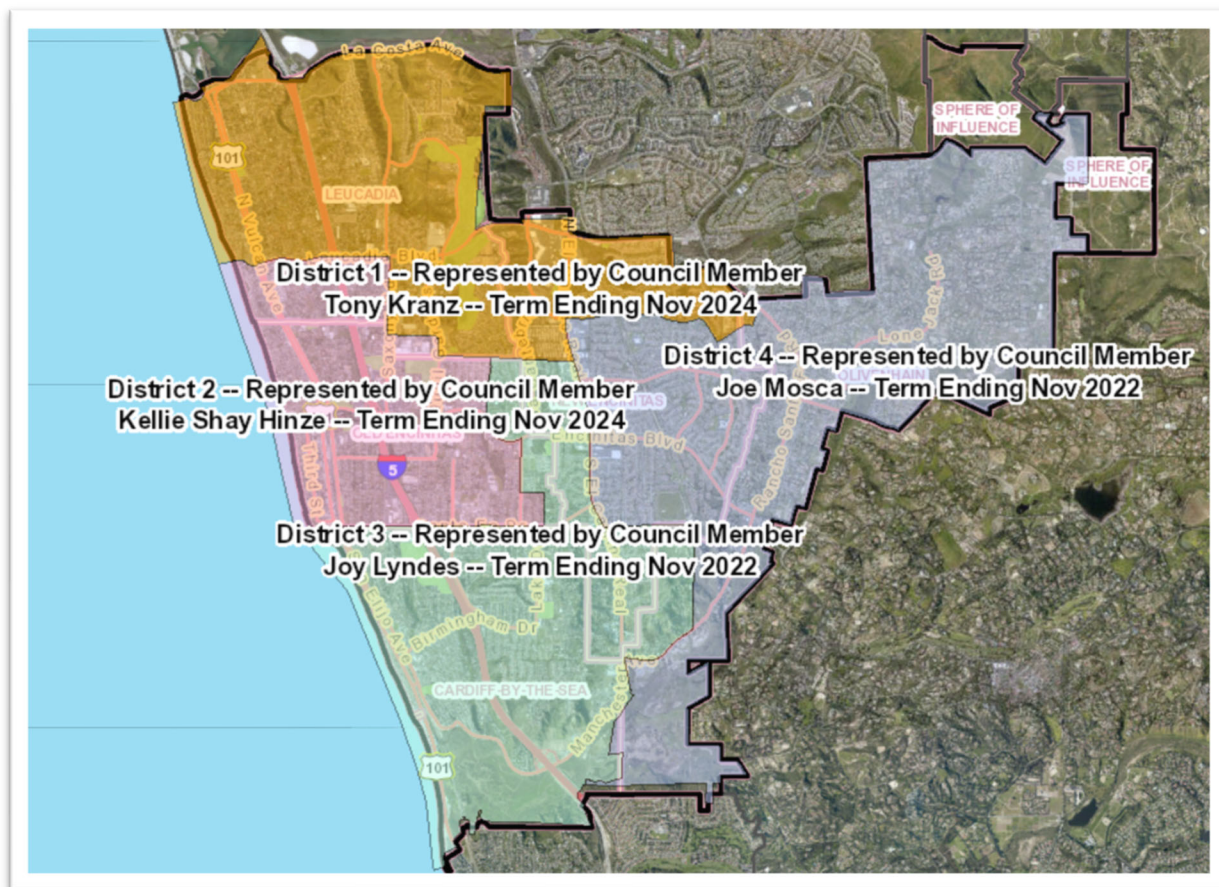
- COVID-19 impacts on revenue, need for community assistance, and grant administration required reprioritization of Capital Improvement projects
- Launched Community Choice Energy, with member cities of San Diego, Chula Vista, Imperial Beach and La Mesa

### Performed in-house or privatized

Not applicable – elected officials

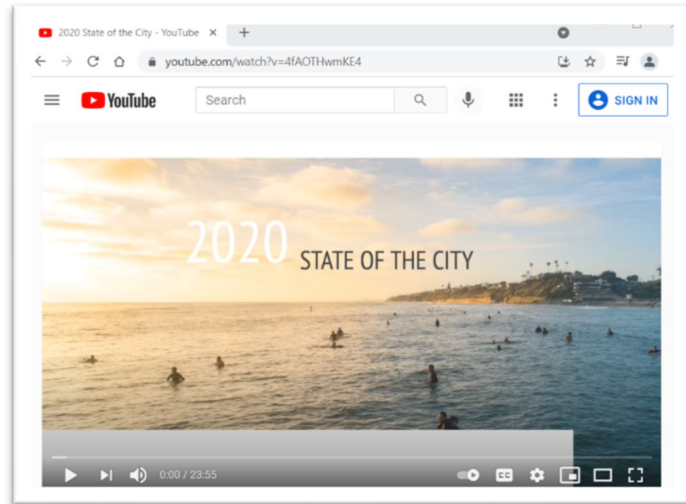
### Activities required by law

- Encinitas Municipal Code defines Council structure and responsibilities
- Following every federal decennial census, local governments are required to commence a formal redistricting process as prescribed by the California Elections Code



## Issues

Each year, the Mayor presents a State of the City address hosted by the Encinitas Chamber of Commerce. The State of the City Address highlights significant accomplishments and challenges from the previous year and provides an outlook for the future. The October [2020 State of the City](#), the first virtual address, is available for viewing on YouTube.



## Budget Summary

### Revenues

Consist of ticket sales to recover costs of the Mayor's Prayer Breakfast.

### Expenditures

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>101 - GENERAL FUND</b>	<b>-423,710</b>	<b>-426,128</b>	<b>-471,054</b>	<b>-507,289</b>	<b>-509,953</b>
<b>Revenue</b>	<b>2,425</b>		<b>2,225</b>	<b>2,225</b>	<b>2,225</b>
10110300 - CITY COUNCIL-ADMINISTRATION	2,425		2,225	2,225	2,225
37 - OTHER REVENUE	2,425		2,225	2,225	2,225
<b>Expense</b>	<b>-426,135</b>	<b>-426,128</b>	<b>-473,279</b>	<b>-509,514</b>	<b>-512,178</b>
10110300 - CITY COUNCIL-ADMINISTRATION	-426,135	-426,128	-473,279	-509,514	-512,178
41 - PERSONNEL	-268,442	-309,720	-322,766	-330,799	-333,463
43 - MATERIALS & SUPPLIES	-21,889	-13,505	-19,085	-21,685	-21,685
45 - CONTRACTS & SERVICES	-135,804	-102,903	-131,428	-157,030	-157,030
<b>213 - GOVERNMENT EDUCATION ACCESS</b>	<b>-128,434</b>	<b>-129,998</b>	<b>-209,826</b>	<b>-119,801</b>	<b>-119,801</b>
<b>Expense</b>	<b>-128,434</b>	<b>-129,998</b>	<b>-209,826</b>	<b>-119,801</b>	<b>-119,801</b>
21310313 - CITY MANAGER-GOV EDUC ACCESS	-128,434	-129,998	-209,826	-119,801	-119,801
41 - PERSONNEL					
43 - MATERIALS & SUPPLIES	-2,867	-1,804	-8,000	-10,000	-10,000
45 - CONTRACTS & SERVICES	-105,806	-108,433	-193,541	-101,516	-101,516
46 - INTERNAL COST ALLOC	-19,761	-19,761	-8,285	-8,285	-8,285
<b>229 - RESTRICTED DONATIONS &amp; CONTRIB</b>	<b>-74,750</b>				
<b>Revenue</b>	<b>71,250</b>				
22910301 - COMMUNITY GRANT	71,250				
36 - USE - MONEY/PROPERTY	71,250				
<b>Expense</b>	<b>-146,000</b>				
22910301 - COMMUNITY GRANT	-146,000				
49 - TRANSFERS	-146,000				
<b>Grand Total</b>	<b>-626,894</b>	<b>-556,126</b>	<b>-680,880</b>	<b>-627,090</b>	<b>-629,754</b>

## Staffing

Number of Full-Time Equivalent Positions: 1.0 FTE. Five elected council members with one full-time administrative staff member.








## Strategic Plan and Performance Measures






### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Provide policy direction for the City	All	Provide direction at Council meetings and adopt goals and procedures	Continuous	✓	✓	✓	✓	✓
Participate in regional policy decision-making	All	Represent the City on various regional boards and committees throughout San Diego County	Continuous	✓	✓	✓	✓	✓

### KEY: Operating Principles and Vision

-  Respectful Partnerships / Community Outreach
-  Improvement & Efficiency
-  Measurement & Accountability / Data Gathering & Sharing
-  Financially Sound Decision Making / Economic Development
-  Public Safety

-  Quality Transportation
-  Recreation
-  Environment
-  Arts & Culture
-  Community Character / Community Planning

## Services

The City Attorney represents the City of Encinitas and the San Dieguito Water District. The City Attorney advises the City Council, City Departments and City Commissions regarding legal matters of concern to the City and its operations.

Webpage	<a href="https://encinitasca.gov/Government/Elected-Officials">https://encinitasca.gov/Government/Elected-Officials</a>
Phone number	(760) 633-2672
Address	City Hall, 505 S. Vulcan Ave., Encinitas CA, 92024
Department Head	Leslie E Devaney, Interim City Attorney

## Department historical recap

- 2019: City Attorney resigned in fall of FY 2019-20. Interim City Attorney appointed.

## Link to fund structure

- 101 - GENERAL FUND: operating budget

## Changes in service levels

Increased outside special counsel services in FY 2021-22 related to Council redistricting and Measure H cannabis implementation

## Performed in-house or privatized?

Services are privatized. The contract City Attorney serves at the pleasure of City Council.

## Activities required by law

- Encinitas Municipal Code requires a Council-appointed City Attorney
- Interprets and advises on California State Code and Encinitas Municipal and Zoning Codes

## Issues

- The contracted City Attorney assists the Council, City Manager, and staff with ongoing legal concerns throughout the year.
- The City Attorney procures attorneys who specialize land use, litigation, liability, etc.
- Potential implementation of cannabis tax initiative.

## Budget Summary

### Expenditures

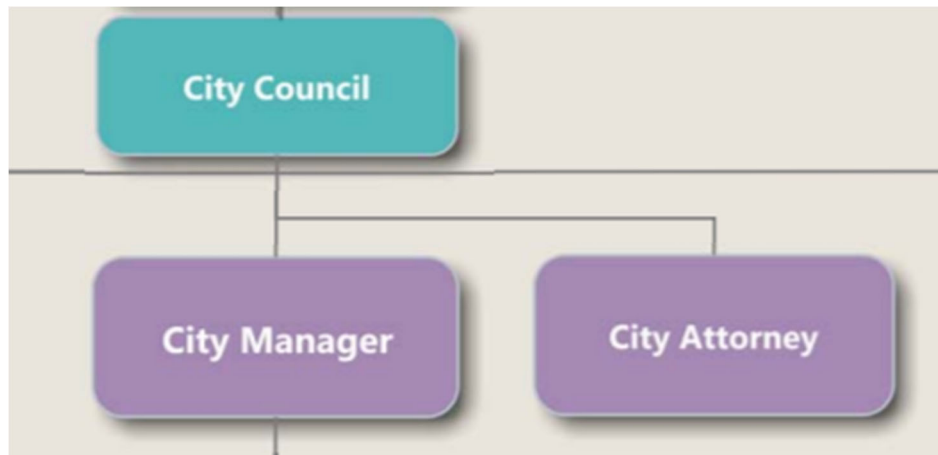
Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>101 - GENERAL FUND</b>	<b>-416,493</b>	<b>-667,378</b>	<b>-690,500</b>	<b>-985,500</b>	<b>-825,000</b>
Expense	-416,493	-667,378	-690,500	-985,500	-825,000
10110302 - CITY COUNCIL-CITY ATTORNEY	-416,493	-667,378	-690,500	-985,500	-825,000
43 - MATERIALS & SUPPLIES	-2,000	-2,000	0	0	0
45 - CONTRACTS & SERVICES	-414,493	-665,378	-690,500	-985,500	-825,000
<b>Grand Total</b>	<b>-416,493</b>	<b>-667,378</b>	<b>-690,500</b>	<b>-985,500</b>	<b>-825,000</b>

- Increase in general City Attorney services as new contract reflects current market rates. Prior City Attorney's fees had not increased substantially since original appointment in 2002.
- Increase in special counsel services related to Council redistricting process and one-time implementation of voter-approved cannabis initiative, \$165K and \$60K in FY 2021-22.

### Staffing

Number of Full-Time Equivalent Positions: 0 FTE, services are contracted.

Risk Management staff works closely with the City Attorney and helps coordinate legal services.



## Strategic Plan and Performance Measures

### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Advise Council, commissions, and staff on legal matters	All	Assist in achieving City goals that are the subject of our advice.	Continuous	✓	✓	✓	✓	✓

### KEY: Operating Principles and Vision



Respectful Partnerships / Community Outreach



Improvement & Efficiency



Measurement & Accountability / Data Gathering & Sharing



Financially Sound Decision Making / Economic Development



Public Safety



Quality Transportation



Recreation



Environment



Arts & Culture



Community Character / Community Planning

## Did you know?

- The City provided 250 assistance grants in the amount of \$2,500 each to small local businesses while businesses were required to be closed during the COVID-19 pandemic.

## Contact

Webpage	<a href="https://encinitasca.gov/Government/Departments/City-Manager">https://encinitasca.gov/Government/Departments/City-Manager</a>
Phone number	760-633-2604
Address	City Hall, 505 S. Vulcan Ave., Encinitas CA, 92024
Hours of operation	8:00 a.m. to 5:00 p.m, Monday through Thursday 8:00 a.m. to 4:00 p.m, Fri ( <a href="#">Alternating Fridays Closed</a> )
Email	citymanager@encinitasca.gov
Department head	Pamela Antil, City Manager

## Services

The Office of the City Manager is responsible for the administration and oversight of the city organization, including the hiring of the city's workforce, supervising city departments, and ensuring that the City Council's priorities are met. The Office is also responsible for regional government coordination, economic development, the city's legislative program, community engagement and public information, law enforcement contract administration, and citywide resource allocation.

This department includes the following divisions: Administration, Human Resources, Information Technology, Risk Management, and Environmental Services.

## Department historical recap

June 23, 2021: Council approved move of Environmental Services (Climate Action Plan and Coastal Zone) to the new Infrastructure & Sustainability Department. Divisions which had previously moved from Engineering 72730 as of July 1, 2017.

## Link to fund structure

- 101 - GENERAL FUND: department operating budget
- 212 - COASTAL ZONE MANAGEMENT: Environmental Services oversees
- 601 - SELF INSURANCE: Risk Management oversees

## Key changes in service levels

- One of five member cities in San Diego Community Power a new community choice aggregator in the San Diego region that began electric service starting 2021.
- Added a 24/7 Security Operations Center supporting the City, San Dieguito Water District, and San Elijo Joint Powers Authority.



### Performed in-house or privatized

- Services are performed by a mix of in-house staff and contracted services

### Activities required by law

- Encinitas Municipal Code requires a Council-appointed City Manager to deal with the administration of the City.
- Environmental Services Division is subject to uphold state and federal laws that are designed to protect the environment, such as the Clean Water Act, Coastal Zone Management Act, and the Endangered Species Act.
- Encinitas Municipal Code establishes and defines the duties of the Environmental Commission
- The Department of Homeland Security (DHS) mandates cybersecurity controls and audits to reduce risk to public infrastructure.

### Issues

- Effectively manage the response, reopening, and recovery related to the COVID-19 public health emergency
- Increase communications program through all available platforms to increase authentic community engagement and sharing of timely City information
- Integrate the recommendations of the Equity & Inclusion Committee upon adoption by Council
- Implement Green Building Ordinance and related activities
- Implement Cannabis (Measure H) Ordinance and related activities
- Successfully transition climate action and sand replenishment programs to new Infrastructure & Sustainability division
- Increase intergovernmental collaboration and legislative advocacy with local, state, and federal governments to further the City Council adopted legislative platform and support as-needed special projects
- Establish Infrastructure Blue Ribbon Committee to study citywide infrastructure backlog and funding opportunities
- Coordinate with City Council on evaluation City Attorney Services to include Request for Qualifications
- Administrative Services and Risk to lead the Redistricting 21/22 Project for updating the City's voting districts

In March 2021, the American Rescue Plan Act (ARPA) was signed into law. The City has received \$4.1 million of its \$8.1 million allocation for use towards the funding of COVID-19 related expenditures and investments in water, wastewater, storm drain and broadband projects.

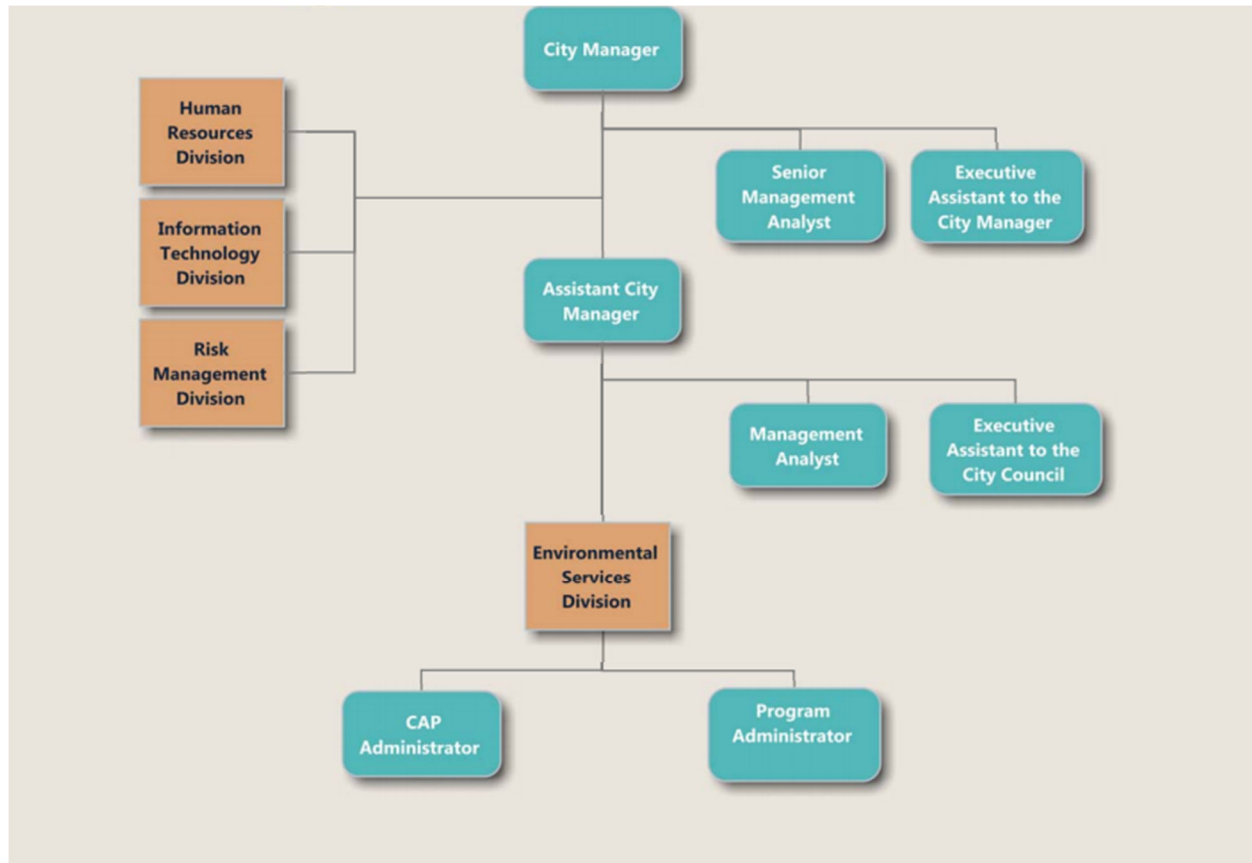


<h1>Budget Summary</h1>					
(Includes Transfers)					
	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
101 - GENERAL FUND	-3,050,791	-4,589,479	-5,058,201	-5,972,354	-5,845,968
Revenue	96,738	125,667	159,379	103,507	103,507
10120310 - CITY MANAGER-ADMINISTRATION	65,001	63,559	66,679	10,807	10,807
32 - LICENSE FEE/PERMITS	25,781	21,538	25,200		
33 - INTERGOVERNMENTAL					
36 - USE - MONEY/PROPERTY	39,220	42,021	41,479	10,807	10,807
10120314 - CITY MANAGER-ENVIRONMENTAL					
33 - INTERGOVERNMENTAL					
10120330 - CITY MANAGER-IT OPERATIONS	31,736	62,107	92,700	92,700	92,700
33 - INTERGOVERNMENTAL	31,736	62,092	92,700	92,700	92,700
34 - CHARGES FOR SERVICES		15			
Expense	-3,147,529	-4,715,146	-5,217,580	-6,075,861	-5,949,475
10120310 - CITY MANAGER-ADMINISTRATION	-941,803	-1,100,771	-1,170,588	-1,378,714	-1,188,542
41 - PERSONNEL	-827,992	-930,178	-941,358	-1,021,639	-1,006,827
43 - MATERIALS & SUPPLIES	-3,605	-2,461	-3,300	-3,300	-3,300
45 - CONTRACTS & SERVICES	-110,207	-168,132	-225,930	-353,775	-178,415
48 - DEBT/FINANCE					
10120312 - CITY MANAGER-ECONOMIC DEV	-94,663	-97,272	-213,000	-123,500	-123,500
43 - MATERIALS & SUPPLIES	-163	-272	-500	-6,000	-6,000
45 - CONTRACTS & SERVICES	-94,500	-97,000	-212,500	-117,500	-117,500
10120314 - CITY MANAGER-ENVIRONMENTAL	-155,717	-162,075	-161,960	-193,061	-197,581
41 - PERSONNEL	-140,759	-144,325	-148,545	-175,791	-175,311
43 - MATERIALS & SUPPLIES	-321	-4,440	-300	-300	-300
45 - CONTRACTS & SERVICES	-14,637	-13,311	-13,115	-16,970	-21,970
48 - DEBT/FINANCE					
10120320 - CITY MANAGER-HUMAN RESOURCES	-820,232	-837,249	-897,607	-954,309	-981,293
41 - PERSONNEL	-623,887	-665,773	-685,012	-720,380	-747,364
43 - MATERIALS & SUPPLIES	-5,038	-9,832	-21,125	-21,125	-21,125
45 - CONTRACTS & SERVICES	-191,307	-161,644	-191,470	-212,804	-212,804
10120330 - CITY MANAGER-IT OPERATIONS	-1,135,113	-2,517,778	-2,774,425	-3,426,277	-3,458,559
41 - PERSONNEL	-673,702	-1,600,873	-1,680,161	-1,919,656	-1,950,166
43 - MATERIALS & SUPPLIES	-117,983	-102,043	-95,228	-131,013	-131,013
45 - CONTRACTS & SERVICES	-343,429	-814,862	-999,036	-1,375,608	-1,377,380
47 - CAPITAL OUTLAY					
48 - DEBT/FINANCE					

	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
212 - COASTAL ZONE MANAGEMENT	-138,908	-229,555	-291,331	-267,886	-250,021
Expense	-138,908	-229,555	-291,331	-267,886	-250,021
21220314 - CITY MANAGER-COASTAL ZONE MGM	-138,908	-229,555	-291,331	-267,886	-250,021
41 - PERSONNEL	-47,139	-132,312	-153,756	-161,121	-143,256
43 - MATERIALS & SUPPLIES	-12,647	-2,032	-3,705	-7,025	-7,025
45 - CONTRACTS & SERVICES	-57,079	-73,167	-99,023	-99,740	-99,740
46 - INTERNAL COST ALLOC	-22,043	-22,043	-34,847		
223 - FEDERAL CAPITAL GRANT			-500,000		
Expense			-500,000		
22320310 - FEDERAL GRANT-CM ADMINISTRATC			-500,000		
49 - TRANSFERS			-500,000		
601 - SELF INSURANCE	-1,917,934	-890,090	-2,074,823	-1,839,586	-1,815,260
Revenue	1,184,308	1,540,711	1,090,908	1,242,908	1,242,908
60120340 - CITY MANAGER-RISK MANAGEMENT	1,184,308	1,540,711	1,090,908	1,242,908	1,242,908
33 - INTERGOVERNMENTAL					
34 - CHARGES FOR SERVICES	92,742	473,704	91,408	91,408	95,064
36 - USE - MONEY/PROPERTY	11,899	6,054	8,500	8,500	4,844
37 - OTHER REVENUE	1,079,667	1,060,953	991,000	1,143,000	1,143,000
Expense	-3,102,242	-2,430,801	-3,165,731	-3,082,494	-3,058,168
60120340 - CITY MANAGER-RISK MANAGEMENT	-3,102,242	-2,430,801	-3,165,731	-3,082,494	-3,058,168
41 - PERSONNEL	-396,784	-666,661	-484,880	-543,506	-518,180
43 - MATERIALS & SUPPLIES	-6,096	-5,076	-7,070	-7,550	-7,550
45 - CONTRACTS & SERVICES	-2,699,362	-1,759,063	-2,673,781	-2,531,438	-2,532,438
Grand Total	-5,107,633	-5,709,124	-7,924,355	-8,079,826	-7,911,249

## Staffing

Number of Full-Time Equivalent Positions: 29.35



On June 23, 2021, City Council approved reclassification and organizational changes to streamline and focus services to the community; recognize increased duties in several job classifications; as well as to ensure continuity of operations in several departments including risk management; human resources; information technology; and sustainability. Classification changes related to the City Manager's Office include:





Current	Revised
Department Manager II – Risk (eliminate)	Administrative Services Director
Director of Human Resources (eliminate)	Director of Human Resources & Workers Compensation
Climate Action Plan Administrator (eliminate)	Sustainability Manager
Management Analyst I (eliminate)	Management Analyst III – Public Information
IT Analyst III (eliminate)	IT Project Manager

When the re-organization is implemented, the Environmental Services staff (2 FTE's) will move from the City Manager's Office to the Infrastructure & Sustainability Department. The budget also includes two part-time information technology network (1) and multi-media (1) analysts.

## Strategic Plan and Performance Measures

### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Support Council operations and initiatives		Percentage of directives from Council resolutions completed within desired timeframe.	Continuous	✓	✓	✓	✓	✓
Effective recruitment and retention of a high quality and diverse workforce		Number of recruitments, onboarding full-time, onboarding part-time/contract employees	6/30/2022	✓	✓	80 43 66	✓	✓
		Professional development training hours	6/30/2022	✓	✓	5,000	✓	✓
Business application, online services development, integration, and website support		Number of permit applications available online Customer Self Service portal	6/30/2022	✓	✓	97	✓	✓

### City of Encinitas Operating Principles and Vision



Respectful Partnerships / Community Outreach



Improvement & Efficiency



Measurement & Accountability / Data Gathering & Sharing



Financially Sound Decision Making / Economic Development



Public Safety



Quality Transportation



Recreation



Environment



Arts & Culture



Community Character / Community Planning

## Did you know?

- Residents can learn more about what is involved in serving on a board or commission in this [Encinitas City Commissioner Orientation Video](#).

## Services

The City Clerk and staff are unbiased public servants who promote open government and transparency of information by providing a link between citizens and government. This is achieved by coordinating the legislative process including agenda management, administering city elections, and managing city records with integrity, accuracy, and impartiality.

In addition to the City Council, the City Clerk serves as Secretary/Clerk to the San Dieguito Water District, Encinitas Housing Authority, Encinitas Financing Authority and Encinitas Ranch Golf Authority (ERGA).

Webpage	<a href="https://encinitasca.gov/Government/Departments/City-Clerk">https://encinitasca.gov/Government/Departments/City-Clerk</a>
Phone number	(760) 633-2601
Address	505 S. Vulcan Ave Encinitas, CA 92024
Hours of operation	8:00 a.m. to 5:00 p.m, Monday through Thursday 8:00 a.m. to 4:00 p.m, Fri ( <a href="#">Alternating Fridays Closed</a> )
Email	cityclerk@encinitasca.gov
Department head	Kathy Hollywood, City Clerk

## Department historical recap

- No significant changes to department structure or processes

## Link to fund structure

- 101 - GENERAL FUND: department operating budget

## Key changes in service levels

- No changes to staffing levels. Service levels are dependent on the election cycle and issues under consideration by the legislative body

## Performed in-house or privatized

- Services are provided in house by City staff with some specialized services provided by consultants

### Activities required by law

- Oversee all phases of municipal elections including coordination with the County of San Diego Registrar of Voters; preparation of election resolutions, candidate packets, legal notices and publications; preparation of oaths of office and swearing in of elected candidates
- Local filing officer for all filings and statements required by the Political Reform Act including conflict of interest forms (Form 700), campaign contributions and expenditures reports from candidates for Mayor and City Council, members of City boards and commissions, employees, and consultants
- Serving as the Records Manager, oversee the City's Records Management Program and responsible for the preservation and protection of the City's records including responding to Public Records Requests
- Accept claims, appeals, subpoenas and other legal filings for the City
- Prepare agendas and minutes, posts and publishes legal notices, maintains ordinances and resolutions adopted by the legislative body
- Oversee the recruitment process for the various City commissions established in the Encinitas Municipal Code

### Issues

The City transitioned to virtual meetings and public comment as a result of COVID-19 and State of California Executive Orders.

The pandemic also accelerated a transition to paperless workflows and electronic records management, which was already underway. The Clerk's office will need to amend the City's records management program and retention schedules to incorporate electronic enterprise systems implemented by the City and to ensure consistency across all platforms. Also, planning to transition to electronic barcoding system for physical records management due to end of life of the current Access Database program.

## Budget Summary

Elections expenditures regularly fluctuate based on the two-year election cycle.

	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
101 - GENERAL FUND	-595,284	-416,050	-725,423	-472,187	-693,305
Revenue	6,624	545	626	626	626
10130350 - CITY CLERK-ADMINISTRATION	2,298	545	626	626	626
32 - LICENSE FEE/PERMITS					
34 - CHARGES FOR SERVICES	1,500				
35 - FINES AND PENALTIES					
36 - USE - MONEY/PROPERTY					
37 - OTHER REVENUE	798	545	626	626	626
10130351 - CITY CLERK-ELECTIONS	4,326				
37 - OTHER REVENUE	4,326				
Expense	-601,908	-416,595	-726,049	-472,813	-693,931
10130350 - CITY CLERK-ADMINISTRATION	-410,745	-415,847	-443,249	-470,313	-490,431
41 - PERSONNEL	-364,387	-379,821	-399,134	-416,828	-436,946
43 - MATERIALS & SUPPLIES	-15,559	-7,678	-17,000	-13,500	-13,500
45 - CONTRACTS & SERVICES	-30,798	-28,347	-27,115	-39,985	-39,985
10130351 - CITY CLERK-ELECTIONS	-191,163	-748	-282,800	-2,500	-203,500
43 - MATERIALS & SUPPLIES		-308	-500	-2,500	-3,500
45 - CONTRACTS & SERVICES	-191,163	-439	-282,300		-200,000
<b>Grand Total</b>	<b>-595,284</b>	<b>-416,050</b>	<b>-725,423</b>	<b>-472,187</b>	<b>-693,305</b>

## Staffing










Number of Full-Time Equivalent Positions: 3.0 FTE








## Strategic Plan and Performance Measures






### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Coordinates and manages citywide records management program		Identify and train department liaisons in alignment with records retention policies	Continuous	✓	✓	✓	✓	✓
Prepares agenda packets, minutes, ordinances, resolutions, staff reports	 	100% compliance with the Ralph M. Brown Act (open meeting requirements)	Continuous	✓	✓	✓	✓	✓
Responds to public records requests and prepares administrative records in litigation	 	>99% of FOIA responses in compliance with law	Continuous	✓	✓	✓	✓	✓
Maintains/updates Municipal Code, General Plan, Specific Plans, Administrative Policy Manual	 	Current versions available on City website	Continuous	✓	✓	✓	✓	✓
Filing agent for all Election and FPPC Reporting documents	 	100% compliance with Fair Political Practices (FPPC) Form 700 filing requirements	Continuous	✓	✓	✓	✓	✓

### KEY: Operating Principles and Vision

-  Respectful Partnerships / Community Outreach
-  Improvement & Efficiency
-  Measurement & Accountability / Data Gathering & Sharing
-  Financially Sound Decision Making / Economic Development
-  Public Safety

-  Quality Transportation
-  Recreation
-  Environment
-  Arts & Culture
-  Community Character / Community Planning



## Did you know?

In 2021, the City refinanced two bonds, which will save over \$4 million dollars in interest:

- 2014 Lease Revenue Bonds used to purchase the Pacific View property—refinancing will save the City approximately \$2.1 million in total interest over the next 24 years.
- Encinitas Ranch Golf Authority Community Facilities District (CFD#1) —refinancing will save property owners in that district approximately \$2.1 million in total interest over the next nine years.

## Services

The Finance Department manages the City of Encinitas's fiscal resources to protect and enhance the City's financial position. Our mission is to provide support services to public and city staff in a way that:

- Increases all employees' productive capacity
- Makes maximum use of available personnel and non-personnel resources
- Encourages responsive and innovative employees and support systems
- Effectively utilizes technology in providing services so that maximum city resources are applied to direct services to the public

Webpage	<a href="https://encinitasca.gov/Government/Departments/Finance">https://encinitasca.gov/Government/Departments/Finance</a>
Phone number	(760) 633-2640
Address	City Hall, 505 S. Vulcan Ave., Encinitas CA, 92024
Hours of operation	8:00 a.m. to 5:00 p.m., Monday through Thursday 8:00 a.m. to 4:00 p.m., Fri ( <a href="#">Alternating Fridays Closed</a> )
Email	<a href="mailto:finmail@encinitasca.gov">finmail@encinitasca.gov</a>
Department head	Teresa S. McBroome, Director of Finance/City Treasurer

## Department historical recap

- 2021: Began integrating Munis with OpenGov online budget book and transparency portal
- 2012: GoLive of Tyler Munis Financial Enterprise Resource Planning
- FY 2001-02: Shifted to a two-year budget cycle

## Link to fund structure

- All Funds – support budgeting, operations, and reporting functions. Manage Non-Departmental activities and transaction entries.
- 101 - GENERAL FUND: department operating budget and revenue collection

## Key changes in service levels

Collaborating with IT on multi-year projects aimed at increasing online services, such as ability to pay fees online via Customer Self Service, with no related increase in staffing.

### Performed in-house or privatized

Services are provided in house by City staff with some specialized services provided by consultants.

### Activities required by law

**Annual Audit.** In order to qualify to receive federal funds, a local agency must comply with the federal Single Audit Act and must retain a Certified Public Accountant to prepare an annual audit of its financial records.

**Appropriations.** A public agency may not spend public funds without the legal authorization to do so. A budget appropriates public funds, thereby providing the legal authorization from the governing body to expend these funds.

**Spending and Debt Limits.** State law requires each city to establish an annual appropriations limit pertaining to the proceeds from taxes. Additionally, no city or county may incur any debt or liability in any year that exceeds the income and revenue anticipated for that year without two-thirds voter approval.

**County Auditor.** State law also requires each local agency to file its budget with the county auditor within 60 days after the beginning of its fiscal year. Our City's budget is due August 30.

**Purchasing, Contracting, and Payment Procedures.** Encinitas Municipal code describes procedures for processing and payment of demands and outlines competitive bid requirements for purchasing and contracts. Administrative Policies provide guidance on environmentally-preferrable purchases.

## Issues

**Leucadia Streetscape Financing.** At the Budget Workshop on May 3, 2021, the City Council identified the future phases of the Leucadia Streetscape project as a priority project and was presented with the option to finance this project through the California Infrastructure and Economic Development Bank (IBank) for an amount no higher than \$20 million over 15 years.

**Transparency.** Transition to online budget portal that will provide up-to-date financial information month to month and make the budget a living document versus a book that is outdated the moment it is printed.

**Business Process Improvements.** Telecommuting during COVID-19 reinforced the need to implement paperless workflows and leverage additional modules in Munis financial software.

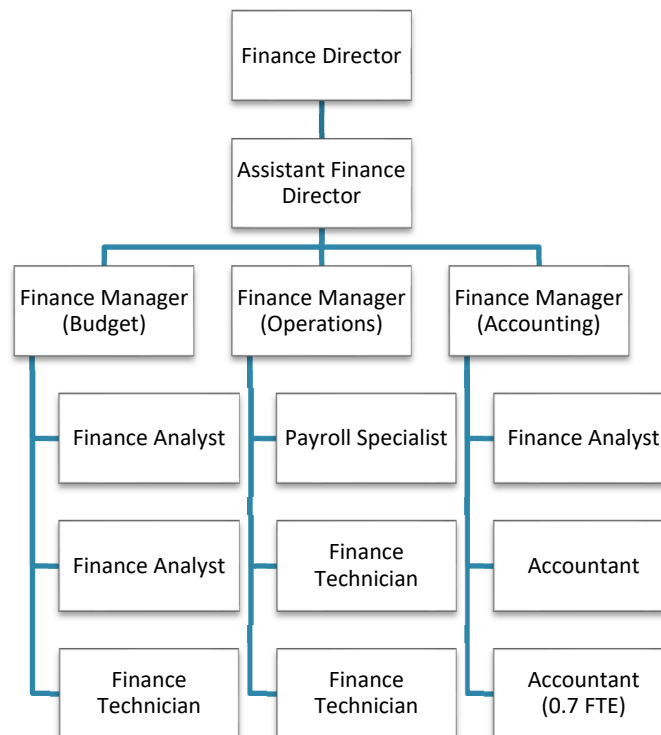
**Staffing.** Retirements and the pandemic highlight the ongoing need for succession planning, cross-training, and career development.

## Budget Summary

	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
101 - GENERAL FUND	-1,769,538	-1,899,547	-2,054,020	-2,284,590	-2,282,511
Revenue	18,043	28,480	5,000	19,500	19,500
10140360 - FINANCE-ADMINISTRATION	18,043	28,480	5,000	19,500	19,500
34 - CHARGES FOR SERVICES					
35 - FINES AND PENALTIES	195	45			
37 - OTHER REVENUE	17,848	28,435	5,000	19,500	19,500
Expense	-1,787,580	-1,928,028	-2,059,020	-2,304,090	-2,302,011
10140360 - FINANCE-ADMINISTRATION	-1,787,580	-1,928,028	-2,059,020	-2,304,090	-2,302,011
41 - PERSONNEL	-1,519,009	-1,544,366	-1,781,060	-1,919,536	-1,967,207
43 - MATERIALS & SUPPLIES	-1,948	-1,751	-3,832	-3,832	-3,832
45 - CONTRACTS & SERVICES	-266,623	-381,911	-274,128	-380,722	-330,972
<b>Grand Total</b>	<b>-1,769,538</b>	<b>-1,899,547</b>	<b>-2,054,020</b>	<b>-2,284,590</b>	<b>-2,282,511</b>

## Staffing






Number of Full-Time Equivalent Positions: 13.7



## Strategic Plan and Performance Measures

### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Lead development of Citywide Budget	 	Receive GFOA Award for budget	12/31/2021	No	No	No	✓	✓
		Fund balances meet policy requirements	06/30/2022	✓	✓	✓	✓	✓
		Recurring revenues offset recurring costs	06/30/2022	✓	✓	✓	✓	✓
Issue and manage debt to provide funding for capital projects, minimize costs, comply with covenants, and law, and maintain excellent credit.		Bond Rating	06/30/2022	AAA	AAA	AAA	AAA	AAA
Support departments with expert financial analysis and reporting	 	Conduct quarterly financial reviews and report to Council	06/30/2022	✓	✓	✓	✓	✓
		Receive GFOA Award for Annual Comprehensive Financial Report	12/31/2021	✓	✓	✓	✓	✓

### KEY: Operating Principles and Vision



Respectful Partnerships / Community Outreach



Improvement & Efficiency



Measurement & Accountability / Data Gathering & Sharing



Financially Sound Decision Making / Economic Development



Public Safety



Quality Transportation



Recreation



Environment



Arts & Culture



Community Character / Community Planning

# Non-Departmental and Debt Service

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## Services

The Non-Departmental department was created to appropriate funds for those activities beneficial on a citywide basis and not directly chargeable to any one department or division. It includes the funding for Other Post-Employment Benefits (OPEB) established in FY 2008, property tax administration and the general fund's share of the cost allocations for fleet maintenance and vehicle replacement.

It also includes Central Purchases—managed by the Finance Department—which brings together expenses not attributable to specific departments, which support the entire City and certain San Dieguito Water District operations. Examples include office supplies, postage, shredding services, and printing.

Debt Service is used to account for the accumulation of resources for, and the repayment of general long-term debt, interest, and related costs.

## Link to fund structure

- 101 - GENERAL FUND
- 119 - SPECIAL PROJECTS
- 201 - STATE GASOLINE TAXES
- 203 - STATE CAPITAL GRANTS
- 211 - TRANSNET PROGRAM
- 212 - COASTAL ZONE MANAGEMENT
- 223 - FEDERAL CAPITAL GRANT
- 213 - GOVERNMENT EDUCATION ACCESS
- 221 - SENIOR NUTRITION GRANT
- 222 - CDBG GRANT
- 227 - HOME ENTITLEMENT PROGRAM
- 229 - RESTRICTED DONATIONS & CONTRIB
- 230 - CSA-17 BENEFIT FEES
- 231 - PARK DEVELOPMENT FEES
- 232 - PARKLAND ACQUISITION FEES
- 233 - TRAFFIC MITIGATION FEES
- 234 - REGIONAL TRAFFIC MITIG FEE
- 235 - OPEN SPACE ACQUISITION FEES
- 236 - RECREATIONAL TRAILS FEES
- 237 - COMMUNITY FACILITIES FEES
- 238 - FIRE MITIGATION FEES
- 239 - FLOOD CONTROL MITIGATION FEES
- 251 - IN LIEU FEES CURB GUTTER SIDEW
- 252 - IN LIEU FEES UNDERGROUND UTIL
- 253 - IN LIEU FEES AFFORDABLE HOUSIN
- 291 - VILLANITAS ROAD MID
- 292 - CERRO STREET MID
- 293 - VILLAGE PARK MID
- 294 - WIRO PARK MID
- 295 - ENCINITAS LLD
- 297 - ENC RANCH LLD
- 301 - DEBT SERVICE FUND
- 302 - ENC PUBLIC FINANCE AUTHORITY
- 511 - CSD OPERATIONS
- 521 - ESD OPERATIONS
- 522 - ESD CAPITAL REPLACEMENT
- 551 - SECTION 8 HOUSING ADMIN
- 552 - SECTION 8 HOUSING HAP
- 561 - PAC PINES AFFORDABLE HOUSING
- 601 - SELF INSURANCE
- 611 - WASTEWATER SUPPORT
- 621 - FLEET MAINTENANCE
- 622 - VEHICLE REPLACEMENT
- 623 - MACH EQUIPMENT REPLACEMENT
- 624 - FIRE APPARATUS REPLACEMENT
- 512 - CSD CAPITAL REPLACEMENT
- 403 - FACILITIES CAPITAL MAINTENANCE

# Budget Summary

(Includes Transfers)

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>101 - GENERAL FUND</b>	<b>48,161,249</b>	<b>56,734,821</b>	<b>55,197,095</b>	<b>62,827,455</b>	<b>65,363,104</b>
Revenue	70,874,923	73,426,321	81,811,249	100,316,530	83,601,602
10100000 - GENERAL FUND	70,874,923	73,426,468	81,811,249	100,316,530	83,601,602
31 - TAXES	66,263,559	67,987,817	69,936,545	74,832,603	78,598,880
33 - INTERGOVERNMENTAL	143,607	186,789	55,700	55,700	55,700
34 - CHARGES FOR SERVICES	1,575,403	1,622,181	1,818,257	1,818,257	1,890,988
35 - FINES AND PENALTIES			253	253	253
36 - USE - MONEY/PROPERTY	1,073,805	1,026,203	311,500	450,500	450,500
37 - OTHER REVENUE	231,477	396,034	234,100	234,100	234,100
39 - TRANSFERS IN/SOURCES	1,587,071	2,207,442	9,454,894	22,925,117	2,371,181
10190999 - OTHER FINANCING SOURCES (USES)		-146			
39 - TRANSFERS IN/SOURCES		-146			
Expense	-22,713,674	-16,691,501	-26,614,154	-37,489,075	-18,238,498
10190900 - NON DEPT-CENTRAL PURCHASES	-102,274	-79,510	-95,298	-95,298	-103,298
41 - PERSONNEL	-21,734				-8,000
43 - MATERIALS & SUPPLIES	-72,593	-70,056	-71,800	-71,800	-71,800
45 - CONTRACTS & SERVICES	-7,947	-9,454	-23,498	-23,498	-23,498
47 - CAPITAL OUTLAY					
48 - DEBT/FINANCE					
10190901 - NON DEPT-SHARED EXPENSES	-4,141,676	-4,401,469	-4,483,241	-4,408,068	-4,567,065
41 - PERSONNEL	-3,382,432	-3,589,999	-3,636,523	-3,566,350	-3,698,878
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-427,235	-412,307	-435,000	-430,000	-440,000
46 - INTERNAL COST ALLOC	-332,008	-399,163	-411,718	-411,718	-428,187
47 - CAPITAL OUTLAY					
48 - DEBT/FINANCE					
10190999 - OTHER FINANCING SOURCES (USES)	-18,469,724	-12,210,522	-22,035,615	-32,985,709	-13,568,135
49 - TRANSFERS	-18,469,724	-12,210,522	-22,035,615	-32,985,709	-13,568,135
<b>119 - SPECIAL PROJECTS</b>		<b>410,000</b>	<b>-410,000</b>		
Revenue		410,000			
11900000 - SPECIAL PROJECTS FUND		410,000			
39 - TRANSFERS IN/SOURCES		410,000			
Expense			-410,000		
11900000 - SPECIAL PROJECTS FUND			-410,000		
41 - PERSONNEL					
49 - TRANSFERS			-410,000		

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>201 - STATE GASOLINE TAXES</b>	<b>-272,694</b>	<b>338,402</b>	<b>417,013</b>	<b>16,629</b>	<b>37,877</b>
Revenue	2,605,229	2,619,785	3,085,898	2,868,837	2,926,064
20100000 - STATE GASOLINE TAXES	2,605,229	2,619,785	3,085,898	2,868,837	2,926,064
31 - TAXES	12,322	12,868			
33 - INTERGOVERNMENTAL	2,446,271	2,564,904	3,085,898	2,868,837	2,926,064
36 - USE - MONEY/PROPERTY	37,241	42,013			
37 - OTHER REVENUE					
39 - TRANSFERS IN/SOURCES	109,395				
Expense	-2,877,923	-2,281,383	-2,668,885	-2,852,208	-2,888,187
20190999 - OTHER FINANCING SOURCES (USES)	-2,877,923	-2,281,383	-2,668,885	-2,852,208	-2,888,187
49 - TRANSFERS	-2,877,923	-2,281,383	-2,668,885	-2,852,208	-2,888,187
<b>203 - STATE CAPITAL GRANTS</b>	<b>346,245</b>	<b>623,854</b>	<b>-14,220</b>		
Revenue	1,738,025	1,005,854	500,000	2,758,320	165,000
20300000 - STATE CAPITAL GRANTS	1,738,025	1,005,854	500,000	2,758,320	165,000
33 - INTERGOVERNMENTAL	1,738,025	855,409	500,000	2,758,320	165,000
39 - TRANSFERS IN/SOURCES		150,445			
Expense	-1,391,780	-382,000	-514,220	-2,758,320	-165,000
20390999 - OTHER FINANCING SOURCES (USES)	-1,391,780	-382,000	-514,220	-2,758,320	-165,000
49 - TRANSFERS	-1,391,780	-382,000	-514,220	-2,758,320	-165,000
<b>211 - TRANSNET PROGRAM</b>	<b>-914,396</b>	<b>1,135,878</b>	<b>-835,920</b>	<b>124,000</b>	
Revenue	781,604	2,807,088	1,715,226	1,899,000	1,846,000
21100000 - TRANSNET PROGRAM	781,604	2,807,088	1,715,226	1,899,000	1,846,000
33 - INTERGOVERNMENTAL	775,013	2,796,301	1,715,226	1,899,000	1,846,000
36 - USE - MONEY/PROPERTY	6,591	10,733			
39 - TRANSFERS IN/SOURCES		54			
Expense	-1,696,000	-1,671,210	-2,551,146	-1,775,000	-1,846,000
21190999 - OTHER FINANCING SOURCES (USES)	-1,696,000	-1,671,210	-2,551,146	-1,775,000	-1,846,000
49 - TRANSFERS	-1,696,000	-1,671,210	-2,551,146	-1,775,000	-1,846,000
<b>212 - COASTAL ZONE MANAGEMENT</b>	<b>450,481</b>	<b>460,299</b>	<b>112,461</b>	<b>403,807</b>	<b>418,064</b>
Revenue	570,481	488,679	547,461	563,807	578,064
21200000 - COASTAL ZONE MANAGEMENT	570,481	488,679	547,461	563,807	578,064
31 - TAXES	555,154	476,612	544,881	561,227	578,064
33 - INTERGOVERNMENTAL					
36 - USE - MONEY/PROPERTY	15,327	12,067			
39 - TRANSFERS IN/SOURCES			2,580	2,580	
Expense	-120,000	-28,380	-435,000	-160,000	-160,000
21290999 - OTHER FINANCING SOURCES (USES)	-120,000	-28,380	-435,000	-160,000	-160,000
49 - TRANSFERS	-120,000	-28,380	-435,000	-160,000	-160,000
<b>223 - FEDERAL CAPITAL GRANT</b>	<b>347,958</b>	<b>-1,236,463</b>	<b>4,635,785</b>	<b>3,868,003</b>	<b>39,882</b>
Revenue	678,632	1,250,382	4,675,667	3,907,885	39,882
22300000 - FEDERAL CAPITAL GRANT	678,632	1,250,382	4,675,667	3,907,885	39,882
33 - INTERGOVERNMENTAL	639,714	1,226,367	805,971	39,882	39,882
36 - USE - MONEY/PROPERTY					
39 - TRANSFERS IN/SOURCES	38,918	24,015	3,869,696	3,868,003	

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
Expense	-330,674	-2,486,845	-39,882	-39,882	
22390999 - OTHER FINANCING SOURCES (USES)	-330,674	-2,486,845	-39,882	-39,882	
43 - MATERIALS & SUPPLIES		-71,292			
45 - CONTRACTS & SERVICES		-293,290			
49 - TRANSFERS	-330,674	-2,122,262	-39,882	-39,882	
<b>213 - GOVERNMENT EDUCATION ACCESS</b>	<b>134,424</b>	<b>199,164</b>	<b>155,605</b>	<b>134,489</b>	<b>146,440</b>
Revenue	401,252	385,117	347,325	326,156	326,156
21300000 - GOVERNMENT EDUCATION ACCESS	401,252	385,117	347,325	326,156	326,156
31 - TAXES	372,172	355,522	347,325	326,156	326,156
33 - INTERGOVERNMENTAL					
36 - USE - MONEY/PROPERTY	29,080	29,595			
Expense	-266,828	-185,953	-191,720	-191,667	-179,716
21390999 - OTHER FINANCING SOURCES (USES)	-266,828	-185,953	-191,720	-191,667	-179,716
49 - TRANSFERS	-266,828	-185,953	-191,720	-191,667	-179,716
<b>221 - SENIOR NUTRITION GRANT</b>	<b>55,055</b>	<b>56,593</b>	<b>164,315</b>	<b>93,273</b>	<b>93,273</b>
Revenue	55,055	56,593	164,315	93,273	93,273
22100000 - SENIOR NUTRITION GRANT	55,055	56,593	164,315	93,273	93,273
36 - USE - MONEY/PROPERTY					
39 - TRANSFERS IN/SOURCES	55,055	56,593	164,315	93,273	93,273
<b>222 - CDBG GRANT</b>	<b>272,860</b>	<b>352,957</b>	<b>627,356</b>	<b>657,699</b>	<b>179,523</b>
Revenue	272,860	450,957	827,356	892,880	379,523
22200000 - C.D.B.G GRANT	272,860	450,957	827,356	892,880	379,523
33 - INTERGOVERNMENTAL	249,078	377,282	792,788	847,397	321,390
39 - TRANSFERS IN/SOURCES	23,782	73,675	34,568	45,483	58,133
Expense		-98,000	-200,000	-235,181	-200,000
22290999 - OTHER FINANCING SOURCES (USES)		-98,000	-200,000	-235,181	-200,000
49 - TRANSFERS		-98,000	-200,000	-235,181	-200,000
<b>227 - HOME ENTITLEMENT PROGRAM</b>	<b>4,154</b>				
Revenue	4,154				
22700000 - HOME ENTITLEMENT PROGRAM	4,154				
33 - INTERGOVERNMENTAL					
36 - USE - MONEY/PROPERTY					
39 - TRANSFERS IN/SOURCES	4,154				
<b>229 - RESTRICTED DONATIONS &amp; CONTRIB</b>	<b>15,000</b>	<b>125,000</b>	<b>139,574</b>	<b>152,407</b>	<b>140,000</b>
Revenue	75,000	140,000	140,000	152,407	140,000
22900000 - RESTRICTED DONATIONS & CONTRIB					
36 - USE - MONEY/PROPERTY					
22990099 - TRANSFERS IN				12,407	
39 - TRANSFERS IN/SOURCES				12,407	
22990999 - OTHER FINANCING SOURCES (USES)	75,000	140,000	140,000	140,000	140,000
39 - TRANSFERS IN/SOURCES	75,000	140,000	140,000	140,000	140,000
Expense	-60,000	-15,000	-426		
22990999 - OTHER FINANCING SOURCES (USES)	-60,000	-15,000	-426		
49 - TRANSFERS	-60,000	-15,000	-426		



Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>230 - CSA-17 BENEFIT FEES</b>	<b>-5,945</b>	<b>-7,357</b>	<b>-91,000</b>	<b>-16,700</b>	
Revenue	4,055	2,643			
23000000 - CSA-17 BENEFIT FEES	4,055	2,643			
36 - USE - MONEY/PROPERTY	4,055	2,643			
23090999 - OTHER FINANCING SOURCES (USES)					
39 - TRANSFERS IN/SOURCES					
Expense	-10,000	-10,000	-91,000	-16,700	
23090999 - OTHER FINANCING SOURCES (USES)	-10,000	-10,000	-91,000	-16,700	
49 - TRANSFERS	-10,000	-10,000	-91,000	-16,700	
<b>231 - PARK DEVELOPMENT FEES</b>	<b>300,128</b>	<b>-550,148</b>	<b>190,969</b>	<b>216,950</b>	<b>216,950</b>
Revenue	324,141	259,591	190,969	216,950	216,950
23100000 - PARK DEVELOPMENT FEES	324,141	259,591	190,969	216,950	216,950
34 - CHARGES FOR SERVICES	298,338	229,636	178,969	197,950	197,950
36 - USE - MONEY/PROPERTY	25,803	29,955	12,000	19,000	19,000
39 - TRANSFERS IN/SOURCES					
Expense	-24,013	-809,739			
23190999 - OTHER FINANCING SOURCES (USES)	-24,013	-809,739			
49 - TRANSFERS	-24,013	-809,739			
<b>232 - PARKLAND ACQUISITION FEES</b>	<b>-190,083</b>	<b>-414,731</b>	<b>130,485</b>	<b>372,600</b>	<b>372,600</b>
Revenue	530,396	446,490	335,485	372,600	372,600
23200000 - PARKLAND ACQUISITION FEES	530,396	446,490	335,485	372,600	372,600
34 - CHARGES FOR SERVICES	476,623	390,641	302,485	339,600	339,600
36 - USE - MONEY/PROPERTY	53,773	55,849	33,000	33,000	33,000
Expense	-720,479	-861,221	-205,000		
23290999 - OTHER FINANCING SOURCES (USES)	-720,479	-861,221	-205,000		
49 - TRANSFERS	-720,479	-861,221	-205,000		
<b>233 - TRAFFIC MITIGATION FEES</b>	<b>160,846</b>	<b>1,070,349</b>	<b>-1,163,383</b>	<b>-311,301</b>	<b>18,828</b>
Revenue	381,846	1,145,349	517,851	120,282	118,828
23300000 - TRAFFIC MITIGATION FEES	381,846	1,145,349	517,851	120,282	118,828
33 - INTERGOVERNMENTAL					
34 - CHARGES FOR SERVICES	288,643	1,078,062	498,117	100,000	100,000
36 - USE - MONEY/PROPERTY	53,637	67,287	18,093	18,641	18,828
39 - TRANSFERS IN/SOURCES	39,567		1,641	1,641	
Expense	-221,000	-75,000	-1,681,234	-431,583	-100,000
23390999 - OTHER FINANCING SOURCES (USES)	-221,000	-75,000	-1,681,234	-431,583	-100,000
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES					
49 - TRANSFERS	-221,000	-75,000	-1,681,234	-431,583	-100,000
<b>234 - REGIONAL TRAFFIC MITIG FEE</b>	<b>-422,304</b>	<b>-419,881</b>	<b>58,702</b>	<b>-144,081</b>	<b>-144,007</b>
Revenue	177,696	180,119	98,702	155,919	155,993
23400000 - REGIONAL TRAFFIC MITIGATION FE	177,696	180,119	98,702	155,919	155,993
34 - CHARGES FOR SERVICES	151,651	157,055	91,540	148,540	148,540
36 - USE - MONEY/PROPERTY	26,045	23,064	7,162	7,379	7,453
Expense	-600,000	-600,000	-40,000	-300,000	-300,000
23490999 - OTHER FINANCING SOURCES (USES)	-600,000	-600,000	-40,000	-300,000	-300,000
49 - TRANSFERS	-600,000	-600,000	-40,000	-300,000	-300,000

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>235 - OPEN SPACE ACQUISITION FEES</b>	<b>548,219</b>	<b>-580,375</b>	<b>-568,170</b>	<b>23,900</b>	<b>23,900</b>
Revenue	548,219	45,875	21,830	23,900	23,900
23500000 - OPEN SPACE ACQUISITION FEES	548,219	45,875	21,830	23,900	23,900
34 - CHARGES FOR SERVICES	32,382	25,407	19,830	21,900	21,900
36 - USE - MONEY/PROPERTY	15,837	20,468	2,000	2,000	2,000
39 - TRANSFERS IN/SOURCES	500,000				
Expense		-626,250	-590,000		
23590999 - OTHER FINANCING SOURCES (USES)		-626,250	-590,000		
49 - TRANSFERS		-626,250	-590,000		
<b>236 - RECREATIONAL TRAILS FEES</b>	<b>-31,292</b>	<b>11,120</b>	<b>6,380</b>	<b>9,200</b>	<b>9,200</b>
Revenue	13,708	11,120	6,380	9,200	9,200
23600000 - RECREATIONAL TRAILS FEES	13,708	11,120	6,380	9,200	9,200
34 - CHARGES FOR SERVICES	12,494	9,744	5,880	8,400	8,400
36 - USE - MONEY/PROPERTY	1,214	1,376	500	800	800
Expense	-45,000				
23690999 - OTHER FINANCING SOURCES (USES)	-45,000				
49 - TRANSFERS	-45,000				
<b>237 - COMMUNITY FACILITIES FEES</b>				<b>8,565</b>	<b>8,565</b>
Revenue	43,463	33,302	19,985	28,550	28,550
23700000 - COMMUNITY FACILITIES FEES	43,463	33,302	19,985	28,550	28,550
34 - CHARGES FOR SERVICES	43,463	33,302	19,985	28,550	28,550
36 - USE - MONEY/PROPERTY					
Expense	-43,463	-33,302	-19,985	-19,985	-19,985
23790999 - OTHER FINANCING SOURCES (USES)	-43,463	-33,302	-19,985	-19,985	-19,985
49 - TRANSFERS	-43,463	-33,302	-19,985	-19,985	-19,985
<b>238 - FIRE MITIGATION FEES</b>				<b>-5,014</b>	<b>-5,014</b>
Revenue	76,620	222,837	55,000	49,986	49,986
23800000 - FIRE MITIGATION FEES	76,620	222,837	55,000	49,986	49,986
34 - CHARGES FOR SERVICES	76,620	222,837	55,000	49,986	49,986
36 - USE - MONEY/PROPERTY					
Expense	-76,620	-222,837	-55,000	-55,000	-55,000
23890999 - OTHER FINANCING SOURCES (USES)	-76,620	-222,837	-55,000	-55,000	-55,000
49 - TRANSFERS	-76,620	-222,837	-55,000	-55,000	-55,000
<b>239 - FLOOD CONTROL MITIGATION FEES</b>	<b>113,577</b>	<b>106,180</b>	<b>-187,397</b>	<b>80,731</b>	<b>80,731</b>
Revenue	113,577	106,180	42,731	80,731	80,731
23900000 - FLOOD CONTROL MITIGATION FEES	113,577	106,180	42,731	80,731	80,731
34 - CHARGES FOR SERVICES	104,915	95,270	42,000	80,000	80,000
36 - USE - MONEY/PROPERTY	8,662	9,161	731	731	731
39 - TRANSFERS IN/SOURCES		1,750			
Expense			-230,128		
23990999 - OTHER FINANCING SOURCES (USES)			-230,128		
49 - TRANSFERS			-230,128		
<b>251 - IN LIEU FEES CURB GUTTER SIDEW</b>	<b>235</b>	<b>6,887</b>	<b>24</b>	<b>24</b>	<b>24</b>
Revenue	235	6,887	24	24	24
25100000 - IN LIEU FEES CURB GUTTER SIDEW	235	6,887	24	24	24
34 - CHARGES FOR SERVICES		6,621			
36 - USE - MONEY/PROPERTY	235	266	24	24	24
<b>252 - IN LIEU FEES UNDERGROUND UTIL</b>	<b>18,366</b>	<b>18,151</b>	<b>405,291</b>	<b>405,303</b>	<b>1,185</b>
Revenue	18,366	18,151	405,291	405,303	1,185
25200000 - IN LIEU FEES UNDERGROUND UTILI	18,366	18,151	405,291	405,303	1,185
33 - INTERGOVERNMENTAL					
34 - CHARGES FOR SERVICES					
36 - USE - MONEY/PROPERTY	18,366	18,151	1,185	1,197	1,185
39 - TRANSFERS IN/SOURCES			404,106	404,106	

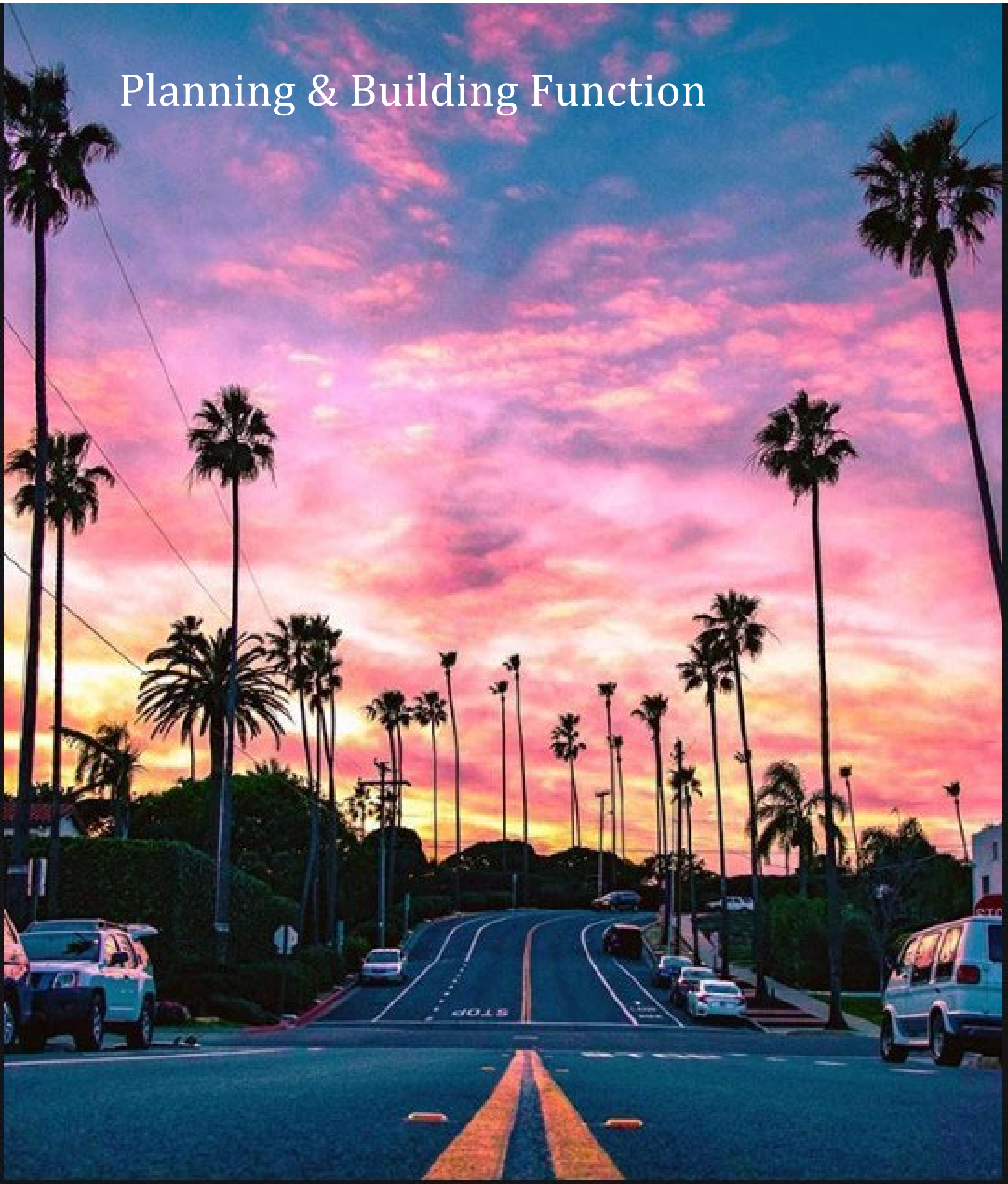
Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
Expense					
25290999 - OTHER FINANCING SOURCES (USES)					
49 - TRANSFERS					
<b>253 - IN LIEU FEES AFFORDABLE HOUSIN</b>	<b>40,607</b>	<b>-24,232</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
Revenue	40,607	27,403	5,000	5,000	5,000
25300000 - IN LIEU FEES AFFORDABLE HOUSIN	40,607	27,403	5,000	5,000	5,000
34 - CHARGES FOR SERVICES					
36 - USE - MONEY/PROPERTY	40,607	27,403	5,000	5,000	5,000
37 - OTHER REVENUE					
Expense		-51,635			
25390999 - OTHER FINANCING SOURCES (USES)		-51,635			
49 - TRANSFERS		-51,635			
<b>291 - VILLANITAS ROAD MID</b>	<b>20,021</b>	<b>20,818</b>	<b>23,000</b>	<b>22,432</b>	<b>22,432</b>
Revenue	20,021	20,818	23,000	22,432	22,432
29100000 - VILLANITAS ROAD M.I.D	20,021	20,818	23,000	22,432	22,432
31 - TAXES	15,619	16,579	20,996	17,761	17,761
36 - USE - MONEY/PROPERTY	4,402	4,219	2,004	4,671	4,671
39 - TRANSFERS IN/SOURCES		20			
<b>292 - CERRO STREET MID</b>	<b>64,900</b>	<b>68,685</b>	<b>70,000</b>	<b>75,722</b>	<b>75,722</b>
Revenue	64,900	68,685	70,000	75,722	75,722
29200000 - CERRO STREET M.I.D.	64,900	68,685	70,000	75,722	75,722
31 - TAXES	57,181	60,400	66,638	64,700	64,700
36 - USE - MONEY/PROPERTY	7,719	8,246	3,362	11,022	11,022
39 - TRANSFERS IN/SOURCES		40			
<b>293 - VILLAGE PARK MID</b>	<b>35,686</b>	<b>36,185</b>	<b>33,125</b>	<b>34,412</b>	<b>34,412</b>
Revenue	35,686	36,185	33,125	34,412	34,412
29300000 - VILLAGE PARK M.I.D.	35,686	36,185	33,125	34,412	34,412
31 - TAXES	32,551	32,734	32,700	32,700	32,700
36 - USE - MONEY/PROPERTY	3,135	3,392	425	1,712	1,712
37 - OTHER REVENUE					
39 - TRANSFERS IN/SOURCES		60			
<b>294 - WIRO PARK MID</b>	<b>25,235</b>	<b>27,291</b>	<b>27,010</b>	<b>28,171</b>	<b>28,171</b>
Revenue	25,235	27,291	27,010	28,171	28,171
29400000 - WIRO PARK M.I.D	25,235	27,291	27,010	28,171	28,171
31 - TAXES	11,001	11,001	11,000	11,001	11,001
36 - USE - MONEY/PROPERTY	234	271	10	170	170
39 - TRANSFERS IN/SOURCES	14,000	16,020	16,000	17,000	17,000
<b>295 - ENCINITAS LLD</b>	<b>1,685,411</b>	<b>1,528,533</b>	<b>1,388,950</b>	<b>1,516,417</b>	<b>1,516,867</b>
Revenue	1,725,411	1,568,533	1,518,950	1,566,417	1,566,867
29500000 - ENC LIGHTING LANDSCAPE DISTRIC	1,725,411	1,568,533	1,518,950	1,566,417	1,566,867
31 - TAXES	1,492,311	1,491,780	1,451,700	1,490,151	1,490,151
35 - FINES AND PENALTIES					
36 - USE - MONEY/PROPERTY	73,497	77,959	47,250	56,266	56,716
37 - OTHER REVENUE	19,327	-2,061	20,000	20,000	20,000
39 - TRANSFERS IN/SOURCES	140,276	855			
Expense	-40,000	-40,000	-130,000	-50,000	-50,000
29590999 - OTHER FINANCING SOURCES (USES)	-40,000	-40,000	-130,000	-50,000	-50,000
49 - TRANSFERS	-40,000	-40,000	-130,000	-50,000	-50,000
<b>297 - ENC RANCH LLD</b>	<b>600,278</b>	<b>649,902</b>	<b>649,341</b>	<b>654,171</b>	<b>633,030</b>
Revenue	620,278	649,902	649,341	654,171	633,030
29700000 - ENC RANCH LIGHTING LANDSCAPING	620,278	649,902	649,341	654,171	633,030
31 - TAXES	591,544	619,248	620,000	600,000	600,000
36 - USE - MONEY/PROPERTY	28,734	29,997	8,200	33,030	33,030
37 - OTHER REVENUE					
39 - TRANSFERS IN/SOURCES		657	21,141	21,141	

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
Expense	-20,000				
29790999 - OTHER FINANCING SOURCES (USES)	-20,000				
49 - TRANSFERS	-20,000				
<b>301 - DEBT SERVICE FUND</b>	<b>88</b>	<b>-0</b>	<b>425</b>		
Revenue	183,645	183,557	183,983	183,556	183,557
30100000 - DEBT SERVICE FUND	183,645	183,557	183,983	183,556	183,557
36 - USE - MONEY/PROPERTY					
39 - TRANSFERS IN/SOURCES	183,645	183,557	183,983	183,556	183,557
Expense	-183,557	-183,557	-183,558	-183,556	-183,557
30191921 - 2008 CVC CTR LEASE	-183,557	-183,557	-183,558	-183,556	-183,557
48 - DEBT/FINANCE	-183,557	-183,557	-183,558	-183,556	-183,557
<b>302 - ENC PUBLIC FINANCE AUTHORITY</b>	<b>480</b>	<b>-1,072</b>			
Revenue	3,540,466	3,535,667	3,539,286	3,538,051	3,530,102
30200000 - ENC PUBLIC FINANCE AUTHORITY	3,540,466	3,535,667	3,539,286	3,538,051	3,530,102
36 - USE - MONEY/PROPERTY	1,707	613	1,000		
37 - OTHER REVENUE					
39 - TRANSFERS IN/SOURCES	3,538,759	3,535,054	3,538,286	3,538,051	3,530,102
Expense	-3,539,986	-3,536,739	-3,539,286	-3,538,051	-3,530,102
30291934 - 2013 PARK BONDS	-519,295	-516,966	-519,345	-515,792	-516,385
48 - DEBT/FINANCE	-519,295	-516,966	-519,345	-515,792	-516,385
30291935 - 2014 MOONLIGHT BEACH TOWER	-170,226	-168,832	-167,417	-169,927	-166,990
48 - DEBT/FINANCE	-170,226	-168,832	-167,417	-169,927	-166,990
30291936 - 2014 PACIFIC VIEW PROPERTY	-643,297	-643,733	-643,592	-647,320	-645,271
48 - DEBT/FINANCE	-643,297	-643,733	-643,592	-647,320	-645,271
30291937 - 2015 REFUNDING SERIES A	-1,064,525	-1,062,458	-1,059,362	-1,059,672	-1,058,515
48 - DEBT/FINANCE	-1,064,525	-1,062,458	-1,059,362	-1,059,672	-1,058,515
30291938 - 2017 REFUNDING, SERIES A	-1,142,643	-1,144,751	-1,149,570	-1,145,340	-1,142,941
48 - DEBT/FINANCE	-1,142,643	-1,144,751	-1,149,570	-1,145,340	-1,142,941
<b>511 - CSD OPERATIONS</b>	<b>-698,328</b>	<b>-965,741</b>	<b>-3,543,323</b>	<b>-1,680,402</b>	<b>-1,680,790</b>
Revenue	932,820	1,486,379	250,900	69,200	69,200
51100000 - CSD OPERATIONS	324,229	329,941	250,900	69,200	69,200
36 - USE - MONEY/PROPERTY	225,349	231,061	250,900	69,200	69,200
37 - OTHER REVENUE	98,880	98,880			
51190999 - OTHER FINANCING SOURCES (USES)	608,591	1,156,438			
39 - TRANSFERS IN/SOURCES	608,591	1,156,438			
Expense	-1,631,148	-2,452,119	-3,794,223	-1,749,602	-1,749,990
51100000 - CSD OPERATIONS					
49 - TRANSFERS					
51190999 - OTHER FINANCING SOURCES (USES)	-1,142,577	-1,981,643	-3,045,000	-1,000,000	-1,000,000
49 - TRANSFERS	-1,142,577	-1,981,643	-3,045,000	-1,000,000	-1,000,000
51191961 - 2011 CSD NOTE PAYABLE	-35,428	-17,635	-77,267	-77,646	-78,034
48 - DEBT/FINANCE	-35,428	-17,635	-77,267	-77,646	-78,034
51191962 - 2017 SEPJA BOND	-453,143	-452,841	-671,956	-671,956	-671,956
48 - DEBT/FINANCE	-453,143	-452,841	-671,956	-671,956	-671,956
<b>521 - ESD OPERATIONS</b>	<b>-105,209</b>	<b>-405,052</b>	<b>-1,993,535</b>	<b>-1,802,875</b>	<b>-2,127,487</b>
Revenue	1,192,857	1,432,893	225,001	38,001	38,001
52100000 - ESD OPERATIONS	228,833	235,190	225,001	38,001	38,001
36 - USE - MONEY/PROPERTY	228,833	235,190	225,001	38,001	38,001
37 - OTHER REVENUE					
52190999 - OTHER FINANCING SOURCES (USES)	964,024	1,197,703			
39 - TRANSFERS IN/SOURCES	964,024	1,197,703			
Expense	-1,298,066	-1,837,945	-2,218,536	-1,840,876	-2,165,488
52190999 - OTHER FINANCING SOURCES (USES)	-1,298,066	-1,837,945	-2,218,536	-1,840,876	-2,165,488
49 - TRANSFERS	-1,298,066	-1,837,945	-2,218,536	-1,840,876	-2,165,488

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>522 - ESD CAPITAL REPLACEMENT</b>	<b>334,042</b>	<b>640,242</b>	<b>2,218,536</b>	<b>2,218,536</b>	<b>2,218,536</b>
Revenue	1,298,066	1,837,945	2,218,536	2,218,536	2,218,536
52200000 - ESD CAPITAL REPLACEMENT					
36 - USE - MONEY/PROPERTY					
52290999 - OTHER FINANCING SOURCES (USES)	1,298,066	1,837,945	2,218,536	2,218,536	2,218,536
39 - TRANSFERS IN/SOURCES	1,298,066	1,837,945	2,218,536	2,218,536	2,218,536
Expense	-964,024	-1,197,703			
52290999 - OTHER FINANCING SOURCES (USES)	-964,024	-1,197,703			
49 - TRANSFERS	-964,024	-1,197,703			
<b>551 - SECTION 8 HOUSING ADMIN</b>	<b>296,892</b>	<b>295,592</b>	<b>424,319</b>	<b>434,324</b>	<b>436,907</b>
Revenue	296,892	295,592	424,319	434,324	436,907
55100000 - SECTION 8 HOUSING ADMIN	296,892	295,592	424,319	434,324	436,907
33 - INTERGOVERNMENTAL	268,691	283,148	357,498	384,953	384,953
36 - USE - MONEY/PROPERTY	234	243			
37 - OTHER REVENUE					
39 - TRANSFERS IN/SOURCES	27,967	12,202	66,821	49,371	51,954
<b>552 - SECTION 8 HOUSING HAP</b>	<b>1,036,949</b>	<b>1,122,250</b>	<b>1,193,187</b>	<b>1,250,851</b>	<b>1,275,868</b>
Revenue	1,036,949	1,122,250	1,193,187	1,250,851	1,275,868
55200000 - SECTION 8 HOUSING HAP	1,036,949	1,122,250	1,193,187	1,250,851	1,275,868
33 - INTERGOVERNMENTAL	1,036,949	1,122,250	1,193,187	1,250,851	1,275,868
36 - USE - MONEY/PROPERTY					
37 - OTHER REVENUE					
Expense					
55290999 - OTHER FINANCING SOURCES (USES)					
49 - TRANSFERS					
<b>561 - PAC PINES AFFORDABLE HOUSING</b>	<b>194,676</b>	<b>200,224</b>	<b>137,286</b>	<b>143,098</b>	<b>112,350</b>
Revenue	240,021	234,788	255,242	258,149	265,193
56100000 - PAC PINES AFFORDABLE HOUSING	240,021	234,788	255,242	258,149	265,193
35 - FINES AND PENALTIES					
36 - USE - MONEY/PROPERTY	126,385	111,422	113,000	113,000	113,000
37 - OTHER REVENUE	98,065	111,935	108,000	123,600	123,600
39 - TRANSFERS IN/SOURCES	15,571	11,431	34,242	21,549	28,593
Expense	-45,344	-34,564	-117,956	-115,051	-152,843
56190999 - OTHER FINANCING SOURCES (USES)	-26,894	-17,400	-18,077	-15,172	-52,964
49 - TRANSFERS	-26,894	-17,400	-18,077	-15,172	-52,964
56191967 - EHA NOTE PAYABLE	-18,450	-17,164	-99,879	-99,879	-99,879
48 - DEBT/FINANCE	-18,450	-17,164	-99,879	-99,879	-99,879
<b>601 - SELF INSURANCE</b>	<b>1,392,229</b>	<b>1,691,898</b>	<b>1,720,768</b>	<b>1,997,793</b>	<b>1,997,793</b>
Revenue	1,392,229	1,691,898	1,720,768	1,997,793	1,997,793
60190999 - OTHER FINANCING SOURCES (USES)	1,392,229	1,691,898	1,720,768	1,997,793	1,997,793
39 - TRANSFERS IN/SOURCES	1,392,229	1,691,898	1,720,768	1,997,793	1,997,793
<b>611 - WASTEWATER SUPPORT</b>	<b>771,642</b>	<b>784,133</b>	<b>840,316</b>	<b>825,316</b>	<b>825,316</b>
Revenue	903,642	916,133	972,316	972,316	972,316
61100000 - WASTEWATER SUPPORT	903,642	916,133	972,316	972,316	972,316
33 - INTERGOVERNMENTAL					
37 - OTHER REVENUE	903,642	916,133	972,316	972,316	972,316
Expense	-132,000	-132,000	-132,000	-147,000	-147,000
61190999 - OTHER FINANCING SOURCES (USES)	-132,000	-132,000	-132,000	-147,000	-147,000
49 - TRANSFERS	-132,000	-132,000	-132,000	-147,000	-147,000
<b>621 - FLEET MAINTENANCE</b>	<b>489,004</b>	<b>556,365</b>	<b>571,830</b>	<b>571,830</b>	<b>571,830</b>
Revenue	489,004	556,365	571,830	571,830	571,830
62100000 - FLEET MAINTENANCE	489,004	556,365	571,830	571,830	571,830
37 - OTHER REVENUE	489,004	556,365	571,830	571,830	571,830

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>622 - VEHICLE REPLACEMENT</b>	<b>409,888</b>	<b>402,164</b>	<b>-163,000</b>	<b>137,000</b>	<b>137,000</b>
Revenue	409,888	402,164	37,000	337,000	337,000
62200000 - VEHICLE REPLACEMENT	409,888	402,164	37,000	337,000	337,000
37 - OTHER REVENUE	14,032	33,298	10,000	10,000	10,000
39 - TRANSFERS IN/SOURCES	197,000	197,000	27,000	327,000	327,000
47 - CAPITAL OUTLAY	198,856	171,866			
Expense			-200,000	-200,000	-200,000
62290999 - OTHER FINANCING SOURCES (USES)			-200,000	-200,000	-200,000
49 - TRANSFERS			-200,000	-200,000	-200,000
<b>623 - MACH EQUIPMENT REPLACEMENT</b>	<b>328,545</b>	<b>876,294</b>	<b>-185,000</b>	<b>-40,000</b>	<b>-40,000</b>
Revenue	328,545	876,294	115,000	260,000	260,000
62300000 - MACH EQUIPMENT REPLACEMENT	328,545	876,294	115,000	260,000	260,000
37 - OTHER REVENUE			10,000	10,000	10,000
39 - TRANSFERS IN/SOURCES	240,000	240,000	105,000	250,000	250,000
47 - CAPITAL OUTLAY	88,545	636,294			
Expense			-300,000	-300,000	-300,000
62390999 - OTHER FINANCING SOURCES (USES)			-300,000	-300,000	-300,000
49 - TRANSFERS			-300,000	-300,000	-300,000
<b>624 - FIRE APPARATUS REPLACEMENT</b>	<b>360,229</b>	<b>365,434</b>	<b>-523,317</b>	<b>-325,061</b>	<b>-325,061</b>
Revenue	378,000	378,000	201,744	400,000	400,000
62400000 - FIRE APPARATUS REPLACEMENT	378,000	378,000	201,744	400,000	400,000
37 - OTHER REVENUE			201,744		
39 - TRANSFERS IN/SOURCES	378,000	378,000		400,000	400,000
47 - CAPITAL OUTLAY					
Expense	-17,771	-12,566	-725,061	-725,061	-725,061
62490999 - OTHER FINANCING SOURCES (USES)			-500,000	-500,000	-500,000
49 - TRANSFERS			-500,000	-500,000	-500,000
62491922 - 2011 FIRE LEASE					
48 - DEBT/FINANCE					
62491923 - 2012 FIRE LEASE	-1,496				
48 - DEBT/FINANCE	-1,496				
62491924 - 2013 FIRE LEASE	-3,145	-1,587			
48 - DEBT/FINANCE	-3,145	-1,587			
62491925 - 2017 FIRE LEASE	-13,130	-10,979	-98,641	-98,641	-98,641
48 - DEBT/FINANCE	-13,130	-10,979	-98,641	-98,641	-98,641
62491926 - 2020 FIRE LEASE			-126,420	-126,420	-126,420
48 - DEBT/FINANCE			-126,420	-126,420	-126,420
<b>512 - CSD CAPITAL REPLACEMENT</b>	<b>533,986</b>	<b>825,205</b>	<b>3,045,000</b>	<b>3,045,000</b>	<b>3,045,000</b>
Revenue	1,142,577	1,981,643	3,045,000	3,045,000	3,045,000
51290999 - OTHER FINANCING SOURCES (USES)	1,142,577	1,981,643	3,045,000	3,045,000	3,045,000
39 - TRANSFERS IN/SOURCES	1,142,577	1,981,643	3,045,000	3,045,000	3,045,000
Expense	-608,591	-1,156,438			
51290999 - OTHER FINANCING SOURCES (USES)	-608,591	-1,156,438			
49 - TRANSFERS	-608,591	-1,156,438			
<b>403 - FACILITIES CAPITAL MAINTENANCE</b>	<b>1,000,000</b>	<b>1,180,000</b>	<b>1,101,533</b>	<b>1,100,000</b>	<b>1,100,000</b>
Revenue	1,000,000	1,180,000	1,101,533	1,100,000	1,100,000
40300000 - FACILITY CAPITAL MAINTENANCE	1,000,000	1,180,000	1,101,533	1,100,000	1,100,000
39 - TRANSFERS IN/SOURCES	1,000,000	1,180,000	1,101,533	1,100,000	1,100,000
<b>Grand Total</b>	<b>57,909,335</b>	<b>68,315,821</b>	<b>66,012,416</b>	<b>79,129,674</b>	<b>76,864,021</b>

# Planning & Building Function

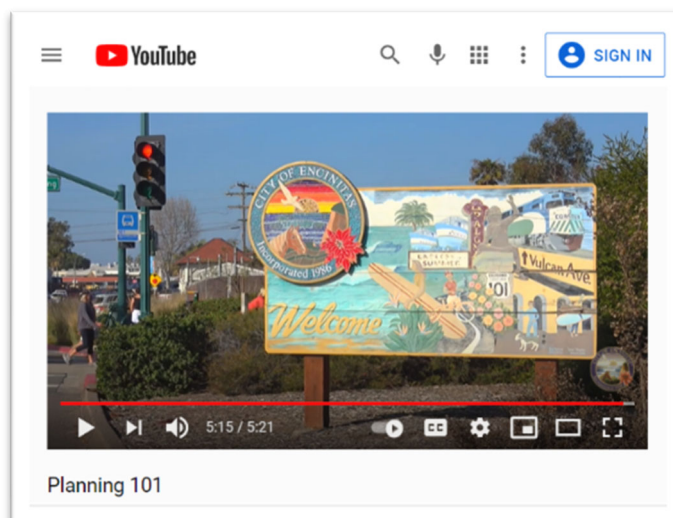




## Formerly Development Services - Planning

### Did you know?

Have you ever wondered how city planners and engineers are able to help bring new establishments and recreation to the city? The [Planning 101](#) video on the City of Encinitas YouTube channel explains what they do to keep North County an amazing place to live.



### Services

The Development Services Department contributes to City Council's vision for community planning—"to maintain safe and livable communities through well-maintained infrastructure and facilities, strong public safety, and significant environmental standards while achieving diverse and affordable housing for present and future generations."

The department consists of five functional sections:

- Operations & Engagement
- Development Planning & Code Enforcement
- Policy Planning & Housing
- Land Development & Building, and
- Development Engineering

Webpage	<a href="https://encinitasca.gov/Government/Departments/Development-Services">https://encinitasca.gov/Government/Departments/Development-Services</a>
Phone number	(760) 633-2710 Refer to the <a href="#">Development Services Staff Directory</a> for topic-specific contacts
Address	505 S. Vulcan Ave Encinitas, CA 92024
Hours of operation	8:00 a.m. to 5:00 p.m., Monday through Thursday 8:00 a.m. to 4:00 p.m., Fri ( <a href="#">Alternating Fridays Closed</a> ) In-Person and <a href="#">Virtual Appointments</a> Available Online <a href="#">Customer Self Service Portal</a> allows you to apply for plans, permits, and register businesses
Email	Refer to the Development Services Staff Directory for topic-specific contacts
Department head	Roy Sapa'u, Development Services Director



### Department historical recap

- June 23, 2021: City Council approved the re-organization of the Development Services Department's planning and engineering functions into the Development Services and Infrastructure & Sustainability departments.
- July 1, 2017: Resolution 2017-25 approved a department re-organization merging the Planning & Building Department (50) and the Engineering Department (72) into separate divisions of a new Development Services Department (51 and 52).

### Link to fund structure

- 101 - GENERAL FUND: department operating budget
- 203 – STATE CAPITAL GRANTS
- 222 - CDBG GRANT
- 551 - SECTION 8 HOUSING ADMIN
- 552 - SECTION 8 HOUSING HAP
- 561 - PAC PINES AFFORDABLE HOUSING

### Key changes in service levels

On June 23, 2021, City Council approved two new full-time positions to better address the changing needs of the community including a Housing Services Manager and Senior Planner – Mobility. This will increase the City's ability to coordinate affordable housing efforts and implement the approved Homeless Action Plan. It also increases the ability to manage transportation planning and corridor studies and facilitate community outreach efforts.

### Performed in-house or privatized

- In-house planning and engineering services with some services provided by consultant
- In-house code enforcement services
- Building permit and inspection services provided under contract with EsGil Corporation
- Contract with specialized consultants on plans and studies
- Combination of in-house and interagency services for parking citation processing

### Activities required by law

- Comply with federal and state law, as well as regional policies
- Comply with City planning policies, like the General Plan and Specific Plan
- Comply with Encinitas Municipal Code, including Zoning requirements
- Enforce codes and issue administrative citations

## Issues

### Housing Element

The City of Encinitas is required by state law to update its Housing Element every eight years. The current adopted Housing Element is for the 2021-2029 planning period. Through the Housing Element, the City will: ensure compliance with state housing laws, become eligible for state grants and funding sources, demonstrate the ability to meet future housing growth needs, and allow the community to further engage in the planning process.

The Regional Housing Needs Assessment (RHNA) process is mandated by state law to quantify the need for housing. This informs local planning processes to address existing and future housing need resulting from growth in population, employment, and households. For the 2021-2029 planning period, The City of Encinitas is allocated an estimated number of units to accommodate growth by income category. The Housing Element must provide sites to accommodate this estimated growth.

Under the "no net loss" provisions of state Planning and Zoning Law ([Gov't Code § 65863](#)), if housing developments are proposed on the selected R-30 sites with fewer lower income units than projected, the City must demonstrate that it still has enough sites to accommodate the need for lower income housing. If insufficient sites remain, the City must in most cases up-zone an additional site or sites to R-30 within 180 days.

### **Measure H (Cannabis)**

Implementation of Ordinance 2020-18 authorizing commercial cannabis activities and personal use cultivation, related to the voter-initiated Measure H which passed in the General Municipal Election held on November 3, 2020.

### **Homelessness**

Through the Homeless Action Plan (HAP), adopted via Resolution 2021-14, the City will seek to collaborate with the region to access additional service resources, develop community engagement through educational materials, and actively seek out additional funding opportunities to maximize resources.

## **Budget Summary**

### **Revenues**

Planning and engineering permit fees and building plan check and permit fees currently recover approximately 39% of the cost of completing plan review and permitting.

### **Expenditures**

Expenditures in 410 - CURRENT PLANNING: LAND DEV division increase over \$362,000 from FY2020-21 levels due to an increase in temporary contract personnel to assist with new construction/ discretionary review in both the Development Planning and Engineering sections.

Expenditures in 430 - ADV PLN: ADV PLN & HOUSING division increase over \$357,000 from FY2020-21 levels due to the addition of the Housing Services Manager and the Senior Planner – Mobility positions. Additionally, there is an increase for on-call contract planning services related to long-range planning needs.

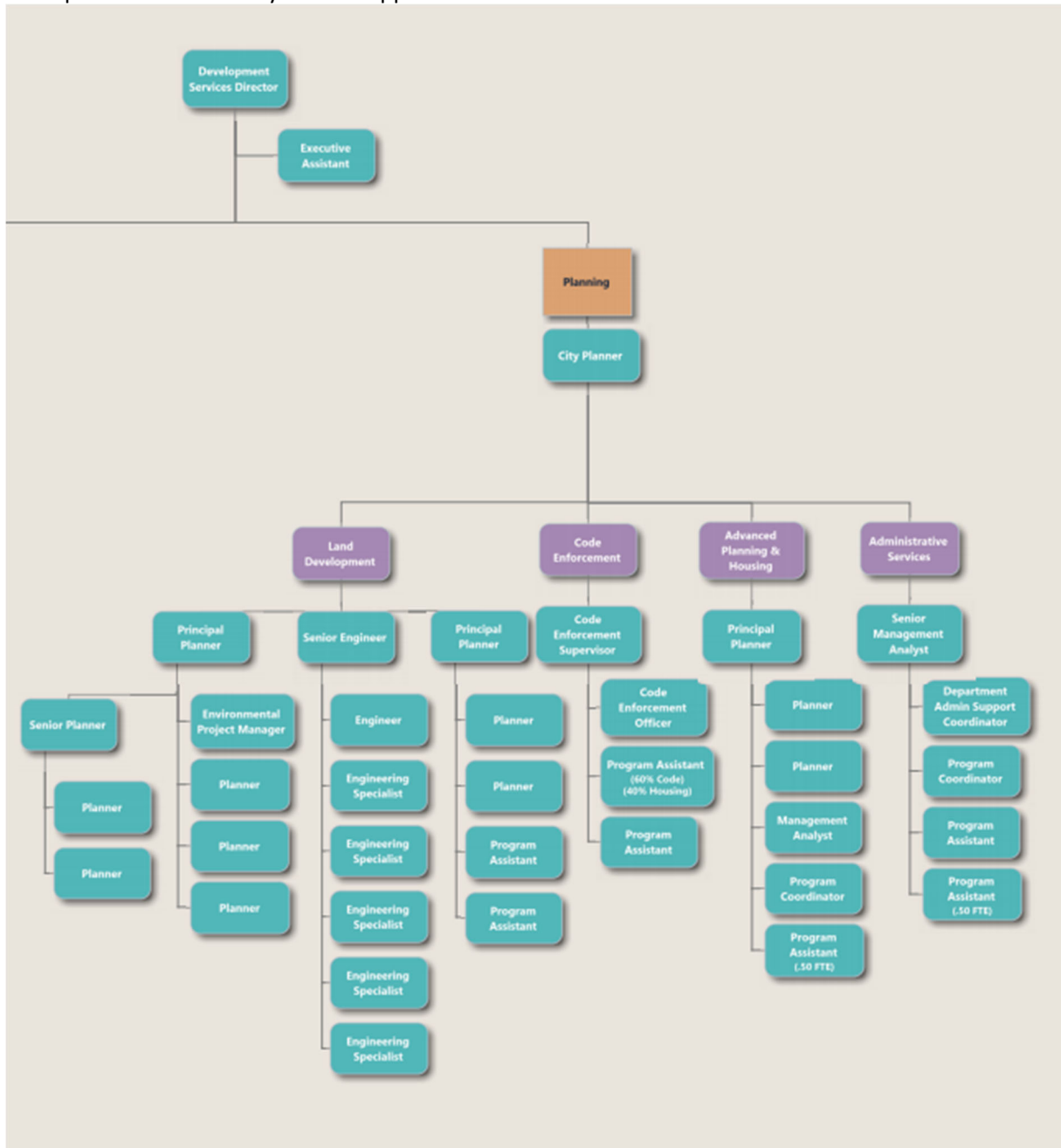
	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
101 - GENERAL FUND	-3,100,552	-2,972,974	-2,710,940	-3,468,782	-3,599,815
Revenue	3,168,074	3,437,987	4,110,978	4,084,978	4,084,978
10151410 - DEV SVC-PLAN-LAND DEVELOPMENT	572,205	1,125,231	1,360,000	1,360,000	1,360,000
34 - CHARGES FOR SERVICES	572,205	1,125,231	1,360,000	1,360,000	1,360,000
35 - FINES AND PENALTIES					
10151415 - DEV SVC-PLAN-REGULATORY PERMIT	211,701	192,731	195,400	191,400	191,400
32 - LICENSE FEE/PERMITS	210,956	192,361	195,000	191,000	191,000
35 - FINES AND PENALTIES					
36 - USE - MONEY/PROPERTY	745	370	400	400	400
10151420 - DEV SVC-PLAN-APPLICANT DEPOSIT	4,455		8,000	8,000	8,000
34 - CHARGES FOR SERVICES	4,455		8,000	8,000	8,000
10151440 - DEV SVC-PLAN-BUILDING & CODE	2,180,583	1,981,643	2,347,578	2,325,578	2,325,578
32 - LICENSE FEE/PERMITS	17,302	16,924	15,000	15,000	15,000
34 - CHARGES FOR SERVICES	2,147,082	1,939,269	2,320,578	2,300,578	2,300,578
35 - FINES AND PENALTIES	16,200	25,450	12,000	10,000	10,000
37 - OTHER REVENUE					
10151450 - DEV SVC-PLAN-PARKING CITATION	199,130	138,383	200,000	200,000	200,000
35 - FINES AND PENALTIES	199,130	138,383	200,000	200,000	200,000
Expense	-6,268,626	-6,410,961	-6,821,918	-7,553,760	-7,684,793
10151400 - DEV SVC-DIRECTOR	-341,327	-336,219	-360,652	-411,048	-414,359
41 - PERSONNEL	-339,878	-334,137	-359,922	-406,868	-410,679
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-1,449	-2,082	-730	-4,180	-3,680
47 - CAPITAL OUTLAY					
10151405 - DEV SVC-PLAN-ADMIN SVCS	-397,208	-427,801	-444,406	-486,075	-479,831
41 - PERSONNEL	-379,768	-412,235	-431,258	-457,270	-458,978
43 - MATERIALS & SUPPLIES	-7,512	-9,471	-5,343	-17,245	-8,243
45 - CONTRACTS & SERVICES	-9,928	-6,094	-7,805	-11,560	-12,610
10151410 - DEV SVC-PLAN-LAND DEVELOPMENT	-2,418,866	-2,591,779	-2,609,238	-2,972,127	-3,040,778
41 - PERSONNEL	-2,135,507	-2,161,724	-2,360,520	-2,578,142	-2,638,793
43 - MATERIALS & SUPPLIES	-15,290	-14,653	-640	-420	-420
45 - CONTRACTS & SERVICES	-268,070	-415,402	-248,078	-393,565	-401,565
10151415 - DEV SVC-PLAN-REGULATORY PERMIT	-124,714	-137,311	-144,764	-157,755	-165,799
41 - PERSONNEL	-122,959	-136,393	-142,974	-154,881	-163,879
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-1,755	-919	-1,790	-2,874	-1,920
10151420 - DEV SVC-PLAN-APPLICANT DEPOSIT	-3,425		-3,300	-3,000	-3,000
45 - CONTRACTS & SERVICES	-3,425		-3,300	-3,000	-3,000
10151430 - DEV SVC-PLAN-ADV PLANNING-HSG	-570,112	-652,822	-699,445	-1,057,441	-1,035,273
41 - PERSONNEL	-456,614	-482,078	-552,278	-877,851	-855,683
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-113,499	-170,744	-147,167	-179,590	-179,590
48 - DEBT/FINANCE					
10151440 - DEV SVC-PLAN-BUILDING & CODE	-2,332,475	-2,214,228	-2,446,613	-2,367,814	-2,447,253
41 - PERSONNEL	-366,475	-364,277	-393,118	-348,229	-427,668
43 - MATERIALS & SUPPLIES	-1,886	-1,032	-2,090	-2,150	-2,150
45 - CONTRACTS & SERVICES	-1,964,114	-1,848,918	-2,051,405	-2,017,435	-2,017,435
10151450 - DEV SVC-PLAN-PARKING CITATION	-80,500	-50,801	-113,500	-98,500	-98,500
45 - CONTRACTS & SERVICES	-80,500	-50,801	-113,500	-98,500	-98,500

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>203 - STATE CAPITAL GRANTS</b>			<b>-250,000</b>		
Revenue					
20351430 - STATE GRANT-DS-ADV PLAN HSG					
33 - INTERGOVERNMENTAL					
Expense			<b>-250,000</b>		
20351430 - STATE GRANT-DS-ADV PLAN HSG			-250,000		
49 - TRANSFERS			-250,000		
<b>222 - CDBG GRANT</b>	<b>-297,802</b>	<b>-208,761</b>	<b>-627,356</b>	<b>-695,026</b>	<b>-223,844</b>
Expense	<b>-297,802</b>	<b>-208,761</b>	<b>-627,356</b>	<b>-695,026</b>	<b>-223,844</b>
22251470 - DEV SVC-PLAN-CDBG PROGRAMS	-297,802	-208,761	-627,356	-695,026	-223,844
41 - PERSONNEL	-72,040	-59,335	-85,612	-88,542	-89,812
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-18,332	-19,975	-20,189	-22,582	-22,110
49 - TRANSFERS	-207,430	-129,451	-521,555	-583,902	-111,922
<b>227 - HOME ENTITLEMENT PROGRAM</b>	<b>-4,154</b>				
Expense	<b>-4,154</b>				
22751480 - DEV SERV-PLAN-HOME ENTITLEMEN	-4,154				
41 - PERSONNEL	-4,154				
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES					
49 - TRANSFERS					
<b>551 - SECTION 8 HOUSING ADMIN</b>	<b>-296,892</b>	<b>-285,751</b>	<b>-387,098</b>	<b>-419,920</b>	<b>-425,672</b>
Expense	<b>-296,892</b>	<b>-285,751</b>	<b>-387,098</b>	<b>-419,920</b>	<b>-425,672</b>
55151480 - DEV SVC-PLAN-SECTION 8 ADMIN	-296,892	-285,751	-387,098	-419,920	-425,672
41 - PERSONNEL	-130,689	-122,052	-150,177	-134,966	-139,977
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-10,361	-11,400	-13,701	-14,493	-15,234
48 - DEBT/FINANCE	-899	-785	-1,620	-1,661	-1,661
49 - TRANSFERS	-154,942	-151,514	-221,600	-268,800	-268,800
<b>552 - SECTION 8 HOUSING HAP</b>	<b>-1,030,029</b>	<b>-1,131,701</b>	<b>-1,276,977</b>	<b>-1,360,851</b>	<b>-1,360,851</b>
Expense	<b>-1,030,029</b>	<b>-1,131,701</b>	<b>-1,276,977</b>	<b>-1,360,851</b>	<b>-1,360,851</b>
55251480 - DEV SVC-PLAN-SECTION 8 HAP	-1,030,029	-1,131,701	-1,276,977	-1,360,851	-1,360,851
49 - TRANSFERS	-1,030,029	-1,131,701	-1,276,977	-1,360,851	-1,360,851
<b>561 - PAC PINES AFFORDABLE HOUSING</b>	<b>-230,790</b>	<b>-241,643</b>	<b>-155,363</b>	<b>-152,506</b>	<b>-157,647</b>
Revenue					
56151480 - DEV SVC-PLAN-PACIFIC PINES					
37 - OTHER REVENUE					
47 - CAPITAL OUTLAY					
Expense	<b>-230,790</b>	<b>-241,643</b>	<b>-155,363</b>	<b>-152,506</b>	<b>-157,647</b>
56151480 - DEV SVC-PLAN-PACIFIC PINES	-230,790	-241,643	-155,363	-152,506	-157,647
41 - PERSONNEL	-24,394	-15,546	-17,727	-12,367	-10,627
43 - MATERIALS & SUPPLIES	-809		-5,200	-5,200	-5,200
45 - CONTRACTS & SERVICES	-95,856	-111,125	-124,162	-126,665	-133,546
46 - INTERNAL COST ALLOC	-9,193	-9,193	-8,274	-8,274	-8,274
47 - CAPITAL OUTLAY	-100,538	-100,538			
48 - DEBT/FINANCE		-5,241			
<b>Grand Total</b>	<b>-4,960,219</b>	<b>-4,840,829</b>	<b>-5,407,734</b>	<b>-6,097,085</b>	<b>-5,767,829</b>

## Staffing

Number of Full-Time Equivalent Positions: 39.5 FTE

The following excerpt from the Development Services organization chart shows the planning function only. It represents the organization structure at the time the budget was presented for approval on June 23, 2021. It does not include the proposed department reorganization and position reclassifications, to be implemented after City Council approval.



## Two New Positions Approved

On June 23, 2021, City Council approved two new full-time positions to better address the changing needs of the community including a Housing Services Manager and Senior Planner – Mobility.

The Housing Services Manager will be responsible for coordinating affordable housing efforts and homeless services within the City, as well as being the primary staff person responsible for the implementation of the City's approved Homeless Action Plan. This position will work collaboratively both within the City and the region with community groups and faith-based community members to ensure the success of the plan and will coordinate and manage housing services in Encinitas.

The Senior Planner - Mobility will be responsible for providing policy direction, coordination, and supervision of assigned programs and/or projects in the advanced planning division including but not limited to managing transportation planning and corridor studies and facilitate community outreach efforts. The new position will be responsible for collecting, analyzing, and interpreting transportation data and designs surveys, as well as be responsible for developing long-range transportation planning priorities, summarizing data, preparing reports, and managing projects and consultants.

## Reclassifications Approved

The City Manager also recommended reclassifications and organizational changes to streamline and focus services to the community; recognize increased duties in several job classifications; as well as to ensure continuity of operations in several departments including development services.








The recommended classification changes will not increase the City's FTE headcount and were analyzed by the Director of Human Resources and the City's classification and compensation analyst to ensure proper placement within salary ranges and appropriate job titles commensurate with the increased job duties/functions of each position.

Current	Revised
Director of Development Services	Director of Infrastructure & Sustainability
Assistant Director of Development Services (eliminate)	Director of Development Services
Principal Planner (2)	Planning Manager (2)
Senior Engineer	Principal Engineer
Engineer II	Senior Engineer

## Strategic Plan and Performance Measures

### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Development Planning		Number of planning permits issued	6/30/2022	194	242	183	180	180
Development Planning		Environmental review	6/30/2022	6	4	0	5	5
Development Planning		Appeals	6/30/2022	5	7	5	1	1
Housing		Number of new dwelling units issued	6/30/2022	71	76	69	70	70
Building Services		Plan checks	6/30/2022	2,409	2,464	2,815	2,500	2,500
Code Enforcement		Code enforcement complaints	6/30/2022	1,090	1,341	1,239	1,000	1,000
Land Development Engineering		Right-of-Way construction permits issued	6/30/2022	142	117	58	100	100

### KEY: Operating Principles and Vision



Respectful Partnerships / Community Outreach



Improvement & Efficiency



Measurement & Accountability / Data Gathering & Sharing



Financially Sound Decision Making / Economic Development



Public Safety



Quality Transportation



Recreation



Environment



Arts & Culture



Community Character / Community Planning



# Engineering Function





## *Formerly Development Services - Engineering*

### **Did you know?**

Construction is underway on Leucadia Streetscape Phase 1 and is scheduled to be completed in Spring 2022. The Roadway improvements from Basil Street to Marcheta Street will include a roundabout, connection to the new El Portal Undercrossing, new buffered bike lanes and wider sidewalks, and planting of 101 new trees.



### **Services**

The Infrastructure & Sustainability Department implements City Council's vision for quality transportation, recreation, environment, and community planning.

The department is responsible for the comprehensive oversight of major City infrastructure projects, transportation network, sustainability initiatives, coastal zone management activities, implementation of the climate action plan, and environmental initiatives. The department is comprised of two divisions: the Engineering Division and the Sustainability Division.

The Capital Improvement Projects section of the Engineering Division focuses on significant capital improvement projects to rebuild, rehabilitate, and re-envision infrastructure for the benefit of this generation and the next. Types of projects may include: Drainage, Streets & Sidewalks, Mobility/Mode Shift, Parks, Sewer, Bridges, Trails, traffic improvements, and ADA projects. Projects that will be in construction during FY 2021-22 include: Leucadia Streetscape – Phase I, El Portal Undercrossing, FY 2021-22 Pavement Rehabilitation Project, Annual Sewer Rehabilitation Project, MacKinnon ADA Sidewalks, Trail 95, South Coast Highway 101 Bridge Pavement Repair, and various traffic safety and calming projects. Projects that will be in design include: Leucadia Streetscape Segment C, Santa Fe Drive Improvements, South Highway 101 Cycle Track, Trail 82, B Street Sewer Main and Manhole, Olivenhain Trunk Sewer Improvements, Beacon's Beach Parking Lot Modifications, and the Highway 101 Sidewalk to Solana Beach.

The Traffic section of the Engineering Division is primarily responsible for the oversight and development of a safe and efficient transportation network for pedestrians, cyclists and other vehicle drivers in the City. They evaluate potential traffic impacts from private development projects.

The Sustainability Division will focus on how the City can support practices that benefit environmental, human, and economic well-being with the penultimate goal of encouraging equitable access to natural resources and increasing public health and well-being.

Webpage	<a href="https://encinitasca.gov/Government/Departments/Infrastructure-and-Sustainability">https://encinitasca.gov/Government/Departments/Infrastructure-and-Sustainability</a>
Phone number	760-633-2770
Address	505 S. Vulcan Ave Encinitas, CA 92024
Hours of operation	8:00 a.m. to 5:00 p.m., Monday through Thursday 8:00 a.m. to 4:00 p.m., Fri ( <a href="#">Alternating Fridays Closed</a> )
Email	isd@encinitasca.gov
Department head	Lillian Doherty, Infrastructure and Sustainability Director

### Department historical recap

- June 23, 2021: City Council approved the re-organization of the Development Services Department's planning and engineering functions into the Development Services and Infrastructure & Sustainability departments. The new Infrastructure & Sustainability Department includes the Capital Improvement Projects team and the Traffic Team. Climate Action Plan and Coastal Management divisions will move from the City Manager's Office to Infrastructure & Sustainability.

### Link to fund structure

- 101 - GENERAL FUND: department operating budget
- 295 - ENCINITAS LLD
- 297 - ENC RANCH LLD

### Key changes in service levels

There are no significant changes to service levels from the previous year.

### Performed in-house or privatized

- Combination of in-house staff and consultants for planning, design, construction, administration, project management and construction inspection of capital projects

### Activities required by law

- Comply with federal, state, regional and local laws and policies
- Implementation of mobility element
- Implementation of ADA Transition plan
- Implementation of the CAP
- Compliance with the following on CIP projects:
  - OSHA and Cal-OSHA
  - Public Works contract code and prevailing wage
  - CEQA
  - State Coastal Act
  - Climate Action Plan
  - Clean Water Act and Regional Water Quality Control Board Permit
  - FEMA Floodplain requirements

- Adhere to beach ecology standards per the City’s Opportunistic Beach Fill Program
- Comply with the City’s General Plan
- Secure programmatic permits for opportunistic beach nourishment every five years

## Issues

**Aging Infrastructure.** As with most cities, bridges, roadways, and City-owned utility infrastructure were constructed many years ago and are approaching the end of their useful life. Rehabilitation and/or replacement projects are important to ensure the overall health of the City’s infrastructure.

**Traffic.** Roadways were once envisioned to be car centric. As the City evolves, there is a new focus on mode shift and delivering safer means of travel on foot and with alternative vehicles, such as bikes, and e-bikes.

**Construction Costs.** Over the past several years construction costs have exceeded the CPI averaging approximately 7 to 8 % per year. As projects are budgeted for construction, older cost estimates need to be updated to reflect the current bidding climate.

**Flooding.** The community of Encinitas underwent extensive development after the 1970’s without corresponding improvements to drainage infrastructure. As a result, Encinitas has a need for additional drainage capacity in many areas of the City to alleviate flooding.

**Climate Change – Green House Gases.** Decades of human activity (e.g. mining and use of fossil fuel, cement manufacturing and deforestation) is the causal agent of global climate change and significant reductions in human-caused greenhouse gas emissions are needed by the mid-21st century to prevent the most catastrophic effects of climate change (Intergovernmental Panel on Climate Change [IPCC] 2014). To combat the effects of climate change, the City will need to reduce greenhouse gas (GHG) emissions from activities within the City while supporting the community in adapting to and improving its resiliency to a changing climate over the long term.

**Climate Change - Coastal Zone.** The California Coastal Sediment Management Workgroup categorizes Encinitas beaches to be “erosional hot spots” due to the long shore dispersal rate. High energy waves and severe winter storms—plus the threat of sea level rise—contribute to a constant state of responsiveness in the areas of shoreline stabilization primarily through sand replenishment projects. In addition to regular sand replenishment, the City is piloting innovative nature-based solutions like the Cardiff State Beach Living Shoreline Project and Beacon’s Coastal Bluff Restoration Project.

## Budget Summary

	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
101 - GENERAL FUND	-1,522,115	-1,813,644	-2,653,122	-2,847,210	-2,898,929
Revenue	1,782,401	970,838	525,000	510,000	510,000
10152700 - DVC SVC-ENG-CITY ENGINEER	953,468	112,461			
34 - CHARGES FOR SERVICES	942,525				
37 - OTHER REVENUE	10,943	112,461			
10152710 - DEV SVC-ENG-TRAFFIC ENGINEERNG	272,778	274,120	55,000	40,000	40,000
34 - CHARGES FOR SERVICES	1,545	51,945	40,000	40,000	40,000
35 - FINES AND PENALTIES	271,233	222,175			
37 - OTHER REVENUE			15,000		
10152720 - DEV SVC-ENG-STORMWATER PROG					
33 - INTERGOVERNMENTAL					
10152730 - DEV SVC-ENG-INSPECTIONS	556,155	584,257	470,000	470,000	470,000
34 - CHARGES FOR SERVICES	556,155	584,257	470,000	470,000	470,000
Expense	-3,304,517	-2,784,482	-3,178,122	-3,357,210	-3,408,929
10152700 - DVC SVC-ENG-CITY ENGINEER	-923,238	-1,038,034	-1,236,819	-1,340,627	-1,351,644
41 - PERSONNEL	-843,983	-951,258	-1,126,132	-1,218,177	-1,228,113
43 - MATERIALS & SUPPLIES	-4,807	-5,763	-4,380	-7,155	-6,555
45 - CONTRACTS & SERVICES	-74,449	-81,012	-106,307	-115,295	-116,976
48 - DEBT/FINANCE					
10152710 - DEV SVC-ENG-TRAFFIC ENGINEERNG	-636,151	-622,858	-658,885	-679,122	-697,481
41 - PERSONNEL	-407,655	-448,723	-520,855	-552,932	-562,147
43 - MATERIALS & SUPPLIES	-2,903	-3,188	-12,700	-5,850	-4,100
45 - CONTRACTS & SERVICES	-225,594	-170,947	-125,330	-120,340	-131,234
48 - DEBT/FINANCE					
10152720 - DEV SVC-ENG-STORMWATER PROG	-618,050				
41 - PERSONNEL	-486,394				
43 - MATERIALS & SUPPLIES	-4,179				
45 - CONTRACTS & SERVICES	-127,477				
48 - DEBT/FINANCE					
10152730 - DEV SVC-ENG-INSPECTIONS	-1,126,495	-1,123,590	-1,282,418	-1,337,461	-1,359,804
41 - PERSONNEL	-224,407	-227,803	-240,052	-245,220	-247,773
43 - MATERIALS & SUPPLIES	-3,108	-3,178	-4,015	-3,529	-4,224
45 - CONTRACTS & SERVICES	-898,980	-892,610	-1,038,351	-1,088,712	-1,107,807
48 - DEBT/FINANCE					
10152740 - DEV SVC-ENG-ENVIRONMENTAL	-581				
41 - PERSONNEL					
43 - MATERIALS & SUPPLIES	-392				
45 - CONTRACTS & SERVICES	-189				
48 - DEBT/FINANCE					

	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
[-] 295 - ENCINITAS LLD	-383,864	-373,409	-637,805	-516,998	-530,302
[-] Expense	-383,864	-373,409	-637,805	-516,998	-530,302
[-] 29552710 - ELLD-TRAFFIC ENGINEERING	-235,197	-223,917	-456,864	-315,978	-328,915
41 - PERSONNEL	-11,417	-14,253	-17,296	-18,880	-18,396
45 - CONTRACTS & SERVICES	-223,781	-209,664	-439,568	-297,098	-310,519
[-] 29552740 - DEV SVC-ENC-STREET LIGHTING	-148,667	-149,492	-180,941	-201,020	-201,387
41 - PERSONNEL	-26,157	-27,009	-27,655	-28,288	-28,655
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-29,525	-29,497	-30,793	-50,239	-50,239
46 - INTERNAL COST ALLOC	-92,985	-92,985	-122,493	-122,493	-122,493
48 - DEBT/FINANCE					
[-] 297 - ENC RANCH LLD	-51,249	-51,462	-54,334	-54,992	-54,639
[-] Expense	-51,249	-51,462	-54,334	-54,992	-54,639
[-] 29752710 - ENC RNCH LLD-TRAFFIC ENG					
45 - CONTRACTS & SERVICES					
[-] 29752740 - DEV SVC-ENG-ELLD ENC RANCH	-51,249	-51,462	-54,334	-54,992	-54,639
41 - PERSONNEL	-6,540	-6,752	-6,918	-7,576	-7,218
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-68	-68	-75	-75	-80
46 - INTERNAL COST ALLOC	-44,642	-44,642	-47,341	-47,341	-47,341
48 - DEBT/FINANCE					
<b>Grand Total</b>	<b>-1,957,229</b>	<b>-2,238,515</b>	<b>-3,345,261</b>	<b>-3,419,200</b>	<b>-3,483,870</b>

## Staffing

Number of Full-Time Equivalent Positions:  
11.0 FTE

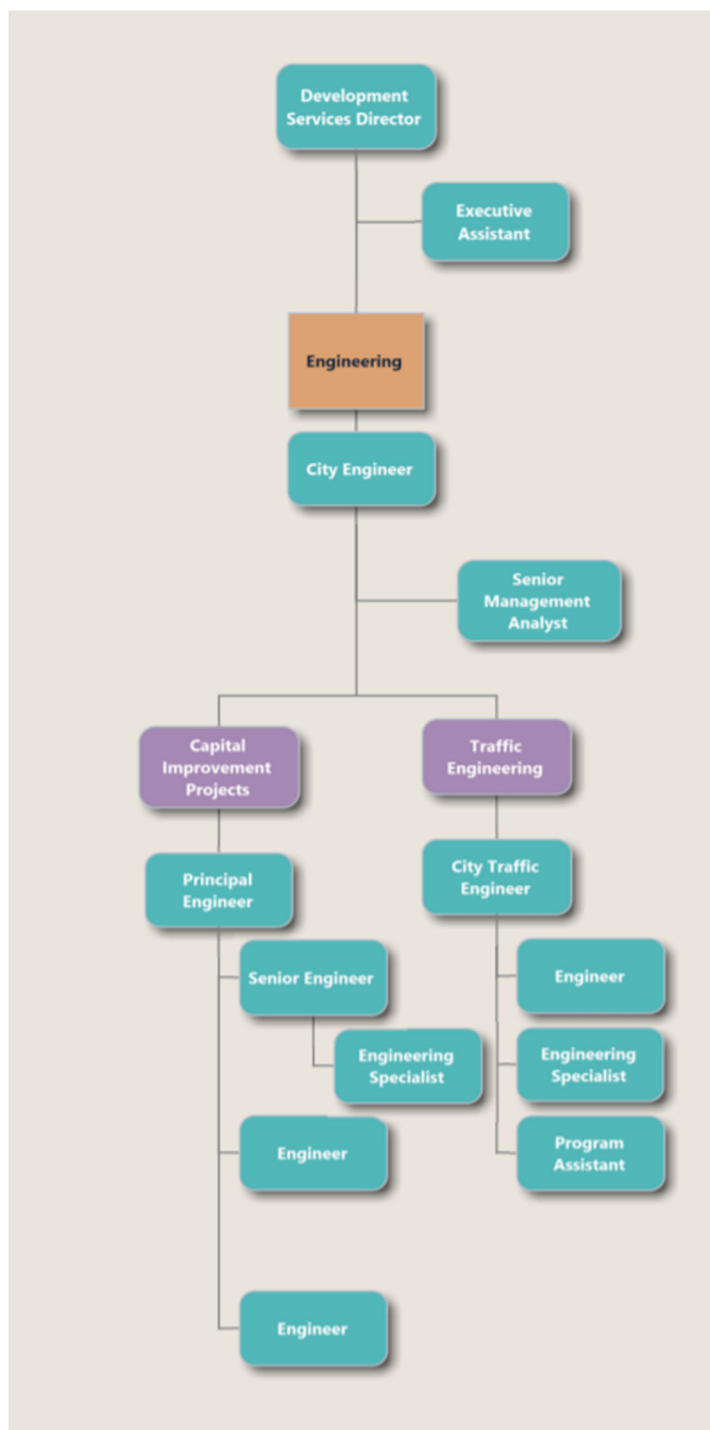
This excerpt from the Development Services organization chart shows the engineering function only. It represents the organization structure at the time the budget was presented for approval on June 23, 2021. It does not include the proposed department reorganization and position reclassifications to be implemented after City Council approval.

When the re-organization is complete, Climate Action Plan and Coastal Zone staff (2 FTE's) will move from the City Manager's Office to the Infrastructure & Sustainability Department.

### Reclassifications Approved

The City Manager recommended reclassifications and organizational changes to streamline and focus services to the community; recognize increased duties in several job classifications; as well as to ensure continuity of operations in several departments including Development Services.

The recommended classification changes will not increase the City's FTE headcount and were analyzed by the Director of Human Resources and the City's classification and compensation analyst to ensure proper placement within salary ranges and appropriate job titles commensurate with the increased job duties/functions of each position.









Current	Revised
Director of Development Services	Director of Infrastructure & Sustainability
Climate Action Plan Administrator (eliminate)	Sustainability Manager
Engineering Specialist II (2)	Engineer I (2)
Engineer II	Senior Engineer






#### Strategic Plan and Performance Measures






### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Develop a safe and efficient transportation network for pedestrians, cyclists, and other vehicle drivers		Pavement condition index	6/30/2022	73	72	72	71	70
		Sidewalks constructed (linear feet)		2,605	3,970	5,545	3,585	TBD
		Miles of bike lanes added		1.3	5.3	1.2	3.3	TBD
Monitoring erosion along the shoreline		Monitor sand volume 2 times each year	6/30/2022	Yes	Yes	Yes	Yes	Yes
		Monitor beach width 2 times each year	6/30/2022	Yes	Yes	Yes	Yes	Yes
Implement City's Climate Action Plan (CAP)		Number of CAP measures completed Target: 20 by 6/30/30	12/31/2021	5	6	10	12	14

### KEY: Operating Principles and Vision

-  Respectful Partnerships / Community Outreach
-  Improvement & Efficiency
-  Measurement & Accountability / Data Gathering & Sharing
-  Financially Sound Decision Making / Economic Development
-  Public Safety

-  Quality Transportation
-  Recreation
-  Environment
-  Arts & Culture
-  Community Character / Community Planning



# Public Safety Function





## Did you know?

In 2020, the Encinitas earned the rank of 29th safest city in California, according to the Safewise Safest Cities Report, rising an incredible 24 places since last year.

## Services

The City of Encinitas contracts for law enforcement services with the San Diego County Sheriff. The North Coastal Sheriff Station provides services for the cities of Encinitas, Solana Beach, Del Mar, and the unincorporated area of Rancho Santa Fe. The Station Captain serves as our Chief of Police.

In addition to patrol and traffic enforcement, the station has a Community Oriented Policing and Problem Solving (COPPS) team and a Crime Suppression Team, both of which work on specific community needs.

Webpage	<a href="https://encinitasca.gov/Government/Departments/Public-Safety/Law-Enforcement">https://encinitasca.gov/Government/Departments/Public-Safety/Law-Enforcement</a>
Phone number	(858) 565-5200 dispatch (760) 966-3500 business
Address	SD County Sherriff - <a href="#">North Coastal Station</a> 175 North El Camino Real Encinitas, CA 92024-2899
Hours of operation	Hours: 8:00 A.M. - 5:00 P.M. Mon-Friday 24/7 emergency response
Email	<a href="mailto:encinitasstation.encinitas@sdsheriff.org">encinitasstation.encinitas@sdsheriff.org</a>
Department head	Captain Lopez

## Department historical recap

Since incorporation in 1986, the City of Encinitas has contracted with the San Diego County Sheriff.

## Link to fund structure

- 101 - GENERAL FUND: department operating budget
- 202 – STATE LAW ENF GRANT
- 228 - FEDERAL LAW ENF GRANT

## Key changes in service levels

Not Applicable

## Performed in-house or privatized

The City of Encinitas contracts for law enforcement services with the San Diego County Sheriff. As a contract city, Encinitas has access to the Sheriff's SWAT Team, ASTREA helicopters, and other County Sheriff resources.

### Activities required by law

- Local and regional law enforcement
- Street traffic regulations and state vehicle law enforcement

### Issues

In the wake of civil unrest that swept our nation in 2020, Encinitas hosted a law enforcement community forum on July 28, 2020, to discuss community policing, among other topics. Officers continue to work with groups like Encinitas4Equality to help educate and mobilize the community to work in allyship, supporting and protecting diversity.

Our Sheriff's Department worked jointly with many partner agencies to support and educate residents as health orders evolved with the pandemic. This included creating a mobile crisis response team that provides assistance in a situation when people need help, but not to the level of a law enforcement response. For example, North Coastal Station has partnered with PERT (Psychiatric Emergency Response Team) clinicians to respond to mental health calls more effectively.

An opportunity exists to utilize the remaining balance of asset forfeiture funds to equip the law enforcement office in the Marine Safety Center at Moonlight Beach. SLEF funds may only be used to supplement front line law enforcement services.

## Budget Summary

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>101 - GENERAL FUND</b>	<b>-14,704,248</b>	<b>-15,588,048</b>	<b>-16,552,300</b>	<b>-17,305,322</b>	<b>-18,170,431</b>
Revenue	328,522	287,473	221,900	245,000	245,000
10161500 - PUBLIC SAFETY-LAW ENFORCEMENT	328,522	287,473	221,900	245,000	245,000
35 - FINES AND PENALTIES	307,479	268,979	191,900	225,000	225,000
37 - OTHER REVENUE	21,044	18,494	30,000	20,000	20,000
Expense	-15,032,770	-15,875,521	-16,774,200	-17,550,322	-18,415,431
10161500 - PUBLIC SAFETY-LAW ENFORCEMENT	-15,032,770	-15,875,521	-16,774,200	-17,550,322	-18,415,431
43 - MATERIALS & SUPPLIES	0	0	0	0	0
45 - CONTRACTS & SERVICES	-14,905,745	-15,748,496	-16,647,175	-17,423,296	-18,288,405
48 - DEBT/FINANCE	-127,025	-127,025	-127,025	-127,026	-127,026
<b>202 - STATE LAW ENF GRANT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Revenue	148,747	155,948	100,000	100,000	100,000
20261500 - PUBLIC SAFETY-LAW ENFORCEMENT	148,747	155,948	100,000	100,000	100,000
33 - INTERGOVERNMENTAL	148,747	155,948	100,000	100,000	100,000
Expense	-148,747	-155,948	-100,000	-100,000	-100,000
20261500 - PUBLIC SAFETY-LAW ENFORCEMENT	-148,747	-155,948	-100,000	-100,000	-100,000
45 - CONTRACTS & SERVICES	-148,747	-155,948	-100,000	-100,000	-100,000
<b>228 - FEDERAL LAW ENF GRANT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Revenue	0	0	10,000	10,000	10,000
22861500 - PUBLIC SAFETY-LAW ENFORCEMENT	0	0	10,000	10,000	10,000
33 - INTERGOVERNMENTAL	0	0	10,000	10,000	10,000
Expense	0	0	-10,000	-10,000	-10,000
22861500 - PUBLIC SAFETY-LAW ENFORCEMENT	0	0	-10,000	-10,000	-10,000
43 - MATERIALS & SUPPLIES	0	0	-10,000	-10,000	-10,000
45 - CONTRACTS & SERVICES	0	0	0	0	0
<b>Grand Total</b>	<b>-14,704,248</b>	<b>-15,588,048</b>	<b>-16,552,300</b>	<b>-17,305,322</b>	<b>-18,170,431</b>

## Staffing


Number of Full-Time Equivalent Positions: 0

Contract managed by the City Manager's Office.

## Strategic Plan and Performance Measures

### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Provide law enforcement		Criminal arrests	Continuous	1,161	1,061			
		Traffic arrests		355	202			
		Traffic accidents		281	221			
		Traffic citations		9,635	7,009			
		Calls for service		19,190	19,406			
		Deputy-initiated action		25,725	21,106			
		Partner with PERT on mental health calls			415			
		Rank of safest cities in California, per Safewise Safest Cities Report	12/31/2021		29			
		Enhance the department's engagement with the community	Continuing	Yes	Yes	Yes	Yes	Yes

### KEY: Operating Principles and Vision



Respectful Partnerships / Community Outreach



Improvement & Efficiency



Measurement & Accountability / Data Gathering & Sharing



Financially Sound Decision Making / Economic Development



Public Safety



Quality Transportation



Recreation



Environment



Arts & Culture



Community Character / Community Planning

## Did you know?

In 2016, the Insurance Services Organization—which rates fire departments based on the effectiveness of their response capabilities—gave the Department a rating of 02/2X, which has resulted in lower homeowners' insurance premiums for Encinitas residents.



## Services

The Encinitas Fire and Marine Safety Department provides a wide array of public safety services—including fire protection, emergency response, medical aid, fire prevention, disaster preparedness, search and rescue, beach lifeguard services and community education programs.

The Department has six divisions: Fire Operations and Support Services, Fire Administration, Loss Prevention and Planning (Fire Prevention), Disaster Preparedness, Marine Safety Services, and Junior Lifeguard Program. The department operates six fire stations and is responsible for responding to a variety of emergencies in a 20 square mile area.

The Department's Executive Team also manages the fire departments for the cities of Del Mar and Solana Beach. Combined, we cover an area of roughly 25 square miles with nine companies in eight fire stations. The fire departments prepare a combined Annual Report which is available on the public safety webpage.

Webpage	<a href="https://encinitasca.gov/Government/Departments/Public-Safety">https://encinitasca.gov/Government/Departments/Public-Safety</a>
Phone number	(760) 633-2800
Address	505 S. Vulcan Ave Encinitas, CA 92024
Hours of operation	City Hall – open 7:30 a.m. – 5:30 p.m. Monday through Thursday – open 7:30 a.m. – 4:30 p.m. Friday (Alternating Fridays Closed) Fire Stations – staffed 24/7 Moonlight Beach Marine Safety Center is staffed from 8:00 a.m. until dusk, daily. Detailed hours for lifeguard towers are available <a href="#">online</a> .
Email	<a href="mailto:firesvcs@encinitasca.gov">firesvcs@encinitasca.gov</a>
Department head	Michael Stein, Fire Chief

## Department historical recap

- The Agreement for Cooperative Management Services was signed in 2009 between the City of Del Mar, City of Encinitas, Rancho Santa Fe Fire Protection District, and the City of Solana Beach, to share the functions of organizational direction and control, supervision of operations. The Rancho

Santa Fe Fire Protection District left the agreement in 2013. The agreement provided effective leadership to multiple agencies, eliminated redundancy, duplication of effort and provided opportunities for current cost savings and an increased level of service for each party.

- Fire Station 6 (near the Olivenhain community) was upgraded to become a 24-hour fully staffed fire station in 2013. This helped cut down response times in the area and provide service to this more rural and natural area.
- In 2018, the Department opened the Marine Safety Center, which includes a larger first aid room, advanced dispatching capabilities, and a multi-level observation space including a 360-degree deck allowing our lifeguards a much larger viewshed.

### Link to fund structure

- 101 - GENERAL FUND: Department operating budget
- 230 - CSA-17 BENEFIT FEES

### Key changes in service levels

- No changes to staffing levels for Fire Operations. Fire stations are staffed with a three-person crew except for Station 6, which is staffed with a two-person crew.
- The Marine Safety Division created a Lifeguard New Hire Training Program in FY19-20 to train lifeguards in this internal academy to handle situations specific to Encinitas, rather than generic training. This would create new lifeguards that function at a much higher level compared with new hires from previous years.

### Performed in-house or privatized

- Services are provided through a combination of in-house staff, contracted services, and interagency agreements.
- The Department coordinates with the San Dieguito Ambulance District, also known as County Service Area 17 (CSA 17), for ambulance services. American Medical Response is the ambulance service provider currently contracted to provide services for Encinitas residents.
- The California Department of Parks and Recreation contracts with the City of Encinitas to operate Moonlight State Beach. The State operates Cardiff State Beach.
- Standards of Cover analysis provided by contracted services to see how services may be improved.

### Activities required by law

- Comply with agency standards for training and certification requirements for firefighters and lifeguards.
- Subject to several Federal, State, and regional mandates – such as business inspection requirements, junior lifeguard reporting, emergency planning requirements, and grant-reporting requirements.
- Comply with City planning policies and Encinitas Municipal Code.

## Issues

**Emergency Preparedness.** Several Western states are in the grips of a historic drought with increased wildfire risk, including a longer fire season with high burn intensity and dry fuels. Encinitas Fire

Department offers [an online video series](#) to inform the public of the best practices to ensure their home and property are protected and defensible. The [Emergency Preparedness webpage](#) explains steps involved in preparing for a disaster, including creating a plan for mandatory evacuations.

**Strike Team Deployments.** There is a strain on fire service in the state due to record-breaking fires that have created an increased need for mutual aid and strike team deployments. The Department responded to and assisted over 120 days of fires and 5 deployments in 2020. Wildfires are expected to increase in the state each year.

**Emergency Operations Center.** During the past year, the pandemic and civil unrest highlighted the importance of being prepared for a local emergency or natural disaster. The City's Emergency Operations Center was activated and operational on-site for 99 days in response to the ongoing pandemic. Recent retirements and staffing changes will require training of new staff along with potential role reassignment.



## Budget Summary

### Revenues

Revenues in 512 – LOSS PREVENTION: The revenue decreases as plan check fees for accessory dwelling units are now waived.

Revenues in 515 – JR LIFEGUARDS: There was reduced revenue in FY 2019-20 and 2020-21, as there was no sessions in the summer of 2020 due to the COVID-19 pandemic.

	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<b>101 - GENERAL FUND</b>	<b>-14,502,466</b>	<b>-15,648,084</b>	<b>-15,968,437</b>	<b>-16,613,805</b>	<b>-17,068,316</b>
Revenue	1,788,199	1,132,645	2,111,523	1,307,199	1,317,579
10162510 - PUBLIC SAFETY-FIRE ADMIN	100	200			
37 - OTHER REVENUE	100	200			
10162511 - PUBLIC SAFETY-FIRE OPERATIONS	1,413,641	805,705	1,895,290	918,111	928,491
33 - INTERGOVERNMENTAL	465,912	512,088	490,601	519,000	529,380
36 - USE - MONEY/PROPERTY	117,617	121,209	112,275	127,644	127,644
37 - OTHER REVENUE	830,112	172,409	1,292,414	271,467	271,467
10162512 - PUBLIC SAFETY-LOSS PREVENTION	125,897	164,587	117,948	102,183	102,183
34 - CHARGES FOR SERVICES	128,765	170,876	116,748	100,983	100,983
37 - OTHER REVENUE	-2,868	-6,289	1,200	1,200	1,200
10162513 - PUBLIC SAFETY-DISASTER PREP					
37 - OTHER REVENUE					
10162514 - PUBLIC SAFETY-MARINE SAFETY	36,221	5,500	24,305	24,305	24,305
33 - INTERGOVERNMENTAL					
36 - USE - MONEY/PROPERTY			5,805	5,805	5,805
37 - OTHER REVENUE	36,221	5,500	18,500	18,500	18,500
10162515 - PUBLIC SAFETY-JR LIFEGUARDS	212,339	156,652	73,980	262,600	262,600
32 - LICENSE FEE/PERMITS					
34 - CHARGES FOR SERVICES	212,339	156,652	73,980	262,600	262,600
37 - OTHER REVENUE					
Expense	-16,290,665	-16,780,728	-18,079,960	-17,921,004	-18,385,895
10162510 - PUBLIC SAFETY-FIRE ADMIN	-526,362	-569,052	-593,323	-612,965	-632,111
41 - PERSONNEL	-505,106	-546,333	-571,361	-587,459	-603,085
43 - MATERIALS & SUPPLIES	-1,939	-3,696	-2,703	-4,155	-3,305
45 - CONTRACTS & SERVICES	-19,317	-19,023	-19,259	-21,351	-25,721
10162511 - PUBLIC SAFETY-FIRE OPERATIONS	-13,438,465	-13,847,511	-14,998,794	-14,589,304	-14,974,273
41 - PERSONNEL	-12,198,016	-12,757,394	-13,901,574	-13,462,691	-13,829,979
43 - MATERIALS & SUPPLIES	-225,652	-213,980	-209,063	-253,507	-249,927
45 - CONTRACTS & SERVICES	-971,188	-876,137	-888,157	-873,106	-894,367
47 - CAPITAL OUTLAY	-43,609				
10162512 - PUBLIC SAFETY-LOSS PREVENTION	-645,706	-564,914	-708,138	-690,569	-715,900
41 - PERSONNEL	-624,511	-539,269	-676,444	-652,857	-681,988
43 - MATERIALS & SUPPLIES	-8,328	-12,331	-10,615	-13,795	-9,995
45 - CONTRACTS & SERVICES	-12,867	-13,314	-21,079	-23,917	-23,917
10162513 - PUBLIC SAFETY-DISASTER PREP	-157,955	-174,001	-189,722	-190,332	-189,689
41 - PERSONNEL	-51,202	-58,800	-64,139	-65,402	-66,806
43 - MATERIALS & SUPPLIES	-4,856	-5,431	-3,730	-5,652	-3,600
45 - CONTRACTS & SERVICES	-101,897	-109,770	-121,853	-119,278	-119,283
48 - DEBT/FINANCE					
10162514 - PUBLIC SAFETY-MARINE SAFETY	-1,323,925	-1,399,441	-1,396,133	-1,532,532	-1,563,752
41 - PERSONNEL	-1,165,529	-1,207,085	-1,158,162	-1,300,635	-1,334,891
43 - MATERIALS & SUPPLIES	-98,765	-124,092	-102,424	-123,263	-122,591
45 - CONTRACTS & SERVICES	-59,631	-68,264	-67,527	-86,134	-106,270
47 - CAPITAL OUTLAY			-68,020	-22,500	
10162515 - PUBLIC SAFETY-JR LIFEGUARDS	-198,251	-225,810	-193,850	-305,302	-310,170
41 - PERSONNEL	-160,645	-198,833	-171,437	-259,033	-265,384
43 - MATERIALS & SUPPLIES	-26,261	-22,039	-10,424	-27,814	-27,864
45 - CONTRACTS & SERVICES	-11,346	-4,938	-11,989	-18,455	-16,922
46 - INTERNAL COST ALLOC					
47 - CAPITAL OUTLAY					
48 - DEBT/FINANCE					

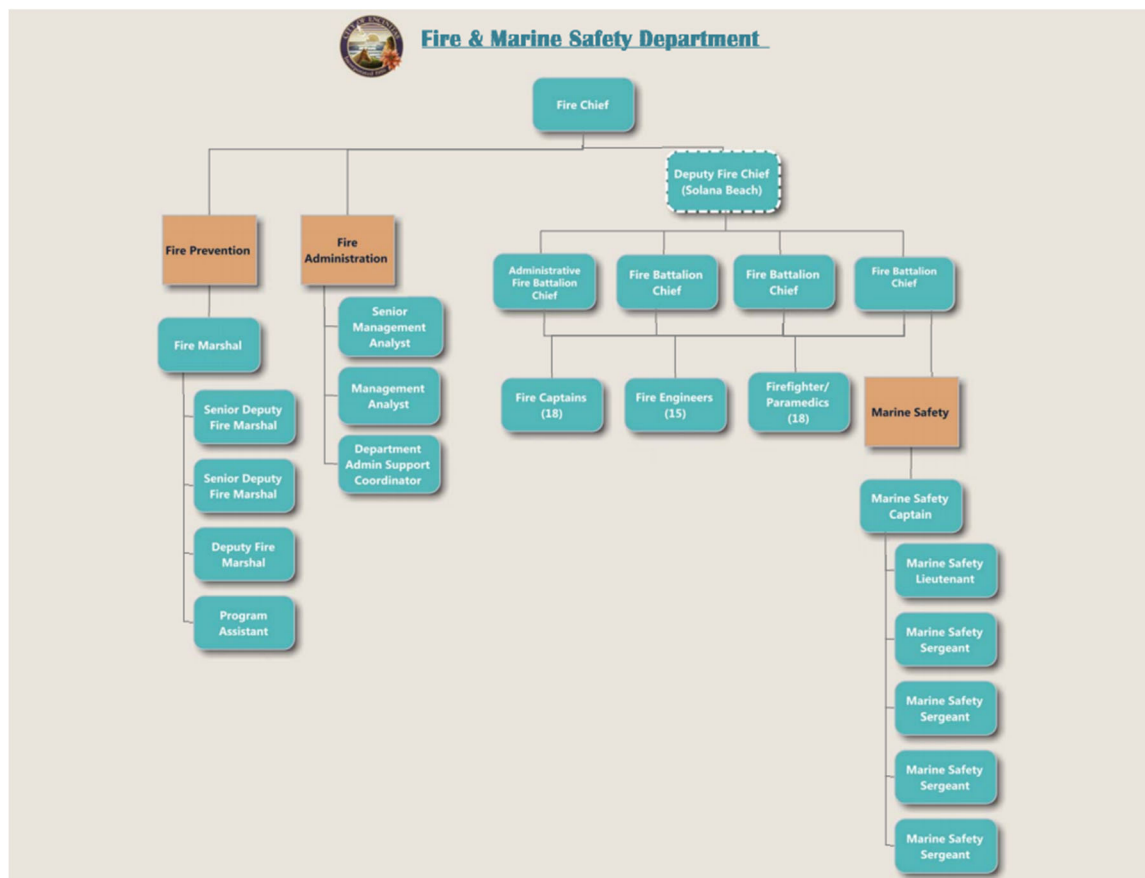


	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
230 - CSA-17 BENEFIT FEES	30,824	68,017	-7,748	53,349	58,332
Revenue	96,658	525,475	221,633	227,434	233,417
23062511 - CSA-17 BENEFIT FEES-FIRE OPS	96,658	525,475	221,633	227,434	233,417
37 - OTHER REVENUE	96,658	525,475	221,633	227,434	233,417
Expense	-65,835	-457,458	-229,381	-174,085	-175,085
23062511 - CSA-17 BENEFIT FEES-FIRE OPS	-65,835	-457,458	-229,381	-174,085	-175,085
43 - MATERIALS & SUPPLIES	-40,294	-74,069	-143,368	-107,000	-107,000
45 - CONTRACTS & SERVICES	-21,958	-38,455	-71,762	-58,834	-59,834
46 - INTERNAL COST ALLOC	-3,582	-3,582	-8,251	-8,251	-8,251
47 - CAPITAL OUTLAY		-341,351	-6,000		
<b>Grand Total</b>	<b>-14,471,642</b>	<b>-15,580,066</b>	<b>-15,976,185</b>	<b>-16,560,456</b>	<b>-17,009,984</b>

## Staffing

Number of Full-Time Equivalent Positions: 70 FTE








In FY 2018, the Department added an Administrative Battalion Chief position responsible for training and safety. We placed a new Marine Safety Sergeant position in FY 2020 in the Marine Safety Division and Junior Lifeguard Program to increase span of control, coverage, and supervision. Both these positions improve efficiency and provides higher-level responsibilities to fulfill tasks.








## Strategic Plan and Performance Measures






### Department Performance Measures

This matrix shows how the Department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	CY19	CY20	CY21	Proj CY22	Goal CY23
Provides all aspects of emergency management—including disaster mitigation, preparedness, response, and recovery measures			Annual / Ongoing	✓	✓	✓	✓	✓
Provide non-emergency general information, management, and support to overall Department		<a href="#">Insurance Services Organization PPC</a> rating. scale of 1 to 10. 1= superior fire protection capabilities; 10=the worst.	2016 (every five years)	02/2X	02/2X	02/2X	02/2X	02/2X
Provide fire suppression personnel, apparatus, facilities, and training		Number of emergency fire calls	Annual / Ongoing	130	277	227		
Emergency Medical Services		Number of EMS/rescue	Annual / Ongoing	4,536	4,037	6,289		
Fire Marshal's Office, inquiries concerning inspections, plan checks, and fire hazard complaints		% of State Mandated Business Inspections (per California State Senate Bill 1205)	Annual / Ongoing	94%	88%	In progress (projected 100%)	100%	100%
Provide beach safety and rescue		Number of bluff warnings, aquatics safety contacts, and rescues	Annual / Ongoing	30,471	28,489	51,013	56,958	55,000
Offer Junior Lifeguard Program		Current goal of having at least 1300 attendees each summer	Annual / Ongoing	1,110	0 (no sessions due to COVID-19 pandemic)	1,403	1,350	1,350

### KEY: Operating Principles and Vision

-  Respectful Partnerships / Community Outreach
-  Improvement & Efficiency
-  Measurement & Accountability / Data Gathering & Sharing
-  Financially Sound Decision Making / Economic Development
-  Public Safety

-  Quality Transportation
-  Recreation
-  Environment
-  Arts & Culture
-  Community Character / Community Planning

# Public Works Function



  
**Encinitas**  
GREENING OUR COMMUNITY  
**WASTE LESS  
FROM LAND  
TO SEA**



## Did you know?

The City of Encinitas Public Works Department is one of only 160 agencies in the country (19 in California) to achieve American Public Works Association accreditation. This nationwide program provides a means of formally verifying and recognizing public works agencies for compliance with recommended practices set forth in the Public Works Management Practices Manual. It is a voluntary, self-motivated approach to objectively evaluate, verify, and recognize compliance with the recommended management practices.



## Services

The Public Works Department provides street, wastewater, and stormwater system maintenance and manages the City's facilities, vehicles, and heavy equipment. Public Works also manages the Encinitas and Cardiff Sanitary Divisions.

Divisions consist of Administration, Street Maintenance, Wastewater Collections, Solid Waste/Recycling, Stormwater Management, Cardiff Sanitary Division, Encinitas Sanitary Division, Fleet Maintenance, and Facility/Site Maintenance.

Webpage	<a href="https://encinitasca.gov/Government/Departments/Public-Works">https://encinitasca.gov/Government/Departments/Public-Works</a>
Phone number	(760) 633-2850
Address	Public Works / SDWD 160 Calle Magdalena Encinitas, CA 92024
Hours of operation	7:30 a.m. to 5:30 p.m. Monday through Thursday 7:30 a.m. to 4:30 p.m. Friday (Alternating Fridays Closed)
Email	<a href="mailto:pubworks@encinitasca.gov">pubworks@encinitasca.gov</a>
Interim Department Head	Jennifer Campbell, Assistant City Manager

## Department historical recap

- 2010: achieved American Public Works (APWA) accreditation, re-accredited in 2014 and 2019.
- Fiscal Year 2019-20: realignment moved Stormwater Management division from Development Services to Public Works.

### **Link to fund structure**

- 101 - GENERAL FUND
- 214 - SOLID WASTE RECYCLING & HOUSEHOLD HAZARDOUS WASTE
- 295 - ENCINITAS LLD
- 297 - ENC RANCH LLD
- 511 - CSD OPERATIONS
- 521 - ESD OPERATIONS
- 611 - WASTEWATER SUPPORT
- 621 - FLEET MAINTENANCE
- 622 - VEHICLE REPLACEMENT
- 623 - MACH EQUIPMENT REPLACEMENT
- 624 - FIRE APPARATUS REPLACEMENT

### **Performed in-house or privatized**

- Services are provided through a combination of in-house staff, contracted services, and interagency agreements.
- Trash and recycling collection services are managed via an exclusive franchise agreement with EDCO

### **Key changes in service levels**

Pursuant to agreements with the North County Transit District (NCTD), the City is now responsible for day-to-day maintenance of improvements along the NCTD right-of-way which passes through the City, including the Coastal Rail Trail and North Coast Highway 101 improvements associated with the Leucadia Streetscape project. In addition, over seven miles of buffered bikeways have been installed, with approximately seven more planned over the next few years. Due to the increased levels of maintenance required, an additional Utilities and Maintenance Worker has been added to the Street Maintenance Division.

### **Activities required by law**

As an owner and operator of a Municipal Separate Storm Sewer System (MS4), the City of Encinitas is regulated by a National Pollutant Discharge Elimination System (NPDES) Municipal Permit that is issued and regulated by the San Diego Regional Water Quality Control Board.

The City's Climate Action Plan has a goal to increase landfill diversion to 85% by 2030 through its Zero Waste Program. New state laws requiring the City to implement an organics recycling program will help make significant strides to the City meeting its Zero Waste CAP goal.



## Issues

**Street Maintenance:** Increasing infrastructure (additional road miles, bikeways, drainage facilities) will require additional resources (contractual and in-house).

**Fleet:** Commercial electric trucks are expected to become more widely available over the next decade. As vehicle manufacturers continue to invest in electric trucks, the Fleet Division will continue to pursue implementing the City's ZEV Fleet Conversion Plan by replacing medium-duty vehicles currently fueled with renewable diesel with electric vehicles, as operations allow.

**Solid Waste:** Solid Waste Division staff anticipate expanding its Zero Waste Programming to address related CAP goals and to meet the implementation needs of recent State mandates, such as the requirement for everyone to recycle organics (food waste and green waste) and for certain restaurants and grocery stores to donate edible food to address local hunger and keep methane-emitting materials out of landfills.

## Budget Summary

Increase in Street Maintenance personnel expenditures reflect negotiated salary increases and proposed addition of one Utility & Maintenance Worker.

	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<b>101 - GENERAL FUND</b>	<b>-5,280,964</b>	<b>-6,240,079</b>	<b>-6,664,951</b>	<b>-7,176,072</b>	<b>-7,256,426</b>
<b>Revenue</b>	<b>79,559</b>	<b>23,039</b>	<b>107,446</b>	<b>107,446</b>	<b>107,446</b>
10171600 - PUBLIC WORKS-ADMINISTRATION	21,773	19,838	35,946	35,946	35,946
33 - INTERGOVERNMENTAL	21,773	19,838	35,946	35,946	35,946
36 - USE - MONEY/PROPERTY					
10171630 - PUBLIC WORKS-STREETS	57,786	1,776	71,500	71,500	71,500
37 - OTHER REVENUE	57,786	1,776	71,500	71,500	71,500
10171643 - PUBLIC WORKS-FAC MAINT LIBRARY					
37 - OTHER REVENUE					
10171652 - PUBLIC WORKS-STORMWATER PROG		1,425			
33 - INTERGOVERNMENTAL					
37 - OTHER REVENUE		1,425			
<b>Expense</b>	<b>-5,360,523</b>	<b>-6,263,118</b>	<b>-6,772,397</b>	<b>-7,283,518</b>	<b>-7,363,872</b>
10171600 - PUBLIC WORKS-ADMINISTRATION	-410,618	-478,054	-509,743	-424,632	-446,653
41 - PERSONNEL	-380,143	-451,299	-491,063	-406,977	-421,483
43 - MATERIALS & SUPPLIES	-5,577	-3,092	-3,850	-4,250	-4,350
45 - CONTRACTS & SERVICES	-24,898	-23,663	-14,830	-13,405	-20,820
47 - CAPITAL OUTLAY					
48 - DEBT/FINANCE					
10171620 - PUBLIC WORKS-ENVIRONMENTAL		-1,389	-2,100	-1,500	-1,500
41 - PERSONNEL					
43 - MATERIALS & SUPPLIES		-82	-1,000	-1,000	-1,000
45 - CONTRACTS & SERVICES		-1,307	-1,100	-500	-500
48 - DEBT/FINANCE					
10171630 - PUBLIC WORKS-STREETS	-2,924,462	-2,882,808	-3,037,646	-3,393,013	-3,421,127
41 - PERSONNEL	-721,386	-731,545	-763,074	-890,601	-906,912
43 - MATERIALS & SUPPLIES	-230,252	-224,862	-214,336	-253,556	-253,556
45 - CONTRACTS & SERVICES	-1,950,874	-1,926,401	-1,880,595	-2,207,976	-2,260,659
47 - CAPITAL OUTLAY	-21,951		-179,641	-40,880	
48 - DEBT/FINANCE					
10171640 - PUBLIC WORKS-FAC MAINT CVC CTR	-406,117	-409,333	-418,033	-507,298	-502,367
41 - PERSONNEL	-63,461	-61,903	-62,268	-91,291	-85,589
43 - MATERIALS & SUPPLIES	-19,754	-19,592	-23,624	-24,500	-24,500
45 - CONTRACTS & SERVICES	-322,902	-327,837	-332,141	-391,507	-392,278
47 - CAPITAL OUTLAY					
10171641 - PUBLIC WORKS-FAC MAINT FIRE ST	-285,323	-287,406	-293,426	-337,443	-332,860
41 - PERSONNEL	-38,571	-39,044	-41,152	-52,700	-50,367
43 - MATERIALS & SUPPLIES	-7,904	-10,936	-8,750	-9,550	-9,550
45 - CONTRACTS & SERVICES	-238,847	-237,426	-243,524	-275,193	-272,943
47 - CAPITAL OUTLAY					
10171642 - PUBLIC WORKS-FAC MAINT PW YRD	-175,495	-142,342	-187,487	-236,279	-236,015
41 - PERSONNEL	-21,618		-14,849	-50,299	-42,742
43 - MATERIALS & SUPPLIES	-8,496	-11,077	-10,500	-10,800	-10,800
45 - CONTRACTS & SERVICES	-145,380	-131,265	-162,138	-175,180	-182,473
10171643 - PUBLIC WORKS-FAC MAINT LIBRARY	-312,924	-280,899	-325,812	-367,046	-373,709
41 - PERSONNEL	-20,985		-14,849	-50,299	-42,742
43 - MATERIALS & SUPPLIES	-20,200	-21,589	-22,500	-23,250	-23,250
45 - CONTRACTS & SERVICES	-271,740	-259,310	-288,463	-293,497	-307,717
47 - CAPITAL OUTLAY					
10171644 - PUBLIC WORKS-FAC MAINT CTR PK		-362,067	-394,194	-429,794	-431,372
41 - PERSONNEL		-125,130	-125,368	-133,290	-132,812
43 - MATERIALS & SUPPLIES		-28,174	-34,950	-40,000	-40,000
45 - CONTRACTS & SERVICES		-208,764	-233,876	-256,504	-258,560

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
10171650 - PUBLIC WORKS-STORMWATER MAIN	-743,507	-638,411	-713,009	-709,587	-718,239
41 - PERSONNEL	-459,762	-468,084	-483,862	-496,770	-504,502
43 - MATERIALS & SUPPLIES	-45,502	-40,569	-38,946	-52,165	-52,165
45 - CONTRACTS & SERVICES	-238,244	-129,758	-190,201	-160,652	-161,572
47 - CAPITAL OUTLAY					
10171651 - PUBLIC WORKS-STORMWATER FLOO	-102,077	-94,778	-93,756	-99,072	-99,082
41 - PERSONNEL	-57,868	-61,494	-59,556	-63,972	-63,982
43 - MATERIALS & SUPPLIES	-8,854	-9,456	-10,100	-10,100	-10,100
45 - CONTRACTS & SERVICES	-35,356	-23,828	-24,100	-25,000	-25,000
47 - CAPITAL OUTLAY					
10171652 - PUBLIC WORKS-STORMWATER PROG		-685,632	-797,191	-777,854	-800,948
41 - PERSONNEL		-559,900	-585,362	-595,063	-611,159
43 - MATERIALS & SUPPLIES		-6,087	-5,230	-5,230	-5,230
45 - CONTRACTS & SERVICES		-119,645	-206,599	-177,561	-184,559
48 - DEBT/FINANCE					
<b>214 - SOLID WASTE RECYCLING &amp; HHW</b>	<b>-601</b>	<b>-214,717</b>	<b>-269,703</b>	<b>228,295</b>	<b>212,110</b>
Revenue		366,727	359,800	960,348	960,348
21471621 - PUBLIC WORKS-HAZARDOUS WASTE		350,922	344,000	927,300	927,300
33 - INTERGOVERNMENTAL		350,922	344,000	927,300	927,300
37 - OTHER REVENUE					
21471622 - PUBLIC WORKS-OIL & HHW GRANT		15,805	15,800	33,048	33,048
33 - INTERGOVERNMENTAL		15,805	15,800	33,048	33,048
21471623 - PUBLIC WORKS-RECYCLING					
33 - INTERGOVERNMENTAL					
Expense	-601	-581,443	-629,503	-732,053	-748,238
21471621 - PUBLIC WORKS-HAZARDOUS WASTE	-601	-289,883	-366,036	-459,901	-467,136
41 - PERSONNEL	-601	-64,115	-74,743	-81,000	-82,043
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES		-206,208	-250,137	-337,745	-343,937
46 - INTERNAL COST ALLOC		-19,560	-41,156	-41,156	-41,156
21471622 - PUBLIC WORKS-OIL & HHW GRANT		-14,329	-13,000	-33,048	-33,048
45 - CONTRACTS & SERVICES		-14,329	-13,000	-33,048	-33,048
21471623 - PUBLIC WORKS-RECYCLING		-277,231	-250,467	-239,104	-248,054
41 - PERSONNEL					
43 - MATERIALS & SUPPLIES		-9,188	-9,100	-12,500	-14,000
45 - CONTRACTS & SERVICES		-268,043	-241,367	-226,604	-234,054
48 - DEBT/FINANCE					
<b>295 - ENCINITAS LLD</b>	<b>-513,489</b>	<b>-527,182</b>	<b>-532,374</b>	<b>-558,951</b>	<b>-562,662</b>
Expense	-513,489	-527,182	-532,374	-558,951	-562,662
29571630 - ELLD-STREETS	-513,489	-527,182	-532,374	-558,951	-562,662
41 - PERSONNEL	-11,596	-11,478	-12,461	-13,187	-12,961
45 - CONTRACTS & SERVICES	-501,893	-515,704	-519,913	-545,764	-549,701
<b>297 - ENC RANCH LLD</b>	<b>-22,473</b>	<b>-20,991</b>	<b>-39,036</b>	<b>-42,884</b>	<b>-43,370</b>
Expense	-22,473	-20,991	-39,036	-42,884	-43,370
29771630 - ENC RNCH LLD-STREETS	-22,473	-20,991	-39,036	-42,884	-43,370
41 - PERSONNEL	-8,720	-6,828	-8,787	-9,462	-9,487
45 - CONTRACTS & SERVICES	-13,753	-14,163	-30,249	-33,422	-33,883



	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<b>511 - CSD OPERATIONS</b>	<b>2,750,770</b>	<b>2,483,383</b>	<b>1,901,008</b>	<b>1,709,734</b>	<b>1,886,219</b>
<b>Revenue</b>	<b>4,939,441</b>	<b>5,046,841</b>	<b>4,942,827</b>	<b>5,031,758</b>	<b>5,031,758</b>
51171661 - CSD OPERATIONS	4,939,441	5,046,841	4,942,827	5,031,758	5,031,758
33 - INTERGOVERNMENTAL					
34 - CHARGES FOR SERVICES	4,937,941	5,046,841	4,942,827	5,031,758	5,031,758
37 - OTHER REVENUE	1,500				
<b>Expense</b>	<b>-2,188,672</b>	<b>-2,563,458</b>	<b>-3,041,819</b>	<b>-3,322,024</b>	<b>-3,145,539</b>
51171661 - CSD OPERATIONS	-2,188,672	-2,563,458	-3,041,819	-3,322,024	-3,145,539
41 - PERSONNEL	-3,075	-3,235		-3,520	-3,520
45 - CONTRACTS & SERVICES	-2,489,048	-2,688,056	-2,828,646	-3,105,331	-2,928,846
46 - INTERNAL COST ALLOC	-178,118	-178,118	-213,173	-213,173	-213,173
47 - CAPITAL OUTLAY	481,569	305,951			
<b>521 - ESD OPERATIONS</b>	<b>666,868</b>	<b>-151,121</b>	<b>937,918</b>	<b>985,210</b>	<b>1,083,861</b>
<b>Revenue</b>	<b>2,711,546</b>	<b>2,747,853</b>	<b>2,685,357</b>	<b>2,749,599</b>	<b>2,749,599</b>
52171661 - ESD OPERATIONS	2,711,546	2,747,853	2,685,357	2,749,599	2,749,599
34 - CHARGES FOR SERVICES	2,698,746	2,744,193	2,685,357	2,749,599	2,749,599
37 - OTHER REVENUE	12,800	3,660			
<b>Expense</b>	<b>-2,044,678</b>	<b>-2,898,974</b>	<b>-1,747,439</b>	<b>-1,764,389</b>	<b>-1,665,738</b>
52171661 - ESD OPERATIONS	-2,044,678	-2,898,974	-1,747,439	-1,764,389	-1,665,738
45 - CONTRACTS & SERVICES	-1,293,863	-1,433,134	-1,617,141	-1,634,091	-1,535,440
46 - INTERNAL COST ALLOC	-103,976	-103,976	-130,298	-130,298	-130,298
47 - CAPITAL OUTLAY	-632,369	-1,361,864			
48 - DEBT/FINANCE	-14,470				
<b>611 - WASTEWATER SUPPORT</b>	<b>-771,585</b>	<b>-1,118,724</b>	<b>-841,444</b>	<b>-953,016</b>	<b>-924,269</b>
<b>Revenue</b>					
61171661 - PUBLIC WORKS-WW OPERATIONS					
33 - INTERGOVERNMENTAL					
37 - OTHER REVENUE					
<b>Expense</b>	<b>-771,585</b>	<b>-1,118,724</b>	<b>-841,444</b>	<b>-953,016</b>	<b>-924,269</b>
61171660 - PUBLIC WORKS-WASTEWATER ADMN	-66,423	-106,215	-73,447	-75,435	-121,647
41 - PERSONNEL	-56,114	-95,634	-61,947	-63,935	-110,147
45 - CONTRACTS & SERVICES	-10,309	-10,581	-11,500	-11,500	-11,500
61171661 - PUBLIC WORKS-WW OPERATIONS	-658,927	-975,317	-721,997	-827,581	-752,622
41 - PERSONNEL	-609,108	-917,432	-663,093	-689,688	-690,493
43 - MATERIALS & SUPPLIES	-18,627	-21,343	-21,884	-22,870	-21,370
45 - CONTRACTS & SERVICES	-31,193	-36,542	-37,020	-39,023	-40,759
47 - CAPITAL OUTLAY				-76,000	
48 - DEBT/FINANCE					
61171663 - PUBLIC WORKS-WASTEWATER FLEET	-46,235	-37,192	-46,000	-50,000	-50,000
43 - MATERIALS & SUPPLIES	-46,235	-37,192	-45,000	-49,000	-49,000
45 - CONTRACTS & SERVICES			-1,000	-1,000	-1,000
46 - INTERNAL COST ALLOC					
<b>621 - FLEET MAINTENANCE</b>	<b>-489,004</b>	<b>-736,613</b>	<b>-585,728</b>	<b>-614,879</b>	<b>-598,202</b>
<b>Revenue</b>					
62171670 - PUBLIC WORKS-FLEET MAINTENANCE					
37 - OTHER REVENUE					
<b>Expense</b>	<b>-489,004</b>	<b>-736,613</b>	<b>-585,728</b>	<b>-614,879</b>	<b>-598,202</b>
62171670 - PUBLIC WORKS-FLEET MAINTENANCE	-489,004	-736,613	-585,728	-614,879	-598,202
41 - PERSONNEL	-311,064	-522,821	-354,281	-360,458	-366,581
43 - MATERIALS & SUPPLIES	-168,705	-198,755	-216,585	-215,225	-215,225
45 - CONTRACTS & SERVICES	-9,235	-9,783	-14,862	-27,196	-16,396
46 - INTERNAL COST ALLOC					
47 - CAPITAL OUTLAY		-5,253		-12,000	

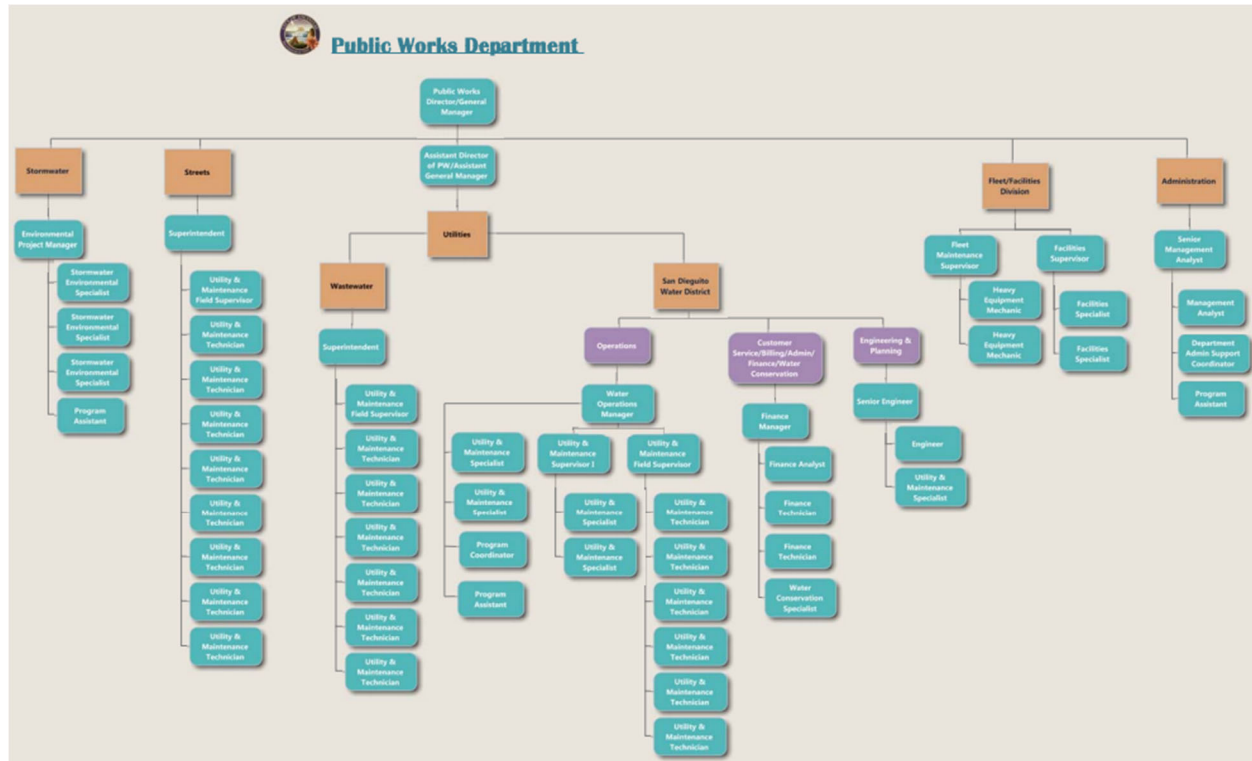
	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
[-] 622 - VEHICLE REPLACEMENT	-337,501	-361,710	-317,800	-334,284	-338,000
[-] Revenue					
[-] 62271670 - PUBLIC WORKS-FLEET VEH REPL					
37 - OTHER REVENUE					
47 - CAPITAL OUTLAY					
[-] Expense	-337,501	-361,710	-317,800	-334,284	-338,000
[-] 62271670 - PUBLIC WORKS-FLEET VEH REPL	-337,501	-361,710	-317,800	-334,284	-338,000
47 - CAPITAL OUTLAY	-337,501	-361,710	-317,800	-334,284	-338,000
[-] 623 - MACH EQUIPMENT REPLACEMENT	-249,070	-744,242	-20,000	-421,000	-75,000
[-] Revenue					
[-] 62371670 - PUBLIC WORKS-FLEET EQUIP REPL					
37 - OTHER REVENUE					
[-] Expense	-249,070	-744,242	-20,000	-421,000	-75,000
[-] 62371670 - PUBLIC WORKS-FLEET EQUIP REPL	-249,070	-744,242	-20,000	-421,000	-75,000
47 - CAPITAL OUTLAY	-249,070	-744,242	-20,000	-421,000	-75,000
[-] 624 - FIRE APPARATUS REPLACEMENT	-264,842	-246,446	-62,000	-260,000	
[-] Revenue					
[-] 62471670 - PUBLIC WORKS-FLEET FIRE REPL					
37 - OTHER REVENUE					
[-] Expense	-264,842	-246,446	-62,000	-260,000	
[-] 62471670 - PUBLIC WORKS-FLEET FIRE REPL	-264,842	-246,446	-62,000	-260,000	
47 - CAPITAL OUTLAY	-264,842	-246,446	-62,000	-260,000	
Grand Total	-4,511,891	-7,878,440	-6,494,110	-7,437,847	-6,615,739

## Staffing

Number of Full-Time Equivalent Positions: 35 FTE, count includes approved addition of 1.0 FTE in FY22

The proposed 2022-23 budget includes one additional full-time Utility & Maintenance Worker to support increased number of road miles, drainage facilities, and buffered bike lanes.











The following chart represents the organization structure at the time the budget was presented for approval on June 23, 2021. It does not include the proposed department reorganization and position reclassifications, to be implemented after City Council approval.








## Strategic Plan and Performance Measures






### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Maintain streets, right-of-way related infrastructure, and stormwater system	  	Ongoing inspection, cleaning, and repairs.	Annual / Ongoing					
Maintain a thriving urban forest	 	Receive Tree City USA designation from Arbor Day Foundation	Annual					
Provide routine sanitary sewer collection services and maintain wastewater infrastructure		Ongoing inspection, cleaning, and repairs.	Annual / Ongoing					
Prevent stormwater pollution of local creeks, lagoons, and beaches	 	Ongoing inspection, monitoring, source abatement, and enforcement.	Annual / Ongoing					
Transition vehicles to a more sustainable, environmentally friendly fleet		Number of gasoline-powered vehicles replaced with electric (EV) or renewable diesel (RD)	2030	2 EV 4 RD	3 EV 1 RD	1 RD	5 EV 1 RD	6 EV 2 RD
Departmental Support		Receive American Public Works Association (APWA) re-accreditation	Fall 2022					

### KEY: Operating Principles and Vision

-  Respectful Partnerships / Community Outreach
-  Improvement & Efficiency
-  Measurement & Accountability / Data Gathering & Sharing
-  Financially Sound Decision Making / Economic Development
-  Public Safety

-  Quality Transportation
-  Recreation
-  Environment
-  Arts & Culture
-  Community Character / Community Planning

# Parks and Recreation Function





## Did you know?

The City of Encinitas funded a public art project to create 53 mosaic panels for permanent installation at the redesigned Santa Fe Drive undercrossing as part of the Caltrans and SANDAG Build NCC project. The mosaics reflect the culture of the five communities of Encinitas and were created by Encinitas high school and college students, and adult artists. The city's new public art website includes an online walking tour of the mosaic installation at [www.encinitasca.gov/euc](http://www.encinitasca.gov/euc).



## Services

The Parks, Recreation and Cultural Arts Department is responsible for a wide range of services for the City including recreation and arts programs, maintenance of recreational areas, public art and streetscapes, animal services, commission support, and oversight of the Encinitas Ranch Golf Authority.

Webpage	<a href="https://encinitasca.gov/Government/Departments/Parks-Recreation-Cultural-Arts">https://encinitasca.gov/Government/Departments/Parks-Recreation-Cultural-Arts</a>
Address, Phone & Hours	<p>City Hall 760-633-2740 505 S. Vulcan Avenue Encinitas, CA 92024 8:00 a.m. to 5:00 p.m., Monday through Thursday 8:00 a.m. to 4:00 p.m., Fri (<a href="#">Alternating Fridays Closed</a>)</p> <p>Community and Senior Center 760-943-2260 Community Center 760-943-2250 Senior Center 1140 Oakcrest Park Drive, Encinitas, CA 92024 8:00 a.m. to 5:00 p.m., Monday through Saturday 12:00 p.m. to 5:00 p.m., Sunday</p> <p>Park hours are 5 a.m. to 10 p.m. unless stated otherwise. Beach parking and amenities hours are 5 a.m. to 10 p.m. Beach is closed 2 a.m. to 4 a.m. Trail maps are available on the City's website</p>
Email	<a href="mailto:encinitasparksandrec@encinitasca.gov">encinitasparksandrec@encinitasca.gov</a>
Department head	Travis M. Karlen, Director of Parks, Recreation and Cultural Arts

### Department historical recap

The existing department was renamed Parks, Recreation, & Cultural Arts with the addition of Cultural Arts Division (80881) in FY 2016-17, which was formerly in the City Manager's Office (20311).

### Link to fund structure

- 101 - GENERAL FUND: department operating budget
- 221 - SENIOR NUTRITION GRANT
- 229 - RESTRICTED DONATIONS & CONTRIB
- 291 - VILLANITAS ROAD MID
- 292 - CERRO STREET MID
- 293 - VILLAGE PARK MID
- 294 - WIRO PARK MID
- 295 - ENCINITAS LLD
- 297 - ENCINITAS RANCH LLD

### Key changes in service levels



Olympus Park opened to the public May 1, 2021, providing the community with a 3.1-acre neighborhood park that includes shade structures, various playground equipment, zip line, skate and pump track, sport court and a dog park. Annual park operations are estimated at \$104,500.

The Encinitas Habitat Stewardship Program (EHSP) was created by the city in 2020 to help upkeep city-owned properties that contain sensitive habitat. The first site is at Cottonwood Creek, where volunteers learned about invasive plant and weed removal, basic erosion and water flow concerns, and fire prevention, among

other topics. The program was launched in partnership with the San Diego Botanic Garden, and it will continue into 2022.

### **In-House or Privatized**

- In-house staff oversee and Cultural Arts and recreation programs provided by independent contractors
- In-house staff oversee park, beach, and trail maintenance services provided by contractors
- In-house staff oversees contracts for Senior Nutrition program and volunteer driver program
- Contracts with the San Diego Humane Society to provide animal services
- In-house staff oversees the license agreement for operation of the Moonlight State Beach concession
- In-house staff oversees Encinitas Ranch Golf Authority contract
- In-house staff oversee cellular communication license agreements
- In-house staff oversees agreements with community partners
- The California Department of Parks and Recreation contracts with the City of Encinitas to operate Moonlight State Beach and Leucadia State Beach. The State operates Cardiff State Beach.

### **Activities required by law**

- In-house staff provides administrative support to the Youth, Senior Citizen, Cultural Arts, and Parks and Recreation Commissions established in the Encinitas Municipal Code
- In-house staff provides application or proposal review, and issuance of special operations permits established in the Encinitas Municipal Code
- Animal services established in the Encinitas Municipal Code

## **Issues**

Offering Recreation and Cultural Arts programs during a Pandemic presented unforeseen challenges. The Recreation Division pivoted and continued providing recreation opportunities through virtual online classes to the community including senior-art and fitness offerings. In addition, the City monitored local and state health guidance as they related to camps, programs, and field allocations. The City was able to offer a number of outdoor programs to the community, outdoor permits to support local businesses, and collaborated with local youth sports groups to continue practices and clinics on City fields.

When the COVID-19 pandemic struck, the Encinitas' senior nutrition program had to be reinvented. Originally launched in 2002, the program was designed to prevent senior isolation and promote healthy eating. The program transitioned from a congregate dining setting to a curbside, drive-thru program, and home delivery throughout Encinitas. Program participation quickly tripled in size, and at its peak, over 100 meals were provided each day. City staff adhered to all safety precautions, but never wavered in their commitment to serve this vulnerable community during the pandemic.

Given the ongoing public health uncertainties related to the pandemic, future program adjustments may be necessary.

It is anticipated costs of materials and goods will increase due to shortages, and ongoing increases in utilities. The city has moved irrigation controllers to 4G smart remote controllers as a way to effectively



manage water consumption, and water districts are continuing to develop reclaimed water infrastructure. Alternate sources of revenue and partnerships will continue to be important as a way to offset increased expenses.

## Budget Summary

The Department's primary sources of revenue are generated from recreation and art programs, facility rentals, and leases. Increases in program revenue reflect the outlook that COVID-19 conditions will improve, and therefore program participation is anticipated to return to prior levels by FY 2022-23.

Department expenditures consist of personnel, maintenance and supplies of recreational areas, and payments for contracted services. Recreation instructors are compensated an average of 60%-75% of the program's revenue, based on actual enrollment. The FY 2021-22 increase in park maintenance reflects annual maintenance and utilities for Olympus Park and Morning Sun Drive, expenditures for the habitat stewardship area and resurfacing sport courts.

Fund / Category	Actual	Actual	Rev Budget	Proposed	Proposed
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
101 - GENERAL FUND	-5,082,027	-5,330,454	-5,955,730	-6,695,498	-6,499,567
Revenue	1,756,018	1,383,939	688,687	1,274,373	1,961,215
10180800 - PARKS REC-ADMINISTRATION	53,194	37,524	2,500	51,000	60,000
34 - CHARGES FOR SERVICES	53,194	37,524	2,500	51,000	60,000
39 - TRANSFERS IN/SOURCES					
10180810 - PARKS REC-PARK MAINTENANCE	198,977	201,876	213,007	225,548	232,089
33 - INTERGOVERNMENTAL					
36 - USE - MONEY/PROPERTY	189,813	201,079	205,507	218,048	224,589
37 - OTHER REVENUE	9,164	797	7,500	7,500	7,500
10180820 - PARKS REC-BEACH MAINTENANCE		105	1,000	1,000	1,000
37 - OTHER REVENUE		105	1,000	1,000	1,000
10180821 - PARKS REC-SURF PERMITS	32,185	32,695	27,480	30,000	30,000
32 - LICENSE FEE/PERMITS	32,185	32,695	27,480	30,000	30,000
37 - OTHER REVENUE					
10180830 - PARKS REC-TRAIL MAINTENANCE	873		1,000	1,000	1,000
36 - USE - MONEY/PROPERTY					
37 - OTHER REVENUE	873		1,000	1,000	1,000

	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
10180840 - PARKS REC-RECREATION PROGRAMS	28,143	20,025		22,000	25,000
34 - CHARGES FOR SERVICES	6,975	4,925		5,000	5,000
36 - USE - MONEY/PROPERTY	21,090	15,100		17,000	20,000
37 - OTHER REVENUE	78				
10180850 - PARKS REC-COMMUNITY CENTER	89	47		75	75
34 - CHARGES FOR SERVICES	89	47		75	75
36 - USE - MONEY/PROPERTY					
10180856 - COMMUNITY CENTER PROGRAMS	247,593	219,405	78,000	194,085	303,690
34 - CHARGES FOR SERVICES	247,593	219,405	78,000	194,085	303,690
36 - USE - MONEY/PROPERTY					
37 - OTHER REVENUE					
10180857 - COMM CTR FACILITY RENTALS	137,524	77,060	-12,000	76,000	126,000
34 - CHARGES FOR SERVICES		-115			
36 - USE - MONEY/PROPERTY	137,524	77,175	-12,000	75,000	125,000
37 - OTHER REVENUE				1,000	1,000
10180861 - SENIOR CENTER PROGRAMS	141,226	108,035	15,000	93,795	159,336
34 - CHARGES FOR SERVICES	137,923	107,435	15,000	91,845	155,636
36 - USE - MONEY/PROPERTY	3,303	600		1,950	3,700
10180876 - REC FACILITY PROGRAMS & EVENTS	758,912	585,792	303,000	433,945	832,350
34 - CHARGES FOR SERVICES	758,912	585,792	303,000	433,945	832,350
36 - USE - MONEY/PROPERTY					
37 - OTHER REVENUE					
10180877 - REC FACILITY RENTALS	55,251	34,661	4,500	34,175	60,175
34 - CHARGES FOR SERVICES	6,830	360		5,000	5,000
36 - USE - MONEY/PROPERTY	31,626	33,011	4,000	22,000	43,000
37 - OTHER REVENUE	16,795	1,290	500	7,175	12,175
10180879 - REC FACILITY-CONCESSION & VEND	59,630	42,695	55,200	55,000	55,000
36 - USE - MONEY/PROPERTY	59,630	42,695	55,200	55,000	55,000
37 - OTHER REVENUE					
10180881 - PARKS REC-CULTURAL ARTS	42,421	24,021		56,750	75,500
33 - INTERGOVERNMENTAL					
34 - CHARGES FOR SERVICES	29,427	24,021		56,750	75,500
36 - USE - MONEY/PROPERTY	12,995				
37 - OTHER REVENUE					
Expense	-6,838,045	-6,714,393	-6,644,417	-7,969,871	-8,460,782
10180800 - PARKS REC-ADMINISTRATION	-1,106,883	-1,199,909	-1,213,461	-1,264,450	-1,369,357
41 - PERSONNEL	-532,181	-666,636	-704,567	-742,897	-776,751
43 - MATERIALS & SUPPLIES	-2,190	-1,929	-1,635	-3,710	-3,725
45 - CONTRACTS & SERVICES	-572,512	-531,343	-507,259	-517,843	-588,881
48 - DEBT/FINANCE					

Fund / Category	Actual	Actual	Rev Budget	Proposed	Proposed
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
10180810 - PARKS REC-PARK MAINTENANCE	-2,188,487	-2,249,732	-2,542,796	-3,015,612	-2,986,662
41 - PERSONNEL	-353,122	-316,120	-327,847	-412,555	-400,248
43 - MATERIALS & SUPPLIES	-163,946	-129,884	-116,764	-107,620	-106,020
45 - CONTRACTS & SERVICES	-1,671,420	-1,803,729	-2,098,185	-2,495,437	-2,480,394
47 - CAPITAL OUTLAY					
10180820 - PARKS REC-BEACH MAINTENANCE	-504,789	-516,486	-653,937	-737,075	-724,699
41 - PERSONNEL	-46,254	-52,565	-57,060	-85,904	-81,587
43 - MATERIALS & SUPPLIES	-43,619	-40,553	-54,242	-34,250	-34,250
45 - CONTRACTS & SERVICES	-414,915	-423,367	-542,635	-616,921	-608,862
10180821 - PARKS REC-SURF PERMITS	-13,485	-27,674	-30,000	-30,000	-30,000
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-13,485	-27,674	-30,000	-30,000	-30,000
10180830 - PARKS REC-TRAIL MAINTENANCE	-204,719	-248,165	-220,192	-342,159	-341,216
41 - PERSONNEL	-25,741	-26,580	-27,853	-28,344	-28,683
43 - MATERIALS & SUPPLIES	-24,414	-24,833	-33,132	-42,975	-28,400
45 - CONTRACTS & SERVICES	-154,565	-195,402	-159,207	-270,840	-284,133
47 - CAPITAL OUTLAY		-1,350			
10180840 - PARKS REC-RECREATION PROGRAMS	-507,876	-441,472	-309,525	-458,747	-481,179
41 - PERSONNEL	-324,231	-280,922	-273,171	-279,142	-284,990
43 - MATERIALS & SUPPLIES	-33,472	-26,017	-9,300	-37,690	-37,400
45 - CONTRACTS & SERVICES	-142,043	-134,533	-27,054	-141,915	-158,789
47 - CAPITAL OUTLAY	-8,130				
48 - DEBT/FINANCE					
10180850 - PARKS REC-COMMUNITY CENTER	-834,773	-738,439	-715,366	-883,400	-910,309
41 - PERSONNEL	-349,447	-500,324	-441,299	-581,295	-606,629
43 - MATERIALS & SUPPLIES	-37,890	-18,173	-12,970	-31,200	-23,945
45 - CONTRACTS & SERVICES	-408,840	-219,943	-261,097	-270,905	-279,735
47 - CAPITAL OUTLAY	-38,596				
48 - DEBT/FINANCE					
10180856 - COMMUNITY CENTER PROGRAMS	-289,693	-280,445	-142,660	-224,881	-293,219
41 - PERSONNEL	-134,196	-136,822	-87,560	-99,226	-107,103
43 - MATERIALS & SUPPLIES	-837	-521	-500	-5,000	
45 - CONTRACTS & SERVICES	-154,660	-143,102	-54,600	-120,655	-186,116
10180857 - COMM CTR FACILITY RENTALS	-95,214	-94,144	-90,855	-32,007	-58,054
41 - PERSONNEL	-91,933	-88,337	-89,455	-21,507	-41,054
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-3,280	-5,807	-1,400	-10,500	-17,000
10180861 - SENIOR CENTER PROGRAMS	-213,716	-184,358	-102,412	-192,087	-244,609
41 - PERSONNEL	-102,496	-99,232	-83,587	-112,458	-114,137
43 - MATERIALS & SUPPLIES	-6,387	-3,460	-775	-6,835	-10,810
45 - CONTRACTS & SERVICES	-104,833	-81,666	-18,050	-72,794	-119,662
10180870 - RECREATION FACILITIES					
45 - CONTRACTS & SERVICES					

Fund / Category	Actual	Actual	Rev Budget	Proposed	Proposed
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
10180876 - REC FACILITY PROGRAMS & EVENTS	-585,958	-480,151	-380,156	-399,749	-635,722
41 - PERSONNEL	-136,296	-132,434	-154,846	-148,559	-159,957
43 - MATERIALS & SUPPLIES	-18,014	-15,285	-8,350	-13,000	-17,300
45 - CONTRACTS & SERVICES	-431,648	-332,432	-216,960	-238,190	-458,465
10180877 - REC FACILITY RENTALS	-41,725	-35,499	-35,300	-68,309	-77,676
41 - PERSONNEL	-22,322	-30,864	-34,640	-54,059	-58,926
43 - MATERIALS & SUPPLIES				-350	-350
45 - CONTRACTS & SERVICES	-19,404	-4,635	-660	-13,900	-18,400
10180879 - REC FACILITY-CONCESSION & VEND					
45 - CONTRACTS & SERVICES					
10180881 - PARKS REC-CULTURAL ARTS	-250,727	-217,918	-207,757	-321,395	-308,080
41 - PERSONNEL	-188,436	-184,025	-195,181	-204,090	-206,445
43 - MATERIALS & SUPPLIES	-2,016	-3,048	-3,420	-3,520	-3,520
45 - CONTRACTS & SERVICES	-39,424	-30,846	-9,156	-113,785	-98,115
47 - CAPITAL OUTLAY	-20,851				
49 - TRANSFERS					
221 - SENIOR NUTRITION GRANT	-55,055	-56,593	-170,415	-158,690	-69,031
Revenue	77,371	97,679	115,816	84,750	86,700
22180860 - PARKS REC-SR NUTRITION GRANT	77,371	97,679	115,816	84,750	86,700
33 - INTERGOVERNMENTAL	60,720	84,709	103,816	76,500	69,700
36 - USE - MONEY/PROPERTY	16,651	12,970	12,000	8,250	17,000
Expense	-132,426	-154,272	-286,231	-243,440	-155,731
22180860 - PARKS REC-SR NUTRITION GRANT	-132,426	-154,272	-286,231	-243,440	-155,731
41 - PERSONNEL	-68,186	-61,343	-144,368	-138,095	-74,671
43 - MATERIALS & SUPPLIES	-3,670	-7,078	-17,360	-11,660	-6,600
45 - CONTRACTS & SERVICES	-60,570	-85,850	-124,503	-93,685	-74,460
47 - CAPITAL OUTLAY					
48 - DEBT/FINANCE					
229 - RESTRICTED DONATIONS & CONTRIB	12,375	-45,458	-142,250	-148,225	-140,000
Revenue	114,959	106,165	133,800	80,750	126,165
22980810 - PARK MAINTENANCE	31,808	23,359	26,000	15,750	30,750
36 - USE - MONEY/PROPERTY	31,808	23,359	26,000	15,750	30,750
22980820 - BEACH MAINTENANCE	17	1,625	4,000	4,000	4,000
36 - USE - MONEY/PROPERTY	17	1,625	4,000	4,000	4,000
22980830 - TRAIL MAINTENANCE	4,549	756	1,000	20,400	10,815
36 - USE - MONEY/PROPERTY	4,549	756	1,000	20,400	10,815
22980840 - RECREATION PROGRAMS		2,001	5,000	5,000	5,000
36 - USE - MONEY/PROPERTY		2,001	5,000	5,000	5,000
22980841 - CITYWIDE SPECIAL EVENTS					
36 - USE - MONEY/PROPERTY					

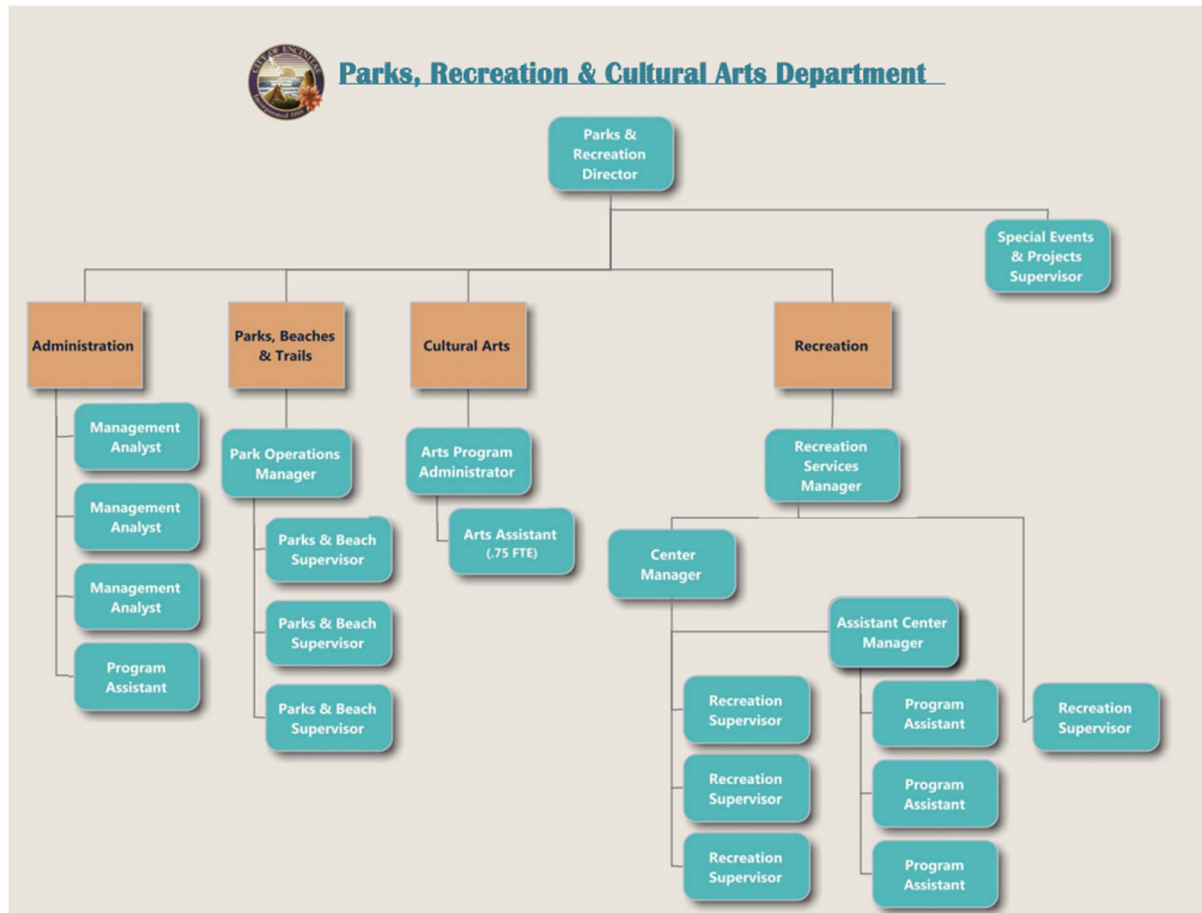
Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
22980850 - COMMUNITY/SR CENTER OPERATNS	25,000				
33 - INTERGOVERNMENTAL	20,000				
36 - USE - MONEY/PROPERTY	5,000				
22980853 - COMM CTR YOUTH SPORTS					
36 - USE - MONEY/PROPERTY					
22980860 - SENIOR CENTER	296	68,016	17,800	25,600	25,600
33 - INTERGOVERNMENTAL			16,450	25,000	25,000
36 - USE - MONEY/PROPERTY	296	68,016	1,350	600	600
22980865 - SENIOR EVENTS					
36 - USE - MONEY/PROPERTY					
22980870 - RECREATION FACILITIES					
36 - USE - MONEY/PROPERTY					
22980881 - CULTURAL ARTS	53,289	10,409	80,000	10,000	50,000
33 - INTERGOVERNMENTAL	20,000				
36 - USE - MONEY/PROPERTY	33,289	10,409	80,000	10,000	50,000
Expense	-102,584	-151,624	-276,050	-228,975	-266,165
22980810 - PARK MAINTENANCE	-10,570	-9,968	-26,000	-15,750	-30,750
43 - MATERIALS & SUPPLIES	-4,911	-9,548	-22,000	-10,950	-25,950
45 - CONTRACTS & SERVICES	-5,659	-420	-4,000	-4,800	-4,800
47 - CAPITAL OUTLAY					
22980820 - BEACH MAINTENANCE		-1,567	-7,000	-4,000	-4,000
43 - MATERIALS & SUPPLIES		-1,567	-6,000	-3,000	-3,000
45 - CONTRACTS & SERVICES			-1,000	-1,000	-1,000
22980830 - TRAIL MAINTENANCE	-4,548	-756	-1,000	-20,400	-10,815
43 - MATERIALS & SUPPLIES	-4,129	-756	-1,000	-11,075	-6,165
45 - CONTRACTS & SERVICES	-419			-9,325	-4,650
22980840 - RECREATION PROGRAMS	-2,343	-1,847	-5,000	-5,000	-5,000
41 - PERSONNEL					
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES	-2,343	-1,847	-5,000	-5,000	-5,000
22980850 - COMMUNITY/SR CENTER OPERATNS	-25,000				
43 - MATERIALS & SUPPLIES					
47 - CAPITAL OUTLAY	-25,000				
22980860 - SENIOR CENTER	-65	-823	-17,050	-33,825	-25,600
43 - MATERIALS & SUPPLIES	-65	-823	-600	-10,600	-10,600
45 - CONTRACTS & SERVICES			-16,450	-23,225	-15,000
22980870 - RECREATION FACILITIES					
43 - MATERIALS & SUPPLIES					
45 - CONTRACTS & SERVICES					
22980881 - CULTURAL ARTS	-60,059	-136,662	-220,000	-150,000	-190,000
43 - MATERIALS & SUPPLIES	-61				
45 - CONTRACTS & SERVICES	-9,998		-20,000		
47 - CAPITAL OUTLAY	-50,000		-50,000		-40,000
49 - TRANSFERS		-136,662	-150,000	-150,000	-150,000
291 - VILLANITAS ROAD MID	-23,254	-16,982	-27,396	-31,233	-31,542
Expense	-23,254	-16,982	-27,396	-31,233	-31,542
29180880 - PARKS REC-VILLINITAS MID	-23,254	-16,982	-27,396	-31,233	-31,542
41 - PERSONNEL	-1,119	-1,156	-1,191	-1,297	-1,231
43 - MATERIALS & SUPPLIES	-1,775		-1,682	-2,480	-2,450
45 - CONTRACTS & SERVICES	-18,364	-13,831	-19,982	-22,915	-23,320
46 - INTERNAL COST ALLOC	-1,996	-1,996	-4,541	-4,541	-4,541
47 - CAPITAL OUTLAY					

Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>292 - CERRO STREET MID</b>	<b>-19,924</b>	<b>-27,156</b>	<b>-36,938</b>	<b>-39,203</b>	<b>-40,182</b>
Expense	-19,924	-27,156	-36,938	-39,203	-40,182
29280880 - PARKS REC-CERRO STR MID	-19,924	-27,156	-36,938	-39,203	-40,182
41 - PERSONNEL	-2,238	-2,311	-2,376	-2,588	-2,456
43 - MATERIALS & SUPPLIES			-1,684	-1,685	-1,685
45 - CONTRACTS & SERVICES	-14,232	-21,390	-24,377	-26,429	-27,540
46 - INTERNAL COST ALLOC	-3,454	-3,454	-8,501	-8,501	-8,501
47 - CAPITAL OUTLAY					
<b>293 - VILLAGE PARK MID</b>	<b>-40,799</b>	<b>-41,968</b>	<b>-58,700</b>	<b>-67,448</b>	<b>-67,465</b>
Revenue					
29380880 - PARKS REC-VILLAGE PARK MID					
37 - OTHER REVENUE					
Expense	-40,799	-41,968	-58,700	-67,448	-67,465
29380880 - PARKS REC-VILLAGE PARK MID	-40,799	-41,968	-58,700	-67,448	-67,465
41 - PERSONNEL	-3,358	-3,467	-3,559	-3,878	-3,689
43 - MATERIALS & SUPPLIES	-28	-540	-2,014	-2,435	-2,435
45 - CONTRACTS & SERVICES	-33,651	-34,199	-43,342	-51,350	-51,556
46 - INTERNAL COST ALLOC	-3,762	-3,762	-9,785	-9,785	-9,785
48 - DEBT/FINANCE					
<b>294 - WIRO PARK MID</b>	<b>-26,280</b>	<b>-29,437</b>	<b>-28,468</b>	<b>-28,857</b>	<b>-29,234</b>
Expense	-26,280	-29,437	-28,468	-28,857	-29,234
29480880 - PARKS REC-WIRO PARK	-26,280	-29,437	-28,468	-28,857	-29,234
41 - PERSONNEL	-1,119	-1,156	-1,191	-1,297	-1,231
43 - MATERIALS & SUPPLIES	-3,048	-4,468	-1,320	-1,320	-1,320
45 - CONTRACTS & SERVICES	-20,057	-21,750	-22,631	-22,914	-23,357
46 - INTERNAL COST ALLOC	-2,056	-2,064	-3,326	-3,326	-3,326
47 - CAPITAL OUTLAY					
<b>295 - ENCINITAS LLD</b>	<b>-381,238</b>	<b>-443,817</b>	<b>-470,130</b>	<b>-492,630</b>	<b>-488,655</b>
Expense	-381,238	-443,817	-470,130	-492,630	-488,655
29580810 - ELLD-PARK MAINITENANCE	-381,238	-443,817	-470,130	-492,630	-488,655
41 - PERSONNEL	-48,124	-49,693	-50,948	-52,520	-52,848
43 - MATERIALS & SUPPLIES	-11,407	-30,223	-15,060	-13,835	-13,835
45 - CONTRACTS & SERVICES	-321,707	-363,901	-404,122	-426,275	-421,972
<b>297 - ENC RANCH LLD</b>	<b>-439,786</b>	<b>-496,479</b>	<b>-506,809</b>	<b>-527,454</b>	<b>-532,241</b>
Revenue	-12,289	75	2,000	2,000	2,000
29780810 - ENC RNCH LLD-PARK MAINITENANCE	-12,289	75	2,000	2,000	2,000
37 - OTHER REVENUE	-12,289	75	2,000	2,000	2,000
Expense	-427,497	-496,555	-508,809	-529,454	-534,241
29780810 - ENC RNCH LLD-PARK MAINITENANCE	-427,497	-496,555	-508,809	-529,454	-534,241
41 - PERSONNEL	-34,839	-37,541	-38,989	-40,391	-40,489
43 - MATERIALS & SUPPLIES	-7,449	-36,189	-21,460	-20,715	-20,715
45 - CONTRACTS & SERVICES	-385,210	-422,824	-448,360	-468,348	-473,037
<b>Grand Total</b>	<b>-6,055,987</b>	<b>-6,488,346</b>	<b>-7,396,836</b>	<b>-8,189,238</b>	<b>-7,897,917</b>

## Staffing

Number of Full-Time Equivalent Positions: 21.50

The proposed budget includes one part-time Program Assistant change from .5 to .75 FTE to support Community Center operations and enhance Center programs and a reclass of one full-time position from the Recreation Division to the Parks Division to effectively manage trails, streetscapes, and parks.










## Strategic Plan and Performance Measures

### Department Performance Measures

This matrix shows how the department measures progress toward accomplishing the City's strategic goals described on page 8.

Core Service	Strategic Plan	Performance Measure	Timeline for Completion	FY19	FY20	FY21	Proj FY22	Goal FY23
Provide cultural arts program		Number of events		115	25	56	117	119
		Number of participants	6/30/2022	24,150	5,200	12,075	26,050	27,250
Manage outdoor recreational spaces		Acres of Developed Park	6/30/2022	310	310	314	314	314
		Miles of Trails		40.5	40.5	40.5	40.5	40.5
		Acres of Beach		32.72	32.72	32.72	32.72	32.72
Provide recreation programs		Number of program participants	6/30/2022	15,431	11,648	4,165	6,500	15,400
Administer facility rental permits		Number of permits	6/30/2022	725	486	138	215	725
Manage the Senior Nutrition Grant, in partnership with the County of San Diego		Number of meals served	6/30/2022	9,428	9,420	16,892	4,250	9,400
		Number of rides	6/30/2022	1,791	2,374	*450	750	2,000

\*Rides were temporarily suspended during COVID-19.

### KEY: Operating Principles and Vision



Respectful Partnerships / Community Outreach



Improvement & Efficiency



Measurement & Accountability / Data Gathering & Sharing



Financially Sound Decision Making / Economic Development



Public Safety



Quality Transportation



Recreation



Environment



Arts & Culture



Community Character / Community Planning

# Statistical / Supplemental Section

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## Community Profile

The City of Encinitas offers a unique blend of old-world charm and sophistication, and new-world culture. Incorporated in October 1986, the City brought together the communities of New Encinitas, Old Encinitas, Cardiff-by-the-Sea, Olivenhain and Leucadia to create a single city rich in history and steeped in tradition. With an estimated population of 62,000 people, the City of Encinitas has something for everyone. With its pristine beaches and rolling hills, famous Botanic Garden and vibrant downtown business district, the City of Encinitas attracts visitors from all over the world.

The century-old Downtown 101 coastal shopping district features historic architecture, quaint shops, sidewalk cafes, specialty retail stores and upscale restaurants.

Encinitas is home to some of the most beautiful beaches in California and is known for its excellent surfing conditions. Each year, surfers from all over gather in Encinitas to compete in local surfing tournaments. The San Elijo Lagoon Reserve boasts the largest coastal wetland in San Diego County and is home to nearly 300 different bird species throughout the year.

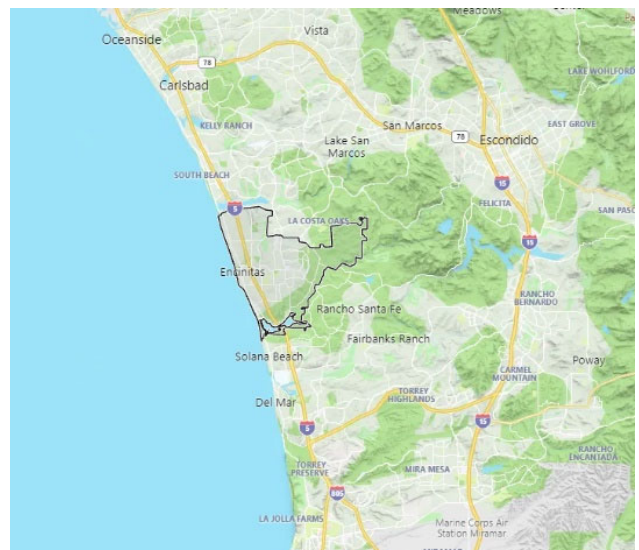
San Diego Botanical Gardens, complete with an Amazon Rainforest, showcases the largest display of bamboo in the world, while the gardens of the Self Realization Center offer spectacular views of the Pacific Ocean in a serene garden-like setting.

Golf enthusiasts can enjoy a round of golf at the Encinitas Ranch Golf Course, a championship 18 hole, par 72 course with panoramic ocean views. This public facility has five tees and facilitates golfers at all skill-levels.

The warm California sunshine provides for year-round enjoyment of our beautiful parks, beaches and trails and makes Encinitas a spectacular place to live, work, visit and raise a family.

## Geography

The City encompasses approximately 21.4 square miles and is located 25 miles north of the City of San Diego— in the northern coastal area of San Diego County overlooking the Pacific Ocean. Topography of the surrounding area varies from broad coastal plains to fertile inland valleys backed up by mountain ranges to the east. The climate is equable in the coastal and valley regions. The community has long, dry summers and mild temperatures, with mean temperatures of 70 degrees and an average annual rainfall of 10.36 inches.



## Form of Government

The City is a general law city and is governed by a City Council consisting of a Mayor and four Council members under the Council-Manager form of government. The Mayor is elected at-large for a two-year term of office. The City of Encinitas has transitioned to a system where City Council members are elected by district instead of serving "at large" with the sequence of elections for district elections in Council Districts 3 and 4 in 2018, and district elections in Council Districts 1 and 2 in 2020. In the general municipal election held on November 3, 2020, the Mayor was elected for a full two-year term of office and Council Members were elected by district for a full four-year term of office for Districts 1 and 2.

The City Council appoints the City Manager and City Attorney. All other staff positions are appointed by the City Manager or their designee. The City Council acts as the Board of Directors for the San Dieguito Water District, the Encinitas Housing Authority, and the Encinitas Public Financing Authority.

The City provides a full range of municipal services such as:

- Fire and paramedic services
- Marine safety
- Development services
- Street maintenance and construction
- Wastewater services
- Law enforcement (contract)
- Parks, beaches and trails
- Recreation services
- Traffic control
- Water services

City Hall is located on Vulcan Avenue between D and E Streets, adjacent to the Encinitas Train Station and downtown. The City maintains an active Community and Senior Center located at Encinitas Boulevard and Balour Drive; the 44-acre Encinitas Community Park located at 425 Santa Fe Drive along with 20 other park sites. The City's Moonlight Beach located at 400 B Street attracts an estimated three million visitors annually. There are six fire stations located throughout the city as well as one sheriff substation which is owned and operated by the County of San Diego. The corporate yard for both the City of Encinitas and San Dieguito Water District is located on Calle Magdalena near Encinitas Boulevard. The Wastewater Collections division is located at the San Elijo Water Reclamation Facility located in Cardiff.

## Demographics and Economics

### Population

At incorporation in 1986, there were about 48,558 people in the City limits. As of January 1, 2021, the California Department of Finance estimates that Encinitas has grown to a population of 62,289, and by 2035, SANDAG estimates the population to be 64,178 as identified in the City's General Plan. Encinitas is a low-density community consisting predominately of single-family homes.

### Annual Population Estimates

(As of January 1)

Source: California State Department of Finance

Year	City of Encinitas	County of San Diego	State of California
2017	62,347	3,303,366	39,352,398
2018	62,394	3,321,118	39,519,535
2019	62,296	3,333,319	39,605,361
2020	62,243	3,331,279	39,648,938
2021	62,289	3,315,404	39,466,855

## Assessed Value of Taxable Property

### Scheduled of Assessed Property

(As of June 30)

Source: California Municipal Statistics, Inc. and San Diego County Auditor-Controller

Year	Secured	Utility	Unsecured	Total
2017-18	\$15,217,980,587	\$0	\$150,680,923	\$15,368,661,510
2018-19	16,216,152,399	0	158,545,225	16,374,697,624
2019-20	16,997,224,279	0	164,396,903	17,161,621,182
2020-21	17,908,169,190	0	176,289,867	18,084,459,057

## Principal Taxpayers

Total 2019-20 Local Secured Assessed Valuation: \$16,997,224,279

Source: California Municipal Statistics, Inc.

	Property Owner	Primary Land Use	2019-20 Assessed Valuation	<sup>(1)</sup> Percent of Total
1.	TRC Encinitas Village LLC	Shopping Center	\$ 87,967,299	0.52 %
2.	Collwood Pines Apartments LP	Apartments	81,811,027	0.48
3.	Belmont Village Tenant 2 LLC 3535	Convalescent Home	60,651,170	0.36
4.	Pacifico Encinitas Apartment Homes LP	Apartments	53,937,600	0.32
5.	Encinitas Town Center Associates I LLC	Shopping Center	37,675,337	0.22
6.	NCHC 3 LLC	Professional Building	37,437,936	0.22
7.	Weingarten Nostat Inc.	Shopping Center	36,726,296	0.22
8.	Encinitas Marketplace LLC	Shopping Center	32,402,500	0.19
9.	Home Depot	Commercial	31,850,710	0.19
10.	SSL Landlord LLC	Convalescent Home	26,415,600	0.16
11.	Mission Ridge LLC	Apartments	25,776,141	0.15
12.	Shea Homes LP	Residential Development	35,349,134	0.15
13.	Vons Companies Inc.	Shopping Center	25,021,750	0.15
14.	Paul H. Meardon, Trust	Residential/Medical Buildings	24,778,879	0.15
15.	RPG Pacifica Station LLC	Commercial	24,480,000	0.14
16.	Keith B and Sara S. Harrison	Hotel	22,579,138	0.13
17.	RAF Pacifica Encinitas LLC	Auto Sales	21,450,000	0.13
18.	Quail Pointe Apartment Homes LP	Apartments	21,420,297	0.13
19.	Sterling Family Trust	Apartments	19,859,936	0.12
20.	Plenc El Camino LLC	Shopping Center	19,565,707	0.12
			<b>\$717,156,457</b>	<b>4.22 %</b>

## Principal Employers

Fiscal Year 2019-20

Total Employees: 31,600

Source: Data Axle

	Employer	Industry	Employees	% of Total City Employment
1.	Scripps Memorial Hospital	Shopping Center	1,017	3.22%
2.	Paul Ecke Ranch	Apartments	453	1.43%
3.	Walmart Supercenter	Convalescent Home	335	1.06%
4.	Home Depot	Apartments	303	0.96%
5.	Encinitas Union School District	Shopping Center	300	0.95%
6.	YMCA	Professional Building	300	0.95%
7.	Scripps Rehabilitation Services	Shopping Center	265	0.84%
8.	Target	Shopping Center	250	0.79%
9.	San Diego Hebrew Homes	Commercial	220	0.70%
10.	Objectiva Software Solutions	Convalescent Home	201	0.64%
			<b>3,644</b>	<b>9.00 %</b>

## Income Levels

The City of Encinitas is primarily a bedroom community with primary employment in nearby cities. Encinitas median household income is \$113,175, which is 183% higher than the national average of \$61,937 and 150% higher than the State of California average of \$75,277.

## Encinitas Quick Facts

Date of Incorporation	October 1, 1986
Form of Government	Council-Manager
Population	Approximately 62,289
Miles of Public Streets	168
Area of City within Incorporated Boundaries	12,547.25 acres, 19.6 square miles
Area of City's Sphere of Influence (Nov 4, 1998)	797.6 acres, 1.25 square miles
Taxable Assessed Value (San Diego County Assessor June 29, 2020)	\$17,159,943
Median Age	43.1
Average Household Size	2.6
Median Income	\$113,075
Average Household Size	2.6
Unemployment Rate	9.6%

## Police Protection

(provided by contract with County Sheriff, numbers are approximate)

Number of Stations	1
Patrol Deputies	25.59
Supervisors	5.2
Detectives	6.0
Special Purpose Officers	5.8
Traffic Deputies	8.9
Community Services Officers	3.5

## Recreation & Culture

Developed Parks	20
Undeveloped Parcels	3
Parkland Developed	313.89 acres
Parkland Undeveloped	14.18 acres
Maintained Beaches / Accesses	7 beaches/6 accesses
Maintained Beaches / Accesses	33.74 acres
Habitat / Open Space	90.08 acres
Viewpoints	8 (7 developed, 1 undeveloped)
Community and Senior Center	1
Libraries	2 (1 in Cardiff, 1 Encinitas)
State Marine Conservation Areas	2
YMCA and Ecke Sports Park	1
Boys & Girls Club	1
Museum	1
Trails / Streetscapes	40.5 / 10.47 miles
Golf Course	1



## City Housing

Total Units	26,760*
Single Family Detached	15,618
Single-Family Multiple Unit	4,963
Multi-Family Dwelling Units	5,501
Mobile Homes	678
Occupied	24,935
Persons per Households	2.48
Vacancy Rate	6.8%

Source: [www.dof.ca.gov/Forecasting/Demographics/Estimates](http://www.dof.ca.gov/Forecasting/Demographics/Estimates), January 1, 2021

## Hotels/Motels

Number of Lodging Properties	16
Total Number of Rooms	725

## City Employment

City Total Authorized Positions, FY 2020-21	218.30
City Total Authorized Positions, FY 2021-22	224.05

*Does not include temporary/contract employees and San Dieguito Water District FTE's*

## Encinitas Sanitary Division

Population (estimate)	16,500
Square Miles	2.85

## Cardiff Sanitary Division

Population (estimate)	19,600
Square Miles	12

## Fire Stations

Station 1, 415 Second Street  
Station 2, 618 Birmingham Drive  
Station 3, 801 Orpheus Avenue  
Station 4, 2011 Village Park Way  
Station 5, 540 Balour Drive  
Station 6, 770 Rancho Santa Fe Road

## Lifeguard Facilities

### Guarded Year-Round

Moonlight Beach  
Moonlight Beach North Tower  
Swami's Station

### Summer

D Street Tower  
Beacon's Tower  
Grandview Tower  
Sylvia Street  
Sea Bluff  
Stonesteps Tower

## Other Facilities

Civic Center, 505 S. Vulcan Avenue  
Public Works Yard, 160 Calle Magdalena  
Encinitas Library, 540 Cornish Drive

## Subsidiary and Other Independent Service Districts

The City also has one Subsidiary District and several Independent Servicing Districts within City boundaries, including:

### Subsidiary Districts

(City Council acts as Board of Directors)

#### *San Dieguito Water District*

Population	37,500
Square Miles	8.8
Number of connections	11,790

### Other Independent Servicing Districts

(Independent of City of Encinitas)

#### *Leucadia Wastewater District*

Population (estimate)	62,400
Square Miles	16.00
Number of EDU's	28,760

#### *Olivenhain Municipal Water District*

Population (estimate)	86,500
Square Miles	Over 48.00
Number of connections	Over 28,000

### *School Districts*

San Dieguito Union High School District  
Encinitas Union Elementary School District  
Cardiff Elementary School District

## Operating Indicators

### San Diego County Sheriff's Department

Criminal arrests	1,061
Traffic arrests	202
Traffic accidents	221
Traffic citations	7,009
Calls for service	19,406
Deputy initiated action	21,106

### Fire

Number of emergency fire calls	476
Number of EMS/Rescue	4,031
Other	1,532
Inspections	1,532

### Engineering

Number of permits issued	360
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### Parks and Recreation

Number of recreation class registrations	10,310
Number of facility rentals	491

### Planning and Building

Number of planning permits issued	242
Number of new dwelling units issued	76
Environmental review	4
Appeals	7
Plan checks	2,464
Code enforcement complaints	1,341

### Water

New connections	225
Average daily consumption (millions of gallons)	4.71

### Sewer

New connections	16
Average daily sewage	1.26

# Glossary of Acronyms

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ACFR	Annual Comprehensive Financial Report
ACOE	Army Corps of Engineers
ALS	Advanced Life Support
ARPA	American Rescue Plan Act
CalPERS	California Public Employees Retirement System
Cal Trans	California State Department of Transportation
CDBG	Community Development Block Grant
CEQA	California Environmental Quality Act
CFD #1	Community Facilities District #1
CIP	Capital Improvement Plan
CPI	Consumer Price Index
CSA-17	County Service Area composed of Del Mar, Del Mar Heights, Solana Beach, Encinitas, Rancho Santa Fe and portions of Elfin Forest
CSD	Cardiff Sanitary Division
EHA	Encinitas Housing Authority
EMS	Emergency Medical Service
ESD	Encinitas Sanitary Division
FEMA	Federal Emergency Management Administration
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
HAP	Housing Assistance Payment
HCV	Housing Choice Voucher
HUD	Housing and Urban Development
HUTA	Highway Users Tax Account
JPA	Joint Powers Authority
L&LD	Landscape and Lighting District
MID	Municipal Improvement District
NPDES	National Pollutant Discharge Elimination System
OPEB	Other Post Employee Benefits
PW	Public Works
Q	Quarter
RMRA	Road Maintenance & Rehabilitation Account
RTCIP	Regional Transportation Congestion Improvement Program
SANDAG	San Diego Association of Governments
SCOUP	Sand Compatibility Opportunistic Use Program
SDWD	San Dieguito Water District

SEJPA	San Elijo Joint Powers Authority
SLEF	Supplemental Law Enforcement Fund
TDA	Transportation Development Act
TOT	Transient Occupancy Tax
VLF	Vehicle License Fee

# Glossary of Terms

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**Accounting Standards** - See Governmental Accounting Standards Board (GASB)

**Acquisition** – The process of gaining assets.

**ACOE** – Army Corps of Engineers who provide quality, responsive engineering services to the nation.

**Allocate** – To divide a lump-sum appropriation which is designated for expenditure by specific organization units and/or for specific purposes, activities, or objects.

**Appropriation** – An authorization made by City Council which permits the City to incur obligations and to make expenditures of resources.

**Assessed Value** – A dollar valuation set upon real estate or other property by the County Assessor as a basis for levying property taxes.

**Asset** – Anything having commercial or exchange value that is owned by a business, institution or individual.

**Asset Forfeiture Fund** – To account for funds returned from drug enforcement agencies. These funds are the result of enforcement against illegal activities and must be used in the acquisition of law enforcement supplies or equipment.

**Audit** – Conducted by an independent Certified Public Accounting (CPA) firm, the primary objective of an audit is to determine if the City's Financial Statements present the City's financial position fairly and if the results of operations are in conformity with generally accepted accounting principles.

**Balanced Budget** – A budget in which planned expenditures do not exceed projected funds available.

**Balance Sheet** – A financial statement reporting the organization's assets, liabilities and equity activities.

**Base Salary** – This is the fixed rate of compensation that an employee receives from an employer for a specified job. Base salary does not include employee benefits, bonuses or any other form of special compensation that may be part of an employee's pensionable wages.

**Benefit Assessment** – Charges levied on parcels to pay for public improvements or services provided within a pre-determined district or area according to the benefit the parcel receives from the improvement or services.

**Bond** – A written promise to pay a specified sum of money (called the principal) at a specific date in the future, together with periodic interest at a specific rate. In the Operating Budget, these payments are identified as debt service. Bonds are used to obtain long-term financing for capital improvements.

**Budget** – A financial plan for a specified period of time that matches planned revenues and expenditures to municipal services.

**California Public Employees' Retirement System (CalPERS)** - This is a pension system established by the Public Employees Retirement Law 11 in 1932<sup>12</sup> for state employees. It was expanded in 1939 to include classified (non-teaching) school employees and employees in California public agencies that contract with CalPERS for retirement and/or health coverage (including local agencies).

**California State Department of Transportation (CalTrans)** – State Department responsible for the construction and maintenance of the state freeway and highway system. CalTrans is also involved in state level planning and funding for public transit and bicycle transportation facilities.

**Capacity** – The maximum that can be contained in a system whether it be a tank or a pipe, etc.

**Capital Budget** – The annual adoption by the City Council of project appropriations. Project appropriations are for the amount necessary to carry out a capital project's expenditure plan, including multi-year contracts for which a total appropriation covering several years' planned expenditures may be required.

**Capital Improvement Program** – The annual updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.) with estimated project costs, sources of funding, and timing of work over a six- or multi-year period. For financial planning and general management, the capital program is a plan of work and expenditures, and is the basis for annual appropriations and bond issues.

**Capital Outlay** – Expenditures which result in the acquisition of or addition to fixed assets. The City policy defines a fixed asset as a purchase which will normally have a useful life greater than two years with a cost threshold of \$5,000.

**Capital Project** – Any project, or phase of a project, that is to be a permanent physical improvement to a city roadway, park or beach facility, building, sewer or water line, or other like physical facility where the total cost of the project will be greater than \$100,000. Equipment, as a rule, will not be considered as a capital project.

**CEQA** – The California Environmental Quality Act informs governmental decision makers and the public about the potential significant environmental effects of proposed activities; identifies ways that environmental damage can be avoided or significantly reduced; requires changes in projects through the use of alternatives or mitigation measures when feasible; and discloses to the public the reasons why a project was approved if significant environmental effects are involved.

**Circulation Element** – General Plan chapter dealing with automobile, bike and alternate transit transportation systems.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the US Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.

**Contingency** – An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as flood emergencies, Federal mandates, shortfalls in revenue, and similar eventualities.

**Continuing Appropriation** – Funds committed for a previous fiscal year expenditure which were not spent in the year of appropriation but are intended to be used in the current year.

**Contractual Services** – Services rendered to City activities by private firms, individuals or other governmental agencies. Examples of these services include engineering, law enforcement, and city attorney services.

**CSD** – Cardiff Sanitary Division.

**Debt** – All long-term credit obligations of the City and its agencies, whether backed by the City's full faith and credit or by pledged revenues, and all interest-bearing short-term credit obligations.

**Department** – A major organizational unit of the City which has been assigned overall management responsibility for an operation or a group of related operations within a functional area.

**Development Impact Fees** – Fees placed on the development of land or conditions required for the approval of a development project such as the donation ("dedication" or "exaction") of certain lands (or money) to specific public uses. The fees are typically justified as an offset to the future impact that development will have on existing infrastructure.

**Distribution System** – The piping system and appurtenances necessary to deliver adequate quantities of water at sufficient pressures at all times under continually changing conditions while at the same time protecting water quality.

**Encumbrance** – The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**Enterprise Fund** – Fund that provides goods or services to the public for a fee that makes the entity self-supporting. An example is a government-owned utility.

**Expenditure** – The outflow of funds paid for goods or services obtained.

**ESD** – Encinitas Sanitary Division.

**Fees for Services** – Charges paid to the City by users of a service to help support the costs of providing that service.

**Financial Plan** – The document created by the staff and approved by the City Council which establishes the broad policy guidance on the projection of revenues and the allocation toward various types of expenditures.



**Financial Report** – A comprehensive annual document providing a snapshot of the City’s financial position on the final day of the fiscal year. A formal audit performed by an independent CPA firm supports the report’s financial information.

**Fines, Forfeitures and Penalties** – Revenues received and/or bail monies forfeited upon conviction of a misdemeanor or municipal infraction.

**Fiscal Year (FY)** – The beginning and ending period for recording financial transactions. The City has specified July 1 to June 30 as its fiscal year.

**Fixed Assets** – Assets of long-term nature such as land, buildings, machinery, furniture, and other equipment. The City has defined such assets as those with an expected life in excess of two years and an acquisition cost in excess of \$ 5,000.

**Franchise Fee** – A franchise fee is charged for the privilege of using public right-of-way and property within the City for public or private purposes. The City currently assesses franchise fees on cable television, utilities, and trash collection contractors.

**Fund** – An accounting entity that records all financial transactions for specific activities or government functions. The generic fund types used by the City are: General, Special Revenue, Capital Project, Enterprise, and Internal Service Funds.

**Fund Balance** – The excess of current assets over current liabilities, and represents the cumulative effect of revenues and other financing sources over expenditures and other financing uses.

**Gann Initiative** – See Proposition 4.

**Governmental Accounting Standards Board (GASB)** - A nonprofit organization that develops accounting standards for various state and local governments (often referred to by the acronym “GASB” and pronounced “gaz-be”). This board establishes generally accepted accounting principles (sometimes referred to by the acronym “GAAP”) for state and local agencies.

**Gasoline Tax** – Also called Highway Users Tax and Motor Vehicle Fuel License Tax. This is a per gallon tax on fuel used by vehicles that drive on public streets. Use of tax is limited to research, planning, construction, improvement, maintenance and operation of public streets and highways or public mass transit guideways.

**General Fund** – The primary operating fund of the City, all revenues that are not allocated by law or contractual agreement to a specific fund are accounted for in the General Fund. With the exception of subvention or grant revenues restricted for specific uses, General Fund resources can be utilized for any legitimate governmental purpose.

**Goal** – A statement of broad direction, purpose, or intent.

**Grant** – Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity, or facility.

**Highway Users Tax** – See gasoline tax.

**Housing Element** – Chapter of the General Plan dealing with housing issues and related goals.

**Impact Fees** – Fees required of a developer/builder for purposes of defraying the actual estimated costs on construction planned facilities such as parks, school, flood, fire, traffic mitigation, etc.

**Infrastructure** – The City’s basic system of its physical plant, i.e., streets, water, sewer, public buildings, parks, and beaches.

**Internal Service Fund** – A fund which provides services to other City divisions and bills the various other funds for services rendered. The City uses this type of fund for distributing vehicle replacement and maintenance, facility maintenance, risk management, and other general overhead.

**Investment Earnings** – Earnings received as interest from the investment of funds not immediately required to meet cash disbursement obligations.

**Joint Powers Authority (JPA)** – A joint venture comprised of two or more governmental entities sharing the cost of providing a public service.

**Liability** – A claim on the assets of an entity.

**Material and Supplies** – A general category used for clarifying expenditures for various materials and supplies which are normally used within a fiscal year.

**Motor Vehicle Fuel License Tax** – See gasoline tax.

**Municipal** – In its broadest sense, an adjective which denotes the state and all subordinate units of government. In a more restricted sense, an adjective which denotes a city or village as opposed to other local governments.

**Municipal Improvement District** – A designated area receiving services for common grounds benefiting property owners, i.e. median landscaping.

**MUNIS** –Financial software used by the City.

**OPEB** – Refers to “Other Post-Employment Benefits”, meaning other than pension benefits which consist primarily of retiree health care benefits but may also include other benefits such as life insurance and long-term care that employers have promised to employees.

**Personnel Services** – Costs associated with providing the staff necessary to provide the desired levels of service. Included are both salary and benefit costs.

**Phase** – A project carried out in planned incremental stages, usually with the highest priority items being addressed first in Phase 1.

**Policy** – A direction that must be followed to advance toward a goal. The direction can be a course of action or a guiding principle.

**Potable Water** – Water that does not contain objectionable pollution, contamination, minerals, or ineffective agents and is considered satisfactory for drinking.

**Program** – A grouping of activities organized to accomplish basic goals and objectives.

**Program Budget** – A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes of expenditure.

**Property Tax** – An ad valorem tax imposed on real property (land and permanently attached improvements) and tangible personal property (movable property).

**Proposition 4** – Also called the Gann Initiative, this initiative, now Article XIII B of the state constitution, was drafted to be a companion measure to Proposition 13, Article XIII A of the constitution. Article XIII B limits growth in government spending to changes in population and inflation.

**Proposition 13** – Article XIII A of the California Constitution, commonly known as Proposition 13, which limits the maximum annual increase of any ad valorem tax on real property to 1% of the full cash value of such property.

**Real Property Transfer Tax** – Also called Documentary Transfer Tax, this tax is imposed on the transfer of ownership in real estate at a rate of \$0.55 per \$500.00 of property value.

**Reclaimed Water** – Non-potable water used primarily for landscaping and floriculture irrigation.

**Reclamation** – The process of recovering usable, but non-potable water from the tertiary treatment of wastewater.

**Reimbursement for State Mandated Costs** – Article XIII B, Section 6 of the California Constitution which requires the state to reimburse local agencies for the cost of state-imposed programs. Process is commonly called “SB 90” after its original 1972 legislation.

**Rents** – Revenues received through the rental of public properties to private parties such as convention space and library facilities.

**Reserve** – The portion of any fund’s balance that is restricted for a specific purpose and is, therefore, not available for general appropriation.

**Revenue** – Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

**Revenue Bonds** – Bonds issued to acquire, construct or expand public projects for which fees or admissions are charged. Bonds are repaid solely from the income generated by use of that project.

**Risk Management** – An organized attempt to protect an organization’s assets against accidental loss in the most cost-effective manner.

**Sales Tax** – The sales tax is imposed on retailers for the privilege of selling tangible personal property in California. Tax base is the total retail price.

**San Diego Association Of Governments (SANDAG)** – A public agency formed by local governments to assure overall area-wide planning and coordination for the San Diego region.

**SDWD** – San Dieguito Water District.

**SEJPA** – San Elijo Joint Powers Authority.

**Service Charges** – Charges imposed to support services to individuals or to cover the cost of providing such services. The fees charged are limited to the cost of providing the service or regulation required (plus overhead).

**Special Assessment** – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those parties. (Also known as benefit fees.)

**Special Revenue Funds** – Funds used to account for the proceeds from specific revenue sources (other than trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

**Subventions** – Subsidy or financial support received from county, state or federal government. The state and county currently levy certain taxes that are “subvened” to cities, including motor vehicle license fees, state mandated costs and motor vehicle fuel tax.

**Transient Occupancy Tax** – Tax levied by cities on persons staying 30 days or less in a room(s) in a hotel, inn, motel, tourist home, non-membership campground or other lodging facility. Also called Transient Lodging Tax.

**TransNet** – A half-cent sales tax for local transportation projects that was first approved by voters in 1988 and extended in 2004 for another 40 years.

**Unsecured Property** – As the property tax is guaranteed by placing a lien on the real property, unsecured property is that real property in which the value of the lien is not sufficient to assure payment of the property tax.

**Use Tax** – Tax imposed on the user of a product whenever the sale tax does not apply, such as on goods purchased out-of-state and delivered for use in California and on long-term leases. Tax base is the total retail price.

**User Fees** – The payment of a fee for direct receipt of a service by the party benefiting from the service.

**Work Projects Program** – A program to provide for the long-term studies or plans that support current or future infrastructure.

**Working Capital** – Difference between current assets and current liabilities.

**RESOLUTION 2021-70**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ENCINITAS  
ADOPTING THE FISCAL YEAR 2021-22 OPERATING BUDGET AND  
CAPITAL IMPROVEMENT PROGRAM APPROPRIATIONS**

**WHEREAS**, each year the City Council of the City of Encinitas adopts an Operating Budget for revenues and expenditures for the City of Encinitas for the upcoming year; and

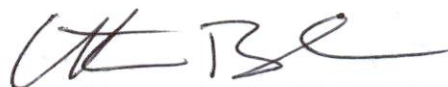
**WHEREAS**, each year the City Council adopts a Capital Improvement Program with appropriations for the upcoming year; and

**WHEREAS**, the City Council desires to make provision for a level of service commensurate with the needs of the City; and

**WHEREAS**, the City Council has reviewed the proposed Fiscal Year 2021-22 Operating Budget.

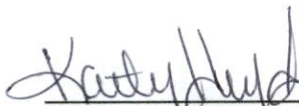
**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Encinitas that the the annual operating budget and Capital Improvement Program budget appropriations for Fiscal Year 2021-22 as contained in **Exhibit A** to this resolution are hereby adopted.

**PASSED, APPROVED AND ADOPTED** this 23<sup>rd</sup> day of June 2021, by the City Council of the City of Encinitas, State of California.



Catherine S. Blakespear, Mayor

ATTEST:



Kathy Hollywood, City Clerk

APPROVED AS TO FORM:



Leslie E. Devaney, City Attorney

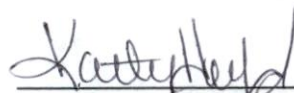
CERTIFICATION: I, Kathy Hollywood, City Clerk of the City of Encinitas, California, do hereby certify under penalty of perjury that the foregoing Resolution was duly adopted at a regular meeting of the City Council on the 23<sup>rd</sup> day of June, 2021 by the following vote:

AYES: Blakespear, Hinze, Kranz, Lyndes, Mosca

NOES: None

ABSENT: None

ABSTAIN: None

A handwritten signature in cursive script, appearing to read "Kathy Hollywood", is written over a horizontal line.

Kathy Hollywood, City Clerk

## Schedule A: Budget Summary FY 2021-22

Fund Name	Fund	Unassigned Beginning Fund Balance 7/1/2021	Revised Projected Operating Revenue	Revised Approved Operating Expenditures	Net Operating	Net Operating Transfers	Available Fund Balance	Net Capital Transfers	Capital Expenditures	Ending Fund Balance 6/30/2021
<b>GENERAL FUND</b>										
Available Fund Balance	101	6,254,645	85,046,267	76,486,829	8,559,438	(7,616,388)	7,197,695	(2,444,204)		4,753,491
Committed & Unspendable Fund Bal	101	455,097			-	-	455,097	-		455,097
Contingency Reserves	101	14,403,196			-	-	14,403,196	-		14,403,196
20% of Operating Expenditures										
Budget Stabilization Reserve	101	1,560,690			-	-	1,560,690	-		1,560,690
2% of Revenues										
TOTAL GENERAL FUND		<b>22,673,628</b>	<b>85,046,267</b>	<b>76,486,829</b>	<b>8,559,438</b>	<b>(7,616,388)</b>	<b>23,616,678</b>	<b>(2,444,204)</b>	-	<b>21,172,474</b>
<b>INFRASTRUCTURE FUNDS</b>										
State Gasoline Taxes	201	468,385	2,868,837		2,868,837	(1,053,289)	2,283,933	(1,798,919)		485,014
State Capital Grants	203	(14,220)	2,758,320		2,758,320	-	2,744,100	(2,758,320)		(14,220)
TransNet Program (Prop A Sales Tax)	211	(835,920)	1,899,000		1,899,000	-	1,063,080	(1,775,000)		(711,920)
Coastal Zone Management Fund	212	1,156,903	561,227	267,886	293,341	-	1,450,244	(157,420)		1,292,824
Federal Capital Grants	223	4,134,092	39,882		39,882	-	4,173,974	3,828,121		8,002,095
TOTAL INFRASTRUCTURE FUNDS		<b>4,909,240</b>	<b>8,127,266</b>	<b>267,886</b>	<b>7,859,380</b>	<b>(1,053,289)</b>	<b>11,715,331</b>	<b>(2,661,538)</b>	-	<b>9,053,793</b>
<b>GRANT FUNDS</b>										
State Law Enforcement Grant	202	-	100,000	100,000	-	-	-	-		-
Government Education Access	213	187,831	326,156	119,801	206,355	-	394,186	(191,667)		202,519
Solid Waste, Recycling and HHW	214	397,409	960,348	732,053	228,295	-	625,704	-		625,704
Senior Nutrition Grant	221	(6,100)	84,750	243,440	(158,690)	93,273	(71,517)	-		(71,517)
Comm Devel Block Grant (CDBG)	222	-	847,397	120,380	727,017	45,483	772,500	(235,181)		537,319
Federal Law Enforcement Grant	228	-	10,000	10,000	-	-	-	-		-
Donations & Contributions	229	83,812	80,750	78,975	1,775	(10,000)	75,587	12,407		87,994
CSA17 Fire Operations	230	218,976	227,434	174,085	53,349	-	272,325	(16,700)		255,625
TOTAL GRANT FUNDS		<b>881,928</b>	<b>2,636,835</b>	<b>1,578,734</b>	<b>1,058,101</b>	<b>128,756</b>	<b>2,068,785</b>	<b>(431,141)</b>	-	<b>1,637,644</b>



RESOLUTION 2021-70 EXHIBIT A

Schedule A: Budget Summary FY 2021-22

Fund Name	Fund	Unassigned Beginning Fund Balance 7/1/2021	Revised Projected Operating Revenue	Revised Approved Operating Expenditures	Net Operating	Net Operating Transfers	Available Fund Balance	Net Capital Transfers	Capital Expenditures	Ending Fund Balance 6/30/2021
<b>DEVELOPMENT IMPACT FUNDS</b>										
Park Improvement Fees	231	341,671	216,950		216,950	-	558,621	-		558,621
Park Acquisition Fees	232	401,448	372,600		372,600	-	774,048	-		774,048
Traffic Mitigation Fees	233	601,962	118,641		118,641	-	720,603	(429,942)		290,661
RTCIP-(Regional Arterial System) Fee	234	246,549	155,919		155,919	-	402,468	(300,000)		102,468
Open Space Acquisition Fees	235	67,545	23,900		23,900	-	91,445	-		91,445
Recreational Trails Fees	236	29,252	9,200		9,200	-	38,452	-		38,452
Community Facilities Fees	237	-	28,550		28,550	(19,985)	8,565	-		8,565
Fire Mitigation Fees	238	-	49,986		49,986	(55,000)	(5,014)	-		(5,014)
Flood Control Mitigation Fees	239	260,848	80,731		80,731	-	341,579	-		341,579
In Lieu Fees Curb Gutter Sidewalks	251	20,454	24		24	-	20,478	-		20,478
In Lieu Fees Underground Utilities	252	1,069,790	1,197		1,197	-	1,070,987	404,106		1,475,093
Affordable Housing	253	120,704	5,000		5,000	-	125,704	-		125,704
<b>TOTAL DEVELOPMENT IMPACT FUNDS</b>		<b>3,160,223</b>	<b>1,062,698</b>	<b>-</b>	<b>1,062,698</b>	<b>(74,985)</b>	<b>4,147,936</b>	<b>(325,836)</b>	<b>-</b>	<b>3,822,100</b>
<b>MUNICIPAL IMPROVEMENT DISTRICTS</b>										
Villanitas Road M.I.D.	291	243,677	22,432	31,233	(8,801)	-	234,876	-		234,876
Cerro Street M.I.D.	292	534,113	75,722	39,203	36,519	-	570,632	-		570,632
Village Park M.I.D.	293	64,911	34,412	67,448	(33,036)	-	31,875	-		31,875
Wiro Park M.I.D.	294	6,991	11,171	28,857	(17,686)	17,000	6,305	-		6,305
Encinitas Lighting Landscape District	295	1,395,092	1,566,417	1,568,579	(2,162)	-	1,392,930	(50,000)		1,342,930
Encinitas Ranch Lighting Landscape	297	1,707,634	635,030	627,330	7,700	-	1,715,334	21,141		1,736,475
<b>TOTAL MID FUNDS</b>		<b>3,952,418</b>	<b>2,345,184</b>	<b>2,362,650</b>	<b>(17,466)</b>	<b>17,000</b>	<b>3,951,952</b>	<b>(28,859)</b>	<b>-</b>	<b>3,923,093</b>
<b>DEBT SERVICE FUNDS</b>										
Debt Service Fund	301	425	-	183,556	(183,556)	183,556	425	-		425
Encinitas Public Finance Authority	302	85	-	3,538,051	(3,538,051)	3,538,051	85	-		85
<b>TOTAL DEBT SERVICE FUNDS</b>		<b>510</b>	<b>-</b>	<b>3,721,607</b>	<b>(3,721,607)</b>	<b>3,721,607</b>	<b>510</b>	<b>-</b>	<b>-</b>	<b>510</b>
<b>CAPITAL IMPROVEMENT FUNDS</b>										
Capital Project Fund	401/402	-	-	-	-	-	-	-	-	-
Facility Maintenance Fund	403	110,765	-	-	-	1,100,000	1,210,765	-	655,000	555,765
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>		<b>110,765</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>	<b>1,210,765</b>	<b>-</b>	<b>655,000</b>	<b>555,765</b>

## Schedule A: Budget Summary FY 2021-22

Fund Name	Fund	Unassigned Beginning Fund Balance 7/1/2021	Revised Projected Operating Revenue	Revised Approved Operating Expenditures	Net Operating	Net Operating Transfers	Available Fund Balance	Net Capital Transfers	Capital Expenditures	Ending Fund Balance 6/30/2021
<b>CARDIFF SANITARY DIVISION FUNDS</b>										
Operations	511	678,595	5,100,958	4,071,626	1,029,332	-	1,707,927	(1,000,000)		707,927
Capital Replacement	512	3,444,670			-	-	3,444,670	3,045,000	3,030,208	3,459,462
Capital Expansion	513	1,647,005	100,000		100,000	-	1,747,005	-		1,747,005
<b>TOTAL CSD FUNDS</b>		<b>5,770,270</b>	<b>5,200,958</b>	<b>4,071,626</b>	<b>1,129,332</b>	<b>-</b>	<b>6,899,602</b>	<b>2,045,000</b>	<b>3,030,208</b>	<b>5,914,394</b>
<b>ENCINITAS SANITARY DIVISION FUNDS</b>										
Operations	521	818,103	2,787,600	1,764,389	1,023,211	-	1,841,314	(1,840,876)		438
Capital Replacement	522	(3,452,342)			-	-	(3,452,342)	2,218,536	2,048,778	(3,282,584)
Capital Expansion	523	3,020,976	50,000		50,000	-	3,070,976	-		3,070,976
<b>TOTAL ESD FUNDS</b>		<b>386,737</b>	<b>2,837,600</b>	<b>1,764,389</b>	<b>1,073,211</b>	<b>-</b>	<b>1,459,948</b>	<b>377,660</b>	<b>2,048,778</b>	<b>(211,170)</b>
<b>OTHER PROPRIETARY FUNDS</b>										
Section 8 Housing- Admin	551	47,062	384,953	151,120	233,833	(219,429)	61,466	-		61,466
Section 8 Housing- HAP	552	(82,780)	1,250,851	1,360,851	(110,000)	-	(192,780)	-		(192,780)
Pacific Pines Affordable Housing	561	1,386,273	236,600	252,385	(15,785)	21,549	1,392,037	(15,172)		1,376,865
<b>TOTAL OTHER PROPRIETARY FUNDS</b>		<b>1,350,555</b>	<b>1,872,404</b>	<b>1,764,356</b>	<b>108,048</b>	<b>(197,880)</b>	<b>1,260,723</b>	<b>(15,172)</b>	<b>-</b>	<b>1,245,551</b>
<b>INTERNAL SERVICE FUNDS</b>										
Self-Insurance Fund	601	2,706,072	1,242,908	3,082,494	(1,839,586)	1,997,793	2,864,279	-		2,864,279
Wastewater Support	611	(335,719)	972,316	953,016	19,300	(147,000)	(463,419)	-		(463,419)
Fleet Maintenance	621	(194,146)	571,830	614,879	(43,049)	-	(237,195)	-		(237,195)
Vehicle Replacement	622	537,474	10,000	334,284	(324,284)	127,000	340,190	-		340,190
Mach Equipment Replacement	623	1,356,264	10,000	421,000	(411,000)	(50,000)	895,264	-		895,264
Fire Apparatus Replacement	624	1,204,574	-	485,061	(485,061)	(100,000)	619,513	-		619,513
<b>TOTAL INTERNAL SERVICE FUNDS</b>		<b>5,274,519</b>	<b>2,807,054</b>	<b>5,890,734</b>	<b>(3,083,680)</b>	<b>1,827,793</b>	<b>4,018,632</b>	<b>-</b>	<b>-</b>	<b>4,018,632</b>
<b>TOTAL ALL FUNDS</b>		<b>48,470,793</b>	<b>111,936,266</b>	<b>97,908,811</b>	<b>14,027,455</b>	<b>(2,147,386)</b>	<b>60,350,862</b>	<b>(3,484,090)</b>	<b>5,733,986</b>	<b>51,132,786</b>

# Schedule A: Budget Summary FY 2021-22

Fund Name	Fund	Unassigned Beginning Fund Balance 7/1/2021	Revised Projected Operating Revenue	Revised Approved Operating Expenditures	Net Operating	Net Operating Transfers	Available Fund Balance	Net Capital Transfers	Capital Expenditures	Ending Fund Balance 6/30/2021
<b>GENERAL FUND</b>										
Available Fund Balance	101	6,254,645	85,046,267	76,486,829	8,559,438	(7,616,388)	7,197,695	(2,444,204)		4,753,491
Committed & Unspendable Fund Bal	101	455,097			-	-	455,097	-		455,097
Contingency Reserves	101	14,403,196			-	-	14,403,196	-		14,403,196
20% of Operating Expenditures										
Budget Stabilization Reserve	101	1,560,690			-	-	1,560,690	-		1,560,690
2% of Revenues										
TOTAL GENERAL FUND		<b>22,673,628</b>	<b>85,046,267</b>	<b>76,486,829</b>	<b>8,559,438</b>	<b>(7,616,388)</b>	<b>23,616,678</b>	<b>(2,444,204)</b>	-	<b>21,172,474</b>
<b>INFRASTRUCTURE FUNDS</b>										
State Gasoline Taxes	201	468,385	2,868,837		2,868,837	(1,053,289)	2,283,933	(1,798,919)		485,014
State Capital Grants	203	(14,220)	2,758,320		2,758,320	-	2,744,100	(2,758,320)		(14,220)
TransNet Program (Prop A Sales Tax)	211	(835,920)	1,899,000		1,899,000	-	1,063,080	(1,775,000)		(711,920)
Coastal Zone Management Fund	212	1,156,903	561,227	267,886	293,341	-	1,450,244	(157,420)		1,292,824
Federal Capital Grants	223	4,134,092	39,882		39,882	-	4,173,974	3,828,121		8,002,095
TOTAL INFRASTRUCTURE FUNDS		<b>4,909,240</b>	<b>8,127,266</b>	<b>267,886</b>	<b>7,859,380</b>	<b>(1,053,289)</b>	<b>11,715,331</b>	<b>(2,661,538)</b>	-	<b>9,053,793</b>
<b>GRANT FUNDS</b>										
State Law Enforcement Grant	202	-	100,000	100,000	-	-	-	-		-
Government Education Access	213	187,831	326,156	119,801	206,355	-	394,186	(191,667)		202,519
Solid Waste, Recycling and HHW	214	397,409	960,348	732,053	228,295	-	625,704	-		625,704
Senior Nutrition Grant	221	(6,100)	84,750	243,440	(158,690)	93,273	(71,517)	-		(71,517)
Comm Devel Block Grant (CDBG)	222	-	847,397	120,380	727,017	45,483	772,500	(235,181)		537,319
Federal Law Enforcement Grant	228	-	10,000	10,000	-	-	-	-		-
Donations & Contributions	229	83,812	80,750	78,975	1,775	(10,000)	75,587	12,407		87,994
CSA17 Fire Operations	230	218,976	227,434	174,085	53,349	-	272,325	(16,700)		255,625
TOTAL GRANT FUNDS		<b>881,928</b>	<b>2,636,835</b>	<b>1,578,734</b>	<b>1,058,101</b>	<b>128,756</b>	<b>2,068,785</b>	<b>(431,141)</b>	-	<b>1,637,644</b>

## Schedule A: Budget Summary FY 2021-22

Fund Name	Fund	Unassigned Beginning Fund Balance 7/1/2021	Revised Projected Operating Revenue	Revised Approved Operating Expenditures	Net Operating	Net Operating Transfers	Available Fund Balance	Net Capital Transfers	Capital Expenditures	Ending Fund Balance 6/30/2021
<b>DEVELOPMENT IMPACT FUNDS</b>										
Park Improvement Fees	231	341,671	216,950		216,950	-	558,621	-		558,621
Park Acquisition Fees	232	401,448	372,600		372,600	-	774,048	-		774,048
Traffic Mitigation Fees	233	601,962	118,641		118,641	-	720,603	(429,942)		290,661
RTCIP-(Regional Arterial System) Fee	234	246,549	155,919		155,919	-	402,468	(300,000)		102,468
Open Space Acquisition Fees	235	67,545	23,900		23,900	-	91,445	-		91,445
Recreational Trails Fees	236	29,252	9,200		9,200	-	38,452	-		38,452
Community Facilities Fees	237	-	28,550		28,550	(19,985)	8,565	-		8,565
Fire Mitigation Fees	238	-	49,986		49,986	(55,000)	(5,014)	-		(5,014)
Flood Control Mitigation Fees	239	260,848	80,731		80,731	-	341,579	-		341,579
In Lieu Fees Curb Gutter Sidewalks	251	20,454	24		24	-	20,478	-		20,478
In Lieu Fees Underground Utilities	252	1,069,790	1,197		1,197	-	1,070,987	404,106		1,475,093
Affordable Housing	253	120,704	5,000		5,000	-	125,704	-		125,704
<b>TOTAL DEVELOPMENT IMPACT FUNDS</b>		<b>3,160,223</b>	<b>1,062,698</b>	<b>-</b>	<b>1,062,698</b>	<b>(74,985)</b>	<b>4,147,936</b>	<b>(325,836)</b>	<b>-</b>	<b>3,822,100</b>
<b>MUNICIPAL IMPROVEMENT DISTRICTS</b>										
Villanitas Road M.I.D.	291	243,677	22,432	31,233	(8,801)	-	234,876	-		234,876
Cerro Street M.I.D.	292	534,113	75,722	39,203	36,519	-	570,632	-		570,632
Village Park M.I.D.	293	64,911	34,412	67,448	(33,036)	-	31,875	-		31,875
Wiro Park M.I.D.	294	6,991	11,171	28,857	(17,686)	17,000	6,305	-		6,305
Encinitas Lighting Landscape District	295	1,395,092	1,566,417	1,568,579	(2,162)	-	1,392,930	(50,000)		1,342,930
Encinitas Ranch Lighting Landscape	297	1,707,634	635,030	627,330	7,700	-	1,715,334	21,141		1,736,475
<b>TOTAL MID FUNDS</b>		<b>3,952,418</b>	<b>2,345,184</b>	<b>2,362,650</b>	<b>(17,466)</b>	<b>17,000</b>	<b>3,951,952</b>	<b>(28,859)</b>	<b>-</b>	<b>3,923,093</b>
<b>DEBT SERVICE FUNDS</b>										
Debt Service Fund	301	425	-	183,556	(183,556)	183,556	425	-		425
Encinitas Public Finance Authority	302	85	-	3,538,051	(3,538,051)	3,538,051	85	-		85
<b>TOTAL DEBT SERVICE FUNDS</b>		<b>510</b>	<b>-</b>	<b>3,721,607</b>	<b>(3,721,607)</b>	<b>3,721,607</b>	<b>510</b>	<b>-</b>	<b>-</b>	<b>510</b>
<b>CAPITAL IMPROVEMENT FUNDS</b>										
Capital Project Fund	401/402	-			-	-	-	-	-	-
Facility Maintenance Fund	403	110,765			-	1,100,000	1,210,765	-	655,000	555,765
<b>TOTAL CAPITAL IMPROVEMENT FUNDS</b>		<b>110,765</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>	<b>1,210,765</b>	<b>-</b>	<b>655,000</b>	<b>555,765</b>



## Schedule A: Budget Summary FY 2021-22

Fund Name	Fund	Unassigned Beginning Fund Balance 7/1/2021	Revised Projected Operating Revenue	Revised Approved Operating Expenditures	Net Operating	Net Operating Transfers	Available Fund Balance	Net Capital Transfers	Capital Expenditures	Ending Fund Balance 6/30/2021
<b>CARDIFF SANITARY DIVISION FUNDS</b>										
Operations	511	678,595	5,100,958	4,071,626	1,029,332	-	1,707,927	(1,000,000)		707,927
Capital Replacement	512	3,444,670			-	-	3,444,670	3,045,000	3,030,208	3,459,462
Capital Expansion	513	1,647,005	100,000		100,000	-	1,747,005	-		1,747,005
<b>TOTAL CSD FUNDS</b>		<b>5,770,270</b>	<b>5,200,958</b>	<b>4,071,626</b>	<b>1,129,332</b>	<b>-</b>	<b>6,899,602</b>	<b>2,045,000</b>	<b>3,030,208</b>	<b>5,914,394</b>
<b>ENCINITAS SANITARY DIVISION FUNDS</b>										
Operations	521	818,103	2,787,600	1,764,389	1,023,211	-	1,841,314	(1,840,876)		438
Capital Replacement	522	(3,452,342)			-	-	(3,452,342)	2,218,536	2,048,778	(3,282,584)
Capital Expansion	523	3,020,976	50,000		50,000	-	3,070,976	-		3,070,976
<b>TOTAL ESD FUNDS</b>		<b>386,737</b>	<b>2,837,600</b>	<b>1,764,389</b>	<b>1,073,211</b>	<b>-</b>	<b>1,459,948</b>	<b>377,660</b>	<b>2,048,778</b>	<b>(211,170)</b>
<b>OTHER PROPRIETARY FUNDS</b>										
Section 8 Housing- Admin	551	47,062	384,953	151,120	233,833	(219,429)	61,466	-		61,466
Section 8 Housing- HAP	552	(82,780)	1,250,851	1,360,851	(110,000)	-	(192,780)	-		(192,780)
Pacific Pines Affordable Housing	561	1,386,273	236,600	252,385	(15,785)	21,549	1,392,037	(15,172)		1,376,865
<b>TOTAL OTHER PROPRIETARY FUNDS</b>		<b>1,350,555</b>	<b>1,872,404</b>	<b>1,764,356</b>	<b>108,048</b>	<b>(197,880)</b>	<b>1,260,723</b>	<b>(15,172)</b>	<b>-</b>	<b>1,245,551</b>
<b>INTERNAL SERVICE FUNDS</b>										
Self-Insurance Fund	601	2,706,072	1,242,908	3,082,494	(1,839,586)	1,997,793	2,864,279	-		2,864,279
Wastewater Support	611	(335,719)	972,316	953,016	19,300	(147,000)	(463,419)	-		(463,419)
Fleet Maintenance	621	(194,146)	571,830	614,879	(43,049)	-	(237,195)	-		(237,195)
Vehicle Replacement	622	537,474	10,000	334,284	(324,284)	127,000	340,190	-		340,190
Mach Equipment Replacement	623	1,356,264	10,000	421,000	(411,000)	(50,000)	895,264	-		895,264
Fire Apparatus Replacement	624	1,204,574	-	485,061	(485,061)	(100,000)	619,513	-		619,513
<b>TOTAL INTERNAL SERVICE FUNDS</b>		<b>5,274,519</b>	<b>2,807,054</b>	<b>5,890,734</b>	<b>(3,083,680)</b>	<b>1,827,793</b>	<b>4,018,632</b>	<b>-</b>	<b>-</b>	<b>4,018,632</b>
<b>TOTAL ALL FUNDS</b>		<b>48,470,793</b>	<b>111,936,266</b>	<b>97,908,811</b>	<b>14,027,455</b>	<b>(2,147,386)</b>	<b>60,350,862</b>	<b>(3,484,090)</b>	<b>5,733,986</b>	<b>51,132,786</b>

RESOLUTION 2021-71

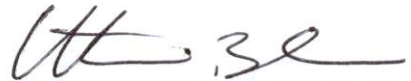
**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ENCINITAS  
DETERMINING AND ADOPTING THE APPROPRIATIONS LIMIT FOR  
FISCAL YEAR 2021-22 IN ACCORDANCE WITH  
ARTICLE XIII-B OF THE CONSTITUTION OF THE STATE OF CALIFORNIA**

**WHEREAS**, each year the City Council of the City of Encinitas is required under Section 7910 of Chapter 1205 of the California State Statutes of 1980 to establish an appropriations limit by resolution; and

**WHEREAS**, the City Council desires to make provision for a level of service commensurate with the needs of the City.

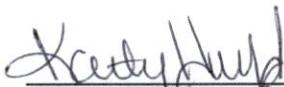
**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Encinitas does hereby adopt the appropriations limit for Fiscal Year 2021-22 at \$129,123,149 as contained in **Exhibit A** to this resolution.

**PASSED, APPROVED AND ADOPTED** this 23<sup>rd</sup> day of June 2021 by the City Council of the City of Encinitas, State of California.



Catherine S. Blakespear, Mayor

ATTEST:



Kathy Hollywood, City Clerk

APPROVED AS TO FORM:



Leslie E. Devaney, City Attorney

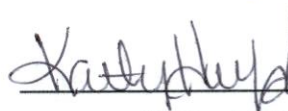
CERTIFICATION: I, Kathy Hollywood, City Clerk of the City of Encinitas, California, do hereby certify under penalty of perjury that the foregoing Resolution was duly adopted at a regular meeting of the City Council on the 23<sup>rd</sup> day of June, 2021 by the following vote:

AYES: Blakespear, Hinze, Kranz, Lyndes, Mosca

NOES: None

ABSENT: None

ABSTAIN: None

A handwritten signature in cursive script, appearing to read "Kathy Hollywood", is written over a horizontal line.

Kathy Hollywood, City Clerk

**City of Encinitas**  
**Schedule of Annual Appropriations Limitation**  
**For Fiscal Year 2021-22**

Fiscal Year 2020-2021 Appropriations Limit, adopted (Resolution No. 2020-55)      \$ 124,306,015

A. Per Capita Cost of Living adjustment	1.0573
B. Population adjustment	<u>1.0007</u>
Change Factor (A x B)	1.0388

Increase in appropriations limit	\$	4,817,134
----------------------------------	----	-----------

Fiscal Year 2021-2022 appropriations limit      \$ 129,123,149

Projected Revenues from Proceeds of Taxes	\$	80,279,558
Remaining appropriations capacity	\$	48,843,591

Percentage under Appropriations Limitation		37.83%
--	--	--------

Article XIII B of the California Constitution, more commonly known as the Annual Appropriations Limitation or "Gann Limit", specifies the amount of allowable revenue the City of Encinitas can appropriate from the proceeds of taxes. In accordance with Proposition 111 and SB 88 (Chapter 60-90) the Appropriations Limitation is calculated utilizing a format based on the percentage of growth in California Per Capita Income and County population. The City's Appropriations Subject to the Limit are well below the approved Appropriations Limit. As part of the City's annual audit, an independent accounting firm reviews the calculations for compliance.



## RESOLUTION 2021-72

### A RESOLUTION OF THE CITY OF ENCINITAS CITY COUNCIL APPROVING TITLES AND PAY RANGES FOR THE CITY OF ENCINITAS FOR FISCAL YEAR 2021-2022

WHEREAS, the City Council establishes and approves the classifications, titles and pay ranges for all positions; and

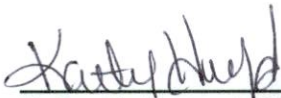
WHEREAS the City Council of the City of Encinitas is adopting the Position Titles and Pay Ranges for Fiscal Year 2021-2022 (**Exhibit A**).

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Encinitas that the Position Titles and Pay Ranges as contained in Exhibit A are adopted.

PASSED, APPROVED AND ADOPTED this 23<sup>rd</sup> day of June 2021 by the City Council of the City of Encinitas, State of California.

  
Catherine S. Blakespear, Mayor

ATTEST:

  
Kathy Hollywood, City Clerk

APPROVED AS TO FORM:

  
Leslie E. Devaney, City Attorney

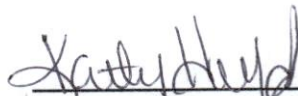
CERTIFICATION: I, Kathy Hollywood, City Clerk of the City of Encinitas, California, do hereby certify under penalty of perjury that the foregoing Resolution was duly adopted at a regular meeting of the City Council on the 23<sup>rd</sup> day of June, 2021 by the following vote:

AYES: Blakespear, Hinze, Kranz, Lyndes, Mosca

NOES: None

ABSENT: None

ABSTAIN: None

  
Kathy Hollywood, City Clerk

**City of Encinitas**  
**Salary Schedule for Fiscal Year 2021-22**  
**Effective July 1, 2021**

Revised and Approved by City Council on June 23, 2021

2% Increase Effective July 1, 2021

Grade	Classification Title	STEP	HOURLY	BI-WEEKLY	MONTHLY	ANNUAL
11	Arts Assistant	1	18.3276	1,466	3,177	38,121
	Program Assistant I	2	19.2441	1,540	3,336	40,028
	Program Assistant I - Confidential	3	20.2061	1,616	3,502	42,029
		4	21.2166	1,697	3,678	44,131
		5	22.2772	1,782	3,861	46,337
		6	23.3913	1,871	4,054	48,654
13	Finance Technician I	1	22.4559	1,796	3,892	46,708
	Finance Technician I - Confidential	2	23.5787	1,886	4,087	49,044
	Geographic Information Systems Technician I	3	24.7575	1,981	4,291	51,496
	Heavy Equipment Mechanic I	4	25.9953	2,080	4,506	54,070
	Human Resources Technician I	5	27.2952	2,184	4,731	56,774
	Information Technology Technician I	6	28.6599	2,293	4,968	59,613
	Program Assistant II					
	Program Assistant II - Confidential					
	Utility & Maintenance Technician I					
21	Finance Technician II	1	23.3577	1,869	4,049	48,584
	Finance Technician II - Confidential	2	24.5256	1,962	4,251	51,013
	Human Resources Technician II	3	25.7516	2,060	4,464	53,563
	Program Assistant III	4	27.0395	2,163	4,687	56,242
	Program Assistant III - Confidential	5	28.3915	2,271	4,921	59,054
	Utility & Maintenance Technician II	6	29.8109	2,385	5,167	62,007
		7	31.3015	2,504	5,426	65,107
22	Department Administrative Support Coordinator	1	25.3236	2,026	4,389	52,673
	Facilities Specialist	2	26.5898	2,127	4,609	55,307
	Finance Technician III	3	27.9193	2,234	4,839	58,072
	Finance Technician III - Confidential	4	29.3153	2,345	5,081	60,976
	Geographic Information Systems Technician II	5	30.7809	2,462	5,335	64,024
	Heavy Equipment Mechanic II	6	32.3201	2,586	5,602	67,226
	Information Technology Technician II	7	33.9360	2,715	5,882	70,587
	Planner I					
	Program Coordinator					
	Utility & Maintenance Technician III					
23	Accountant I	1	27.2890	2,183	4,730	56,761
	Code Enforcement Officer I	2	28.6534	2,292	4,967	59,599
	Engineering Specialist I	3	30.0861	2,407	5,215	62,579
	Heavy Equipment Mechanic III	4	31.5906	2,527	5,476	65,709
	Payroll Specialist	5	33.1700	2,654	5,749	68,994
	Planner II	6	34.8284	2,786	6,037	72,443
	Recreation Supervisor I	7	36.5698	2,926	6,339	76,065
	Stormwater Environmental Specialist I					
	Utility & Maintenance Technician IV					



Grade	Classification Title	STEP	HOURLY	BI-WEEKLY	MONTHLY	ANNUAL
24	Accountant II	1	29.7503	2,380	5,157	61,881
	Code Enforcement Officer II	2	31.2379	2,499	5,415	64,975
	Deputy City Clerk	3	32.7997	2,624	5,685	68,223
	Deputy Fire Marshal I	4	34.4399	2,755	5,970	71,635
	Engineering Specialist II	5	36.1620	2,893	6,268	75,217
	Executive Assistant	6	37.9699	3,038	6,581	78,977
	Finance Analyst I	7	39.8683	3,189	6,910	82,926
	Geographic Information Systems Analyst I					
	Human Resources Analyst I					
	Information Technology Analyst I					
	Management Analyst I					
	Parks & Beach Supervisor I					
	Planner III					
	Recreation Supervisor II					
	Risk/Safety Analyst I					
	Stormwater Environmental Specialist II					
25	Accountant III	1	32.7019	2,616	5,668	68,020
	Code Enforcement Officer III	2	34.3370	2,747	5,952	71,421
	Deputy Fire Marshal II	3	36.0539	2,884	6,249	74,992
	Engineering Specialist III	4	37.8566	3,029	6,562	78,742
	Facilities Supervisor	5	39.7492	3,180	6,890	82,678
	Finance Analyst II	6	41.7369	3,339	7,234	86,813
	Fleet Maintenance Supervisor	7	43.8237	3,506	7,596	91,153
	Human Resources Analyst II					
	Management Analyst II					
	Parks & Beach Supervisor II					
	Risk/Safety Analyst II					
	Special Events & Projects Supervisor					
	Stormwater Environmental Specialist III					
	Utility & Maintenance Field Supervisor					
41	Assistant Center Manager	1	33.4885	2,679	5,805	69,656
	Code Enforcement Supervisor	2	35.1631	2,813	6,095	73,139
	Geographic Information Systems Analyst II	3	36.9210	2,954	6,400	76,796
	Information Technology Analyst II	4	38.7672	3,101	6,720	80,636
	Planner IV	5	40.7057	3,256	7,056	84,668
	Utility & Maintenance Supervisor I	6	42.7409	3,419	7,408	88,901
		7	44.8779	3,590	7,779	93,346
		8	47.1219	3,770	8,168	98,014
42	Finance Analyst III	1	35.3607	2,829	6,129	73,550
	Geographic Information Systems Analyst III	2	37.1288	2,970	6,436	77,228
	Human Resources Analyst III	3	38.9851	3,119	6,757	81,089
	Information Technology Analyst III	4	40.9345	3,275	7,095	85,144
	Management Analyst III	5	42.9811	3,438	7,450	89,401
	Risk & Safety Analyst III	6	45.1303	3,610	7,823	93,871
	Senior Deputy Fire Marshal	7	47.3868	3,791	8,214	98,564
	Utility & Maintenance Supervisor II	8	49.7561	3,980	8,624	103,493

Grade	Classification Title	STEP	HOURLY	BI-WEEKLY	MONTHLY	ANNUAL
43	Arts Program Administrator	1	37.2327	2,979	6,454	77,444
	Center Manager	2	39.0944	3,128	6,776	81,316
	Finance Manager I	3	41.0491	3,284	7,115	85,382
	Information Technology Project Manager	4	43.1016	3,448	7,471	89,651
	Program Administrator	5	45.2565	3,621	7,844	94,134
	Senior Management Analyst	6	47.5195	3,802	8,237	98,841
		7	49.8952	3,992	8,649	103,782
		8	52.3902	4,191	9,081	108,972
44	Engineer I	1	39.5769	3,166	6,860	82,320
	Environmental Project Manager	2	41.5558	3,324	7,203	86,436
	Information Technology Supervisor	3	43.6335	3,491	7,563	90,758
	Senior Planner I	4	45.8152	3,665	7,941	95,296
	Senior Planner I - Mobility Coordinator	5	48.1059	3,848	8,338	100,060
		6	50.5113	4,041	8,755	105,063
		7	53.0367	4,243	9,193	110,316
		8	55.6887	4,455	9,653	115,833
45	Engineer II	1	42.3880	3,391	7,347	88,167
	Park Operations Manager	2	44.5074	3,561	7,715	92,575
	Recreation Services Manager	3	46.7327	3,739	8,100	97,204
	Senior Planner II	4	49.0695	3,926	8,505	102,065
	Superintendent	5	51.5229	4,122	8,931	107,168
		6	54.0991	4,328	9,377	112,526
		7	56.8042	4,544	9,846	118,153
		8	59.6443	4,772	10,338	124,060
61	Finance Manager II	1	42.6023	3,408	7,384	88,613
		2	44.7323	3,579	7,754	93,043
		3	46.9690	3,758	8,141	97,696
		4	49.3176	3,945	8,548	102,581
		5	51.7835	4,143	8,976	107,710
		6	54.3724	4,350	9,425	113,095
		7	57.0913	4,567	9,896	118,750
		8	59.9458	4,796	10,391	124,687
		9	62.9432	5,035	10,910	130,922
62	Housing Services Manager	1	44.3849	3,551	7,693	92,321
	Principal Planner	2	46.6042	3,728	8,078	96,937
	Sustainability Manager	3	48.9344	3,915	8,482	101,784
		4	51.3813	4,111	8,906	106,873
		5	53.9502	4,316	9,351	112,217
		6	56.6478	4,532	9,819	117,827
		7	59.4802	4,758	10,310	123,719
		8	62.4542	4,996	10,825	129,905
		9	65.5769	5,246	11,367	136,400



Grade	Classification Title	STEP	HOURLY	BI-WEEKLY	MONTHLY	ANNUAL
63	Senior Engineer	1	46.1673	3,693	8,002	96,028
		2	48.4758	3,878	8,402	100,830
		3	50.8996	4,072	8,823	105,871
		4	53.5686	4,285	9,285	111,423
		5	56.1168	4,489	9,727	116,723
		6	58.9227	4,714	10,213	122,559
		7	61.8686	4,949	10,724	128,687
		8	64.9623	5,197	11,260	135,121
		9	68.2103	5,457	11,823	141,877
64	City Traffic Engineer Department Manager I / Chief Information Officer I Principal Engineer Planning Manager	1	48.4003	3,872	8,389	100,673
		2	50.8203	4,066	8,809	105,706
		3	53.3614	4,269	9,249	110,992
		4	56.0297	4,482	9,712	116,542
		5	58.8311	4,706	10,197	122,369
		6	61.7726	4,942	10,707	128,487
		7	64.8610	5,189	11,243	134,911
		8	68.1042	5,448	11,805	141,657
		9	71.5094	5,721	12,395	148,740
65	Assistant Director of Public Works/Assistant General Manager Assistant Finance Director City Engineer Department Manager II / Chief Information Officer II	1	53.6314	4,291	9,296	111,553
		2	56.3130	4,505	9,761	117,131
		3	59.1287	4,730	10,249	122,988
		4	62.0851	4,967	10,761	129,137
		5	65.1894	5,215	11,299	135,594
		6	68.4486	5,476	11,864	142,373
		7	71.8712	5,750	12,458	149,492
		8	75.4647	6,037	13,081	156,967
		9	79.2381	6,339	13,735	164,815
		10	83.2001	6,656	14,421	173,056
89	Department Directors Administrative Services City Clerk & Legislative Services Development Services Finance & City Treasurer Human Resources & Workers' Compensation Infrastructure & Sustainability Parks, Recreation & Cultural Arts Public Works	1	63.1293	5,050	10,942	131,309
		2	66.2857	5,303	11,490	137,874
		3	69.5999	5,568	12,064	144,768
		4	73.0798	5,846	12,667	152,006
		5	76.7340	6,139	13,301	159,607
		6	80.5706	6,446	13,966	167,587
		7	84.5992	6,768	14,664	175,966
		8	88.8291	7,106	15,397	184,765
		9	93.2706	7,462	16,167	194,003
		10	97.9340	7,835	16,975	203,703
87	Assistant City Manager Acting City Manager	1	65.4884	5,239	11,351	136,216
		2	68.7628	5,501	11,919	143,027
		3	72.2010	5,776	12,515	150,178
		4	75.8110	6,065	13,141	157,687
		5	79.6016	6,368	13,798	165,571
		6	83.5815	6,687	14,487	173,850
		7	87.7608	7,021	15,212	182,542
		8	92.1487	7,372	15,972	191,669
		9	96.7563	7,741	16,771	201,253
		10	101.5940	8,128	17,610	211,316

Grade	Classification Title	STEP	HOURLY	BI-WEEKLY	MONTHLY	ANNUAL
S85	Marine Safety Sergeant	1	28.8786	2,310	5,006	60,068
		2	30.3226	2,426	5,256	63,071
		3	31.8386	2,547	5,519	66,224
		4	33.4305	2,674	5,795	69,535
		5	35.1023	2,808	6,084	73,013
		6	36.8573	2,949	6,389	76,663
		7	38.7000	3,096	6,708	80,496
S86	Marine Safety Lieutenant	1	31.4835	2,519	5,457	65,486
		2	33.0578	2,645	5,730	68,760
		3	34.7107	2,777	6,017	72,198
		4	36.4461	2,916	6,317	75,808
		5	38.2686	3,061	6,633	79,599
		6	40.1849	3,215	6,965	83,585
		7	42.1911	3,375	7,313	87,758
S87	Marine Safety Captain	1	41.8827	3,351	7,260	87,116
		2	43.9770	3,518	7,623	91,472
		3	46.1759	3,694	8,004	96,046
		4	48.4845	3,879	8,404	100,848
		5	50.9086	4,073	8,824	105,890
		6	53.4542	4,276	9,265	111,185
		7	56.1268	4,490	9,729	116,744
		8	58.9334	4,715	10,215	122,581
S88	Fire Marshal	1	45.9801	3,678	7,970	95,639
		2	48.2788	3,862	8,368	100,420
		3	50.6929	4,055	8,787	105,441
		4	53.2276	4,258	9,226	110,713
		5	55.8890	4,471	9,687	116,249
		6	58.6835	4,695	10,172	122,062
		7	61.6177	4,929	10,680	128,165
		8	64.6983	5,176	11,214	134,572
		9	67.9333	5,435	11,775	141,301
S98	Fire Battalion Chief 56 hours a week	STEP	HOURLY	SEMI-MONTHLY	MONTHLY	ANNUAL
		1	34.4667	4,182	8,364	100,364
		2	36.1901	4,391	8,782	105,383
		3	37.9996	4,610	9,221	110,652
		4	39.8995	4,841	9,682	116,184
		5	41.8946	5,083	10,166	121,994
		6	43.9891	5,337	10,674	128,093
		7	46.1887	5,604	11,208	134,498
		8	48.4980	5,884	11,769	141,222
		9	50.9231	6,179	12,357	148,284



		STEP	HOURLY	SEMI-MONTHLY	MONTHLY	ANNUAL
S99	Administrative Fire Battalion Chief	1	53.0773	4,600	9,200	110,405
	40 hours a week	2	55.7312	4,830	9,660	115,925
		3	58.5178	5,072	10,143	121,722
		4	61.4438	5,325	10,651	127,808
		5	64.5159	5,592	11,183	134,198
		6	67.7417	5,871	11,742	140,908
		7	71.1287	6,165	12,329	147,953
		8	74.6853	6,473	12,946	155,351
		9	78.4195	6,797	13,593	163,119
S96	Deputy Fire Chief	1	60.3020	5,226	10,453	125,433
		2	63.3172	5,488	10,975	131,705
		3	66.4830	5,762	11,524	138,290
		4	69.8070	6,050	12,100	145,204
		5	73.2975	6,353	12,705	152,465
		6	76.9624	6,670	13,341	160,088
		7	80.8105	7,004	14,008	168,092
		8	84.8508	7,354	14,708	176,496
		9	89.0936	7,722	15,443	185,322
S97	Department Director	1	65.3747	5,666	11,332	135,985
	Fire Chief	2	68.6436	5,949	11,899	142,784
		3	72.0754	6,247	12,494	149,922
		4	75.6794	6,559	13,118	157,419
		5	79.4633	6,887	13,774	165,290
		6	83.4364	7,231	14,463	173,554
		7	87.6082	7,593	15,186	182,232
		8	91.9887	7,973	15,945	191,344
		9	96.5883	8,371	16,743	200,911
		10	101.4176	8,790	17,580	210,957
				Effective September 9, 2020		
Grade	Classification Title	STEP	HOURLY	BI-WEEKLY	MONTHLY	ANNUAL
85	City Manager	1	120.1924	9,615	20,833	250,000
				Effective December 11, 2018		
86	City Council Member	1	9.9213	794	1,720	20,636
88	Mayor	1	10.4981	840	1,820	21,836





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