

# 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

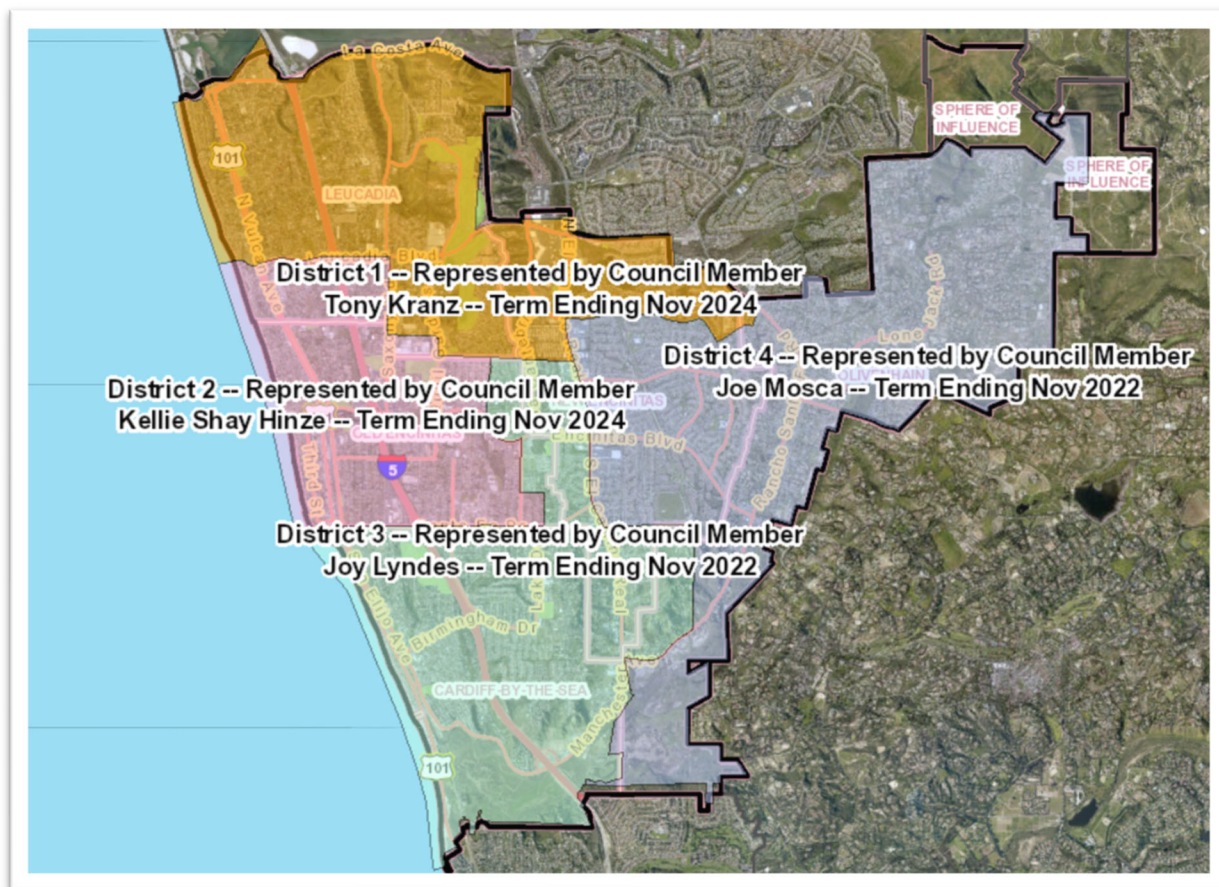
- COVID-19 impacts on revenue, need for community assistance, and grant administration required reprioritization of Capital Improvement projects
- Launched Community Choice Energy, with member cities of San Diego, Chula Vista, Imperial Beach and La Mesa

### Performed in-house or privatized

Not applicable – elected officials

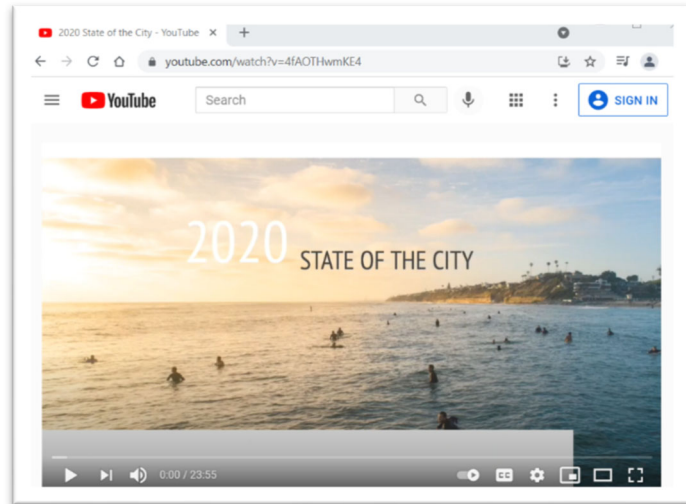
### Activities required by law

- 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

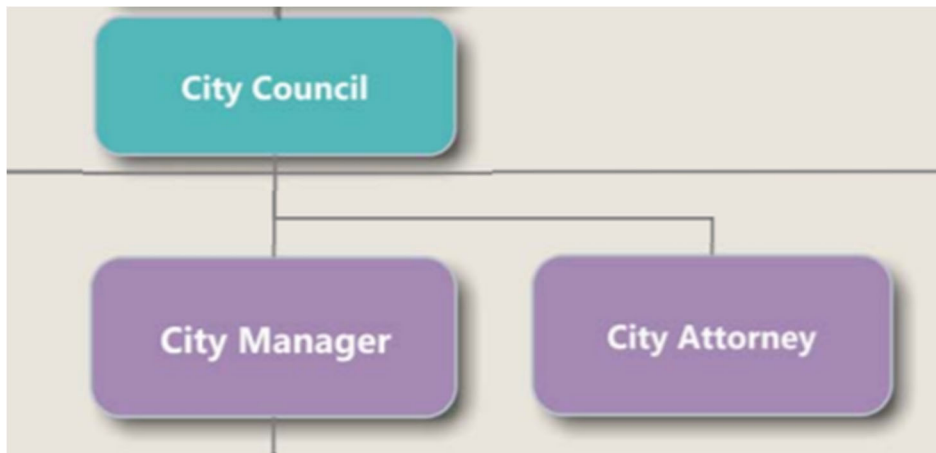
Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>101 - GENERAL FUND</b>	<b>-416,493</b>	<b>-667,378</b>	<b>-690,500</b>	<b>-985,500</b>	<b>-825,000</b>
Expense	-416,493	-667,378	-690,500	-985,500	-825,000
10110302 - CITY COUNCIL-CITY 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.

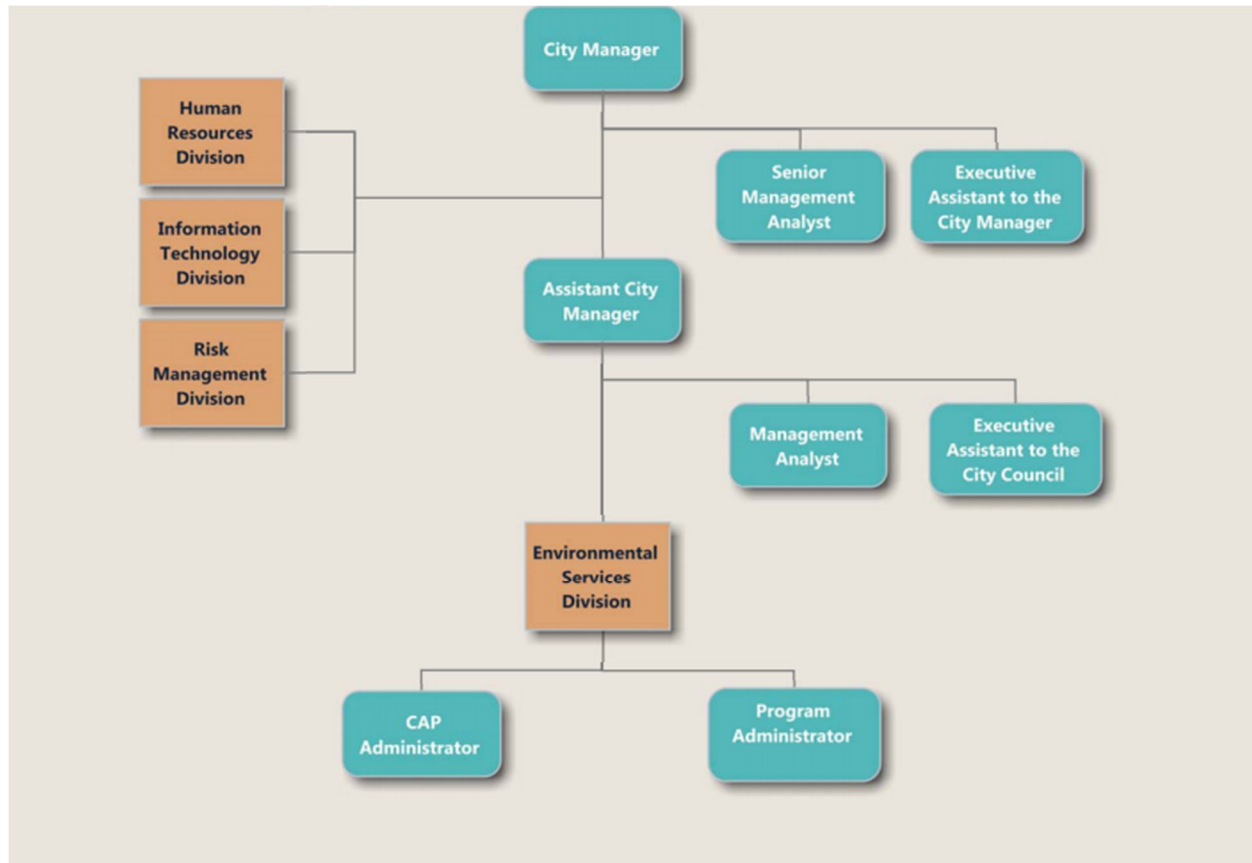
(Includes Transfers)

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	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.

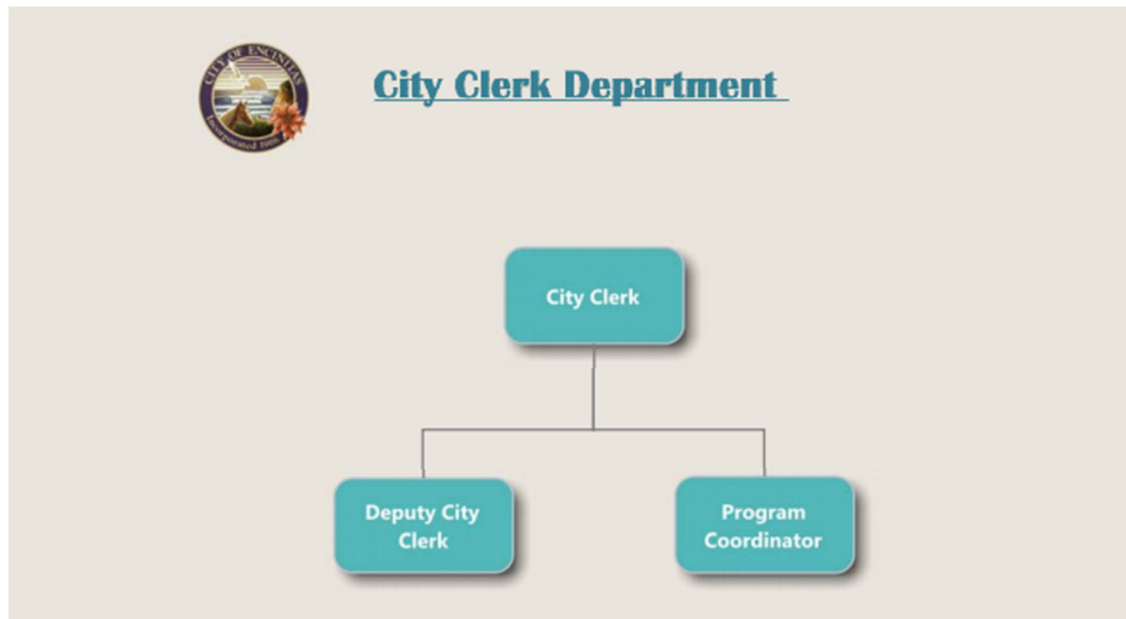
## Budget Summary

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.

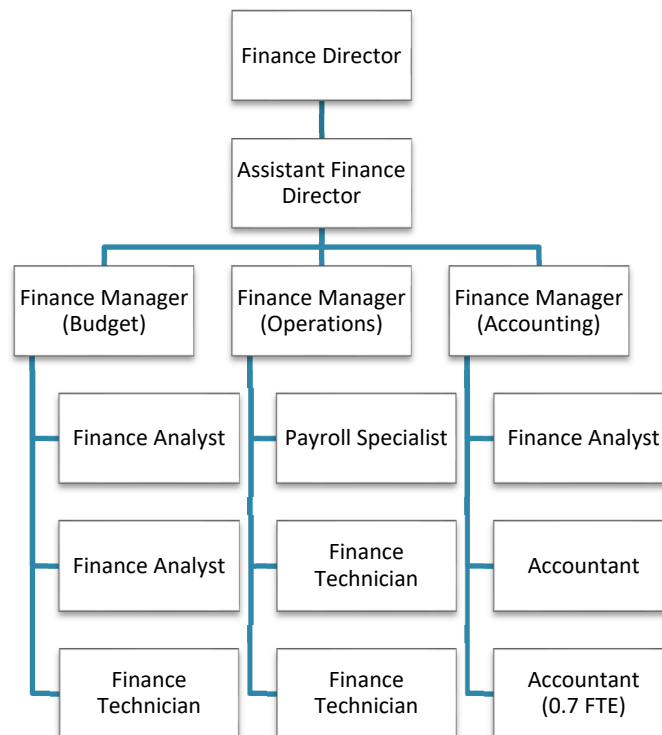
**Staffing.** Retirements and the pandemic highlight the ongoing need for succession planning, cross-training, and career development.

## 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	

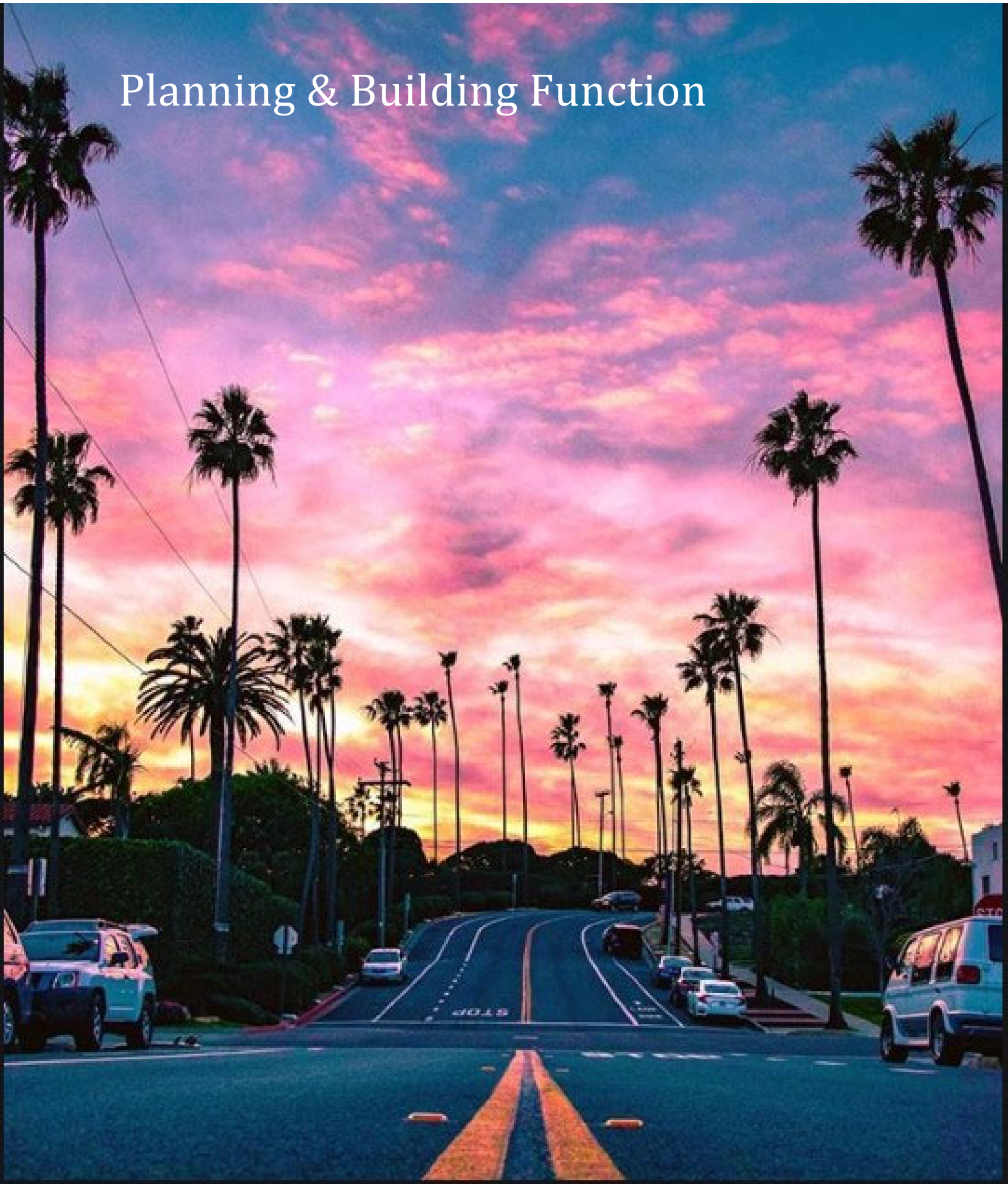


Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
Expense	-20,000				
29790999 - OTHER FINANCING SOURCES (USES)	-20,000				
49 - TRANSFERS	-20,000				
<b>301 - DEBT SERVICE FUND</b>	<b>88</b>	<b>-0</b>	<b>425</b>		
Revenue	183,645	183,557	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>

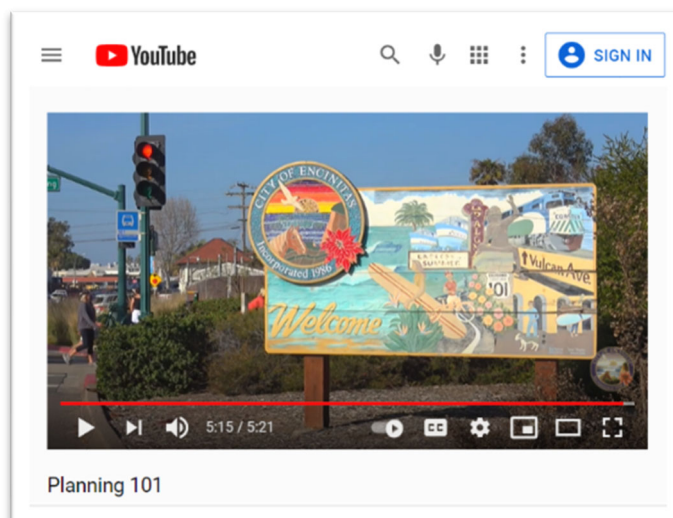
# Planning & Building Function



## 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

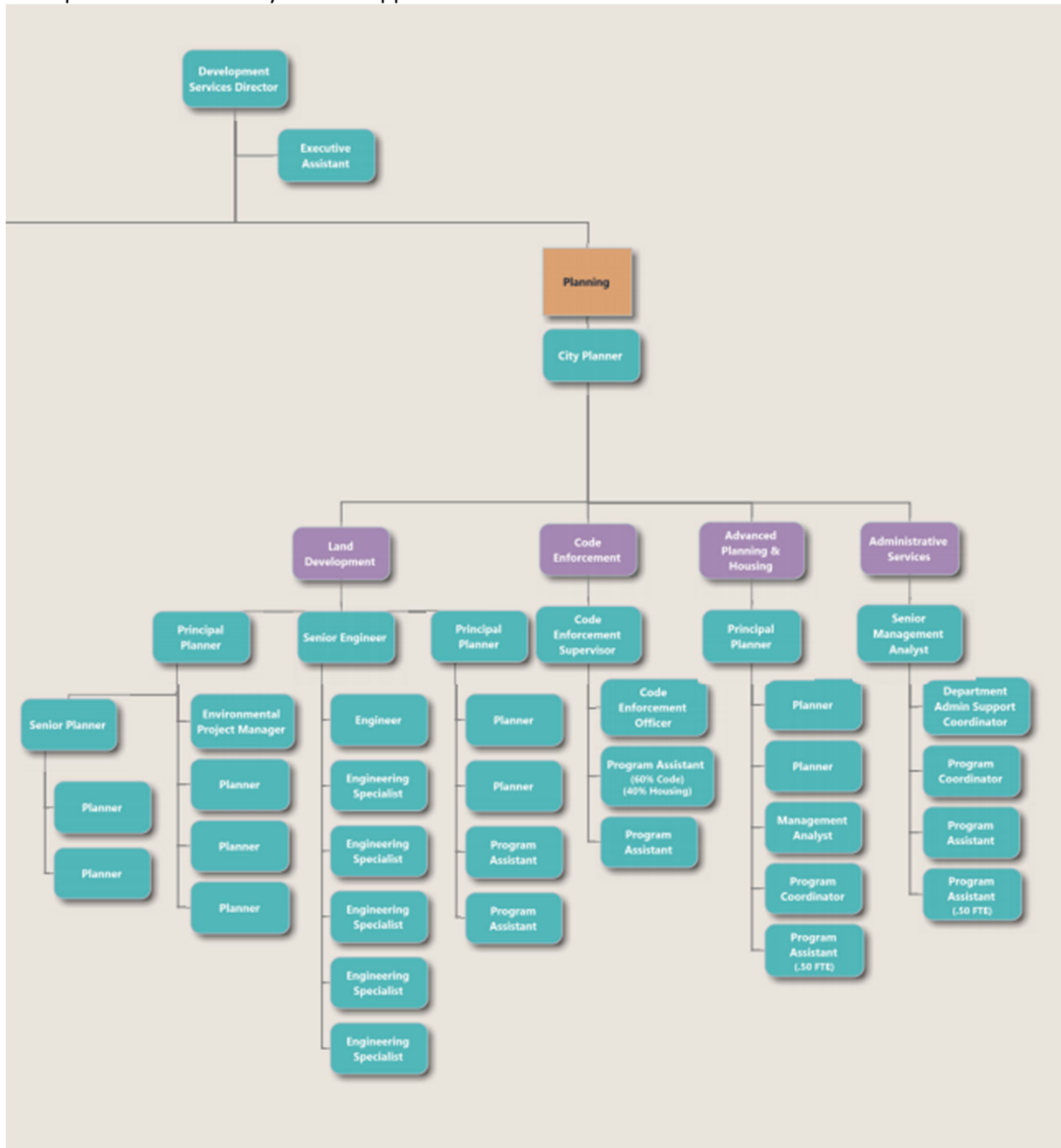


Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
<b>203 - STATE CAPITAL GRANTS</b>			<b>-250,000</b>		
Revenue					
20351430 - STATE GRANT-DS-ADV PLAN HSG					
33 - INTERGOVERNMENTAL					
Expense			-250,000		
20351430 - STATE GRANT-DS-ADV 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	-297,802	-208,761	-627,356	-695,026	-223,844
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	-4,154				
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	-296,892	-285,751	-387,098	-419,920	-425,672
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	-1,030,029	-1,131,701	-1,276,977	-1,360,851	-1,360,851
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	-230,790	-241,643	-155,363	-152,506	-157,647
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

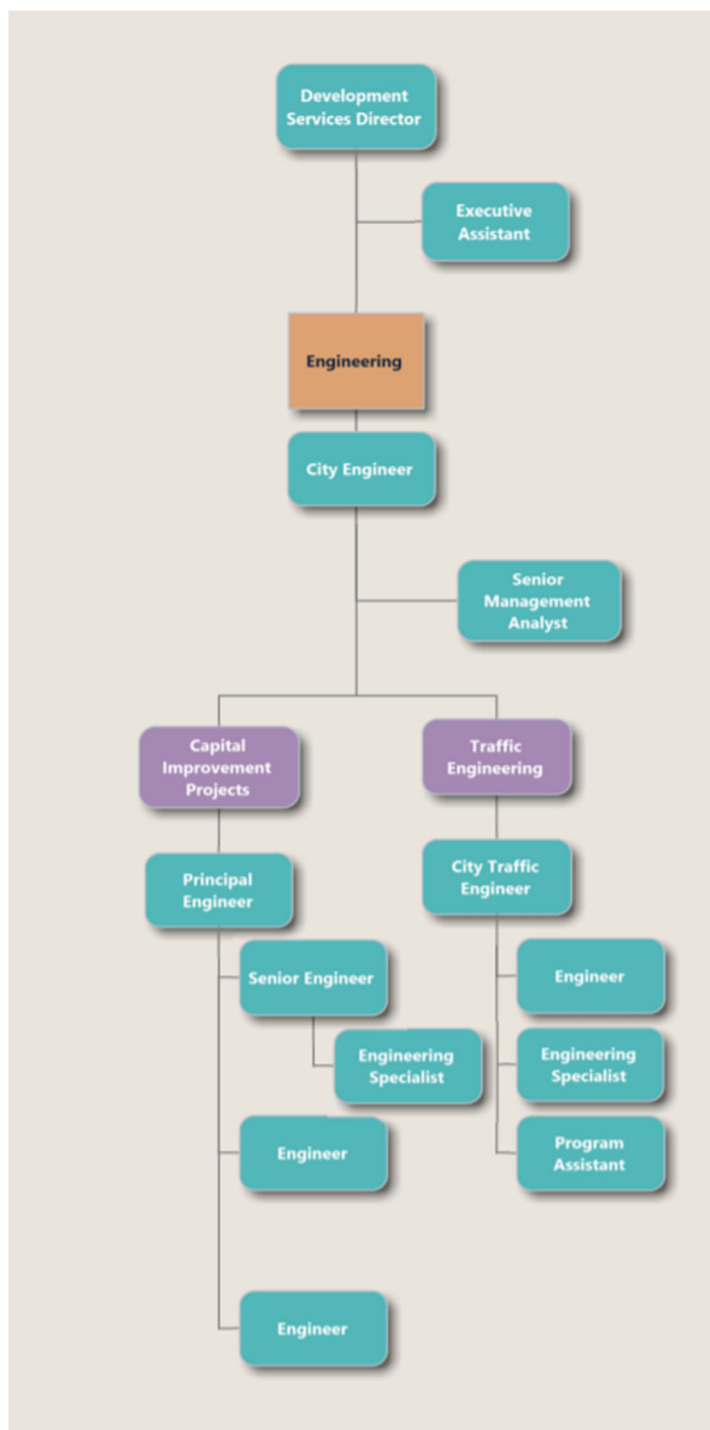
This excerpt from the Development Services organization chart shows the engineering function only. It represents the organization structure at the time the budget was presented for approval on June 23, 2021. It does not include the proposed department reorganization and position reclassifications to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

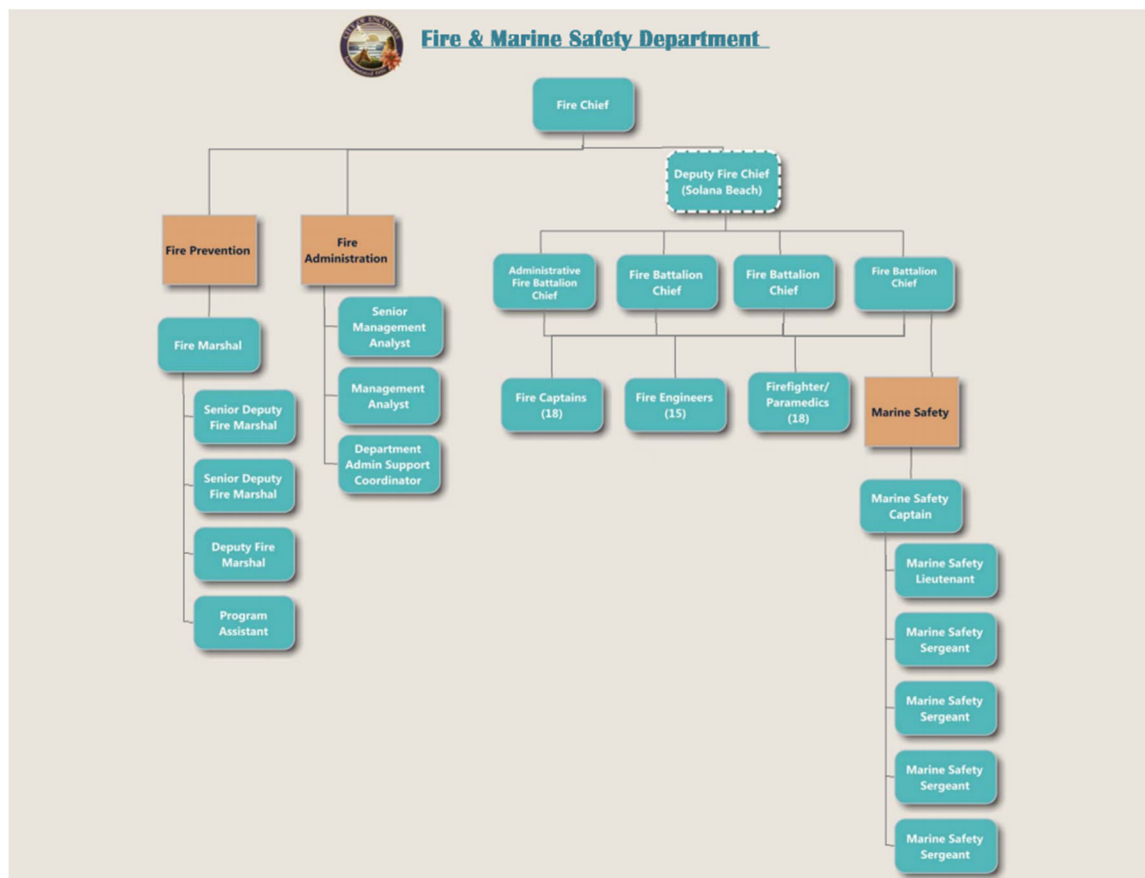
	Actual	Actual	Rev Budget	Proposed	Proposed
Fund / Category	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<b>101 - GENERAL FUND</b>	<b>-14,502,466</b>	<b>-15,648,084</b>	<b>-15,968,437</b>	<b>-16,613,805</b>	<b>-17,068,316</b>
Revenue	1,788,199	1,132,645	2,111,523	1,307,199	1,317,579
10162510 - 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





## 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

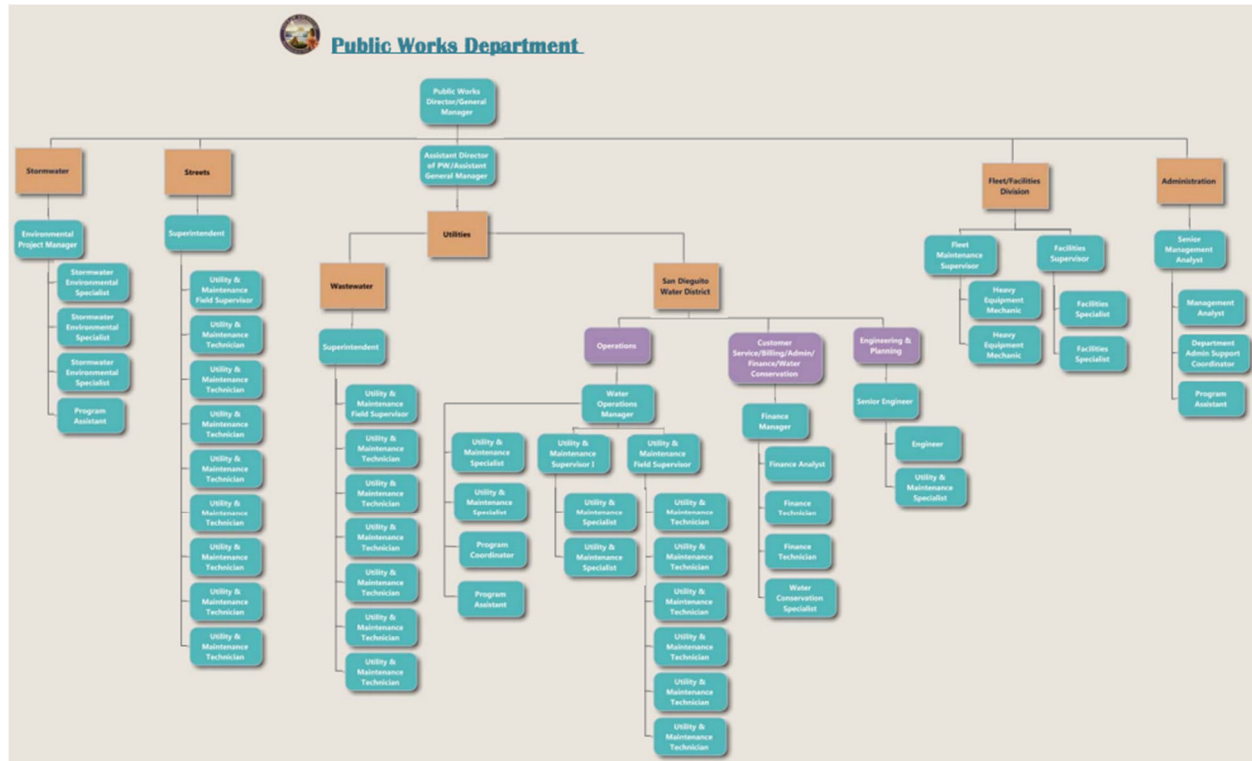


## Staffing

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					

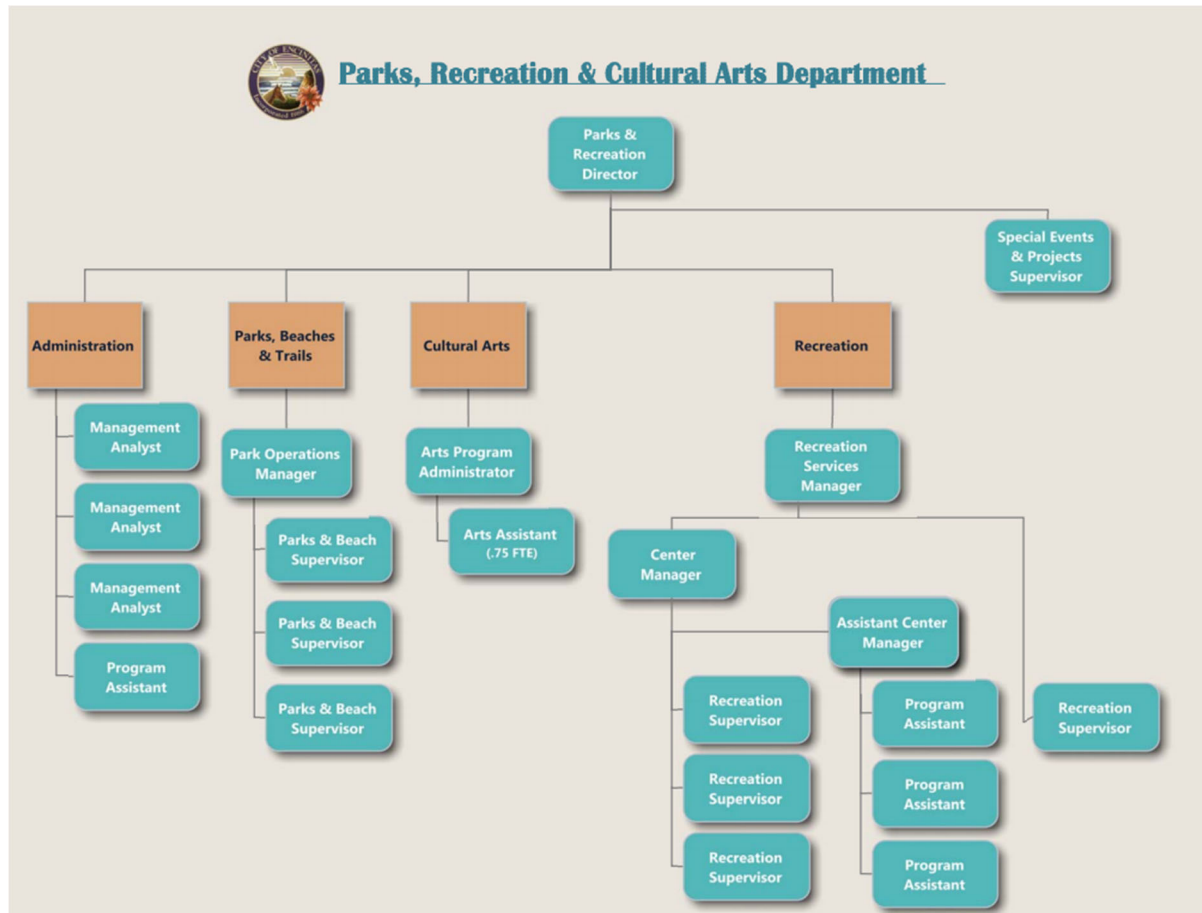
Fund / Category	Actual FY 2018-19	Actual FY 2019-20	Rev Budget FY 2020-21	Proposed FY 2021-22	Proposed FY 2022-23
[-] 22980850 - COMMUNITY/SR CENTER OPERATNS	25,000				
33 - INTERGOVERNMENTAL	20,000				
36 - USE - MONEY/PROPERTY	5,000				
[-] 22980853 - COMM CTR YOUTH SPORTS					
36 - USE - MONEY/PROPERTY					
[-] 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