



# AGENDA REPORT

## City Council

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**MEETING DATE:** November 15, 2023

**PREPARED BY:** Jill Bankston, PE

**DEPARTMENT DIRECTOR:** Jill Bankston, PE

**DEPARTMENT:** Engineering

**CITY MANAGER:** Pamela Antil

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**SUBJECT:**

Infrastructure Task Force Update and Input on Project Ranking Rubric, Project List and Final Report

**RECOMMENDED ACTIONS:**

It is recommended that City Council take the following actions:

1. Receive update on Infrastructure Task Force Work to Date
2. Provide input on the ITF Project Ranking Rubric (Attachment 1)
3. Provide input on the ITF City Infrastructure Needs Project List (Attachment 2)
4. Provide direction on the ITF Final Report

**ENVIRONMENTAL CONSIDERATIONS:**

It has been determined that the recommendations are exempt from the California Environmental Quality Act (CEQA) pursuant to Section 15060(c)(3) of the CEQA Guidelines since the action is not a "project" as defined in Section 15378(b)(5). The action is an organizational or administrative activity of government that will not result in a direct or indirect physical change in the environment.

This item does not relate to the City of Encinitas Climate Action Plan.

**STRATEGIC PLAN:**

The work of the Infrastructure Task Force relates to the Fiscal Stewardship & Effective City Services focus area of the Strategic Plan by ensuring the prudent and efficient use of City Resources.

**FISCAL CONSIDERATIONS:**

There is no direct fiscal impact associated with the staff recommendations. The work of the

Infrastructure Task Force is funded through the Engineering Department's operating budget.

**BACKGROUND:**

The City of Encinitas ("City") Capital Improvement Program (CIP) includes any project over \$100,000 that has a useful life of five (5) years or more. Examples include roads, sidewalks, drainage infrastructure, trails, buffered bike lanes, and buildings including the community center and fire stations. All of these affect the quality of life in Encinitas. The City is tasked with ensuring that there is adequate infrastructure added where needed and that our existing infrastructure is maintained in a state of good repair.

At its November 16, 2022 meeting, City Council approved the formation of a one-year task force (Attachment 3) to 1) evaluate the City's infrastructure backlog and future needs; 2) define a project prioritization process; and 3) review infrastructure costs, available revenue and potential new revenue sources. On January 25, 2023, City Council appointed seven (7) resident-members to the Infrastructure Task Force (ITF) to meet monthly for approximately one (1) year with following Draft Mission and Goals:

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

The November 16, 2022 Staff Report include the following as the ITF Preliminary Draft Scope of Work:

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

The ITF held its initial kick-off meeting on February 27, 2023, and has met either once or twice monthly for a total of 12 meetings between February and October 2023. The ITF has received presentations from City Departments on City Expenditures and Revenue, Department Infrastructure Needs, project ranking rubrics options and potential new revenue sources.

**ANALYSIS:**

The ITF reviewed project ranking rubrics from several local agencies before developing their proposed rubric framework. The task force then deliberated on the criteria to include and their relative weights for the Encinitas rubric. The current draft ITF Project Ranking Rubric (Attachment 1) utilizes a weighted Low-Medium-High scoring system across five (5) categories:

Criteria	Max Score	Criteria Description
1. Consistency with City Priorities	12	Prioritize projects consistent with the City's strategic goals. This includes: 1) Environmental Health and Leadership, 2) Engagement and Education, 3) Mobility and Alternative Modes, 4) Fiscal Stewardship and Effective City Services, 5) Evolving and Preserving Community Character.
2. Risk to Health, Safety, and Regulatory or Mandated Requirements	30	Prioritize projects that support a safe and healthy city and are legally required.
3. Identified Infrastructure Need and Asset Longevity	28	Prioritize projects that are identified by city departments as critical infrastructure needs to prolong asset longevity
4. Livability and Equitable Community Investment	14	Prioritize projects that help improve the city's economic prosperity and address diversity, equity, and inclusion.
5. Sustainability, Environmental, Conservation and Resilience	16	Prioritize projects that improve the city's climate resilience.
<b>TOTAL</b>	<b>100</b>	

***1. Staff and ITF are requesting input from City Council on the proposed project ranking rubric, it's categories and relative weights.***

The ITF received presentations detailing infrastructure needs from nine departments and subgroups, including: Engineering (CIP & Traffic); Development Services (Coastal Management, Climate Action and Mobility); Public Works; Fire; Parks, Recreation and Cultural Arts; Utilities; and information Technology. A master list of over 300 projects (Attachment 1) was developed along with estimated costs, totaling close to \$1 Billion in infrastructure funding requests.

***2. Staff and ITF are requesting input from City Council on the City Infrastructure Project List and whether City Council would like to rank projects, or have the ITF rank the projects.***

At the end of the 1-year task force duration, in approximately February 2024, a Final ITF Report

will be presented to Council. Pursuant to the guidance from the November 16, 2022, staff report, the Final Report will include: the final Infrastructure Project List, final Project Ranking Rubric, the Infrastructure Backlog Cost, a 2025-2035 Infrastructure Future Forecast, Recommendations to Address the Infrastructure Backlog and Future Forecast, and Infrastructure Needs Resources and Staffing.

***3. Staff and the ITF are requesting input from City Council on the Final ITF Report contents.***

**ATTACHMENTS:**

1. Proposed ITF Prioritization Rubric
2. City Infrastructure Backlog and Future Needs List
3. November 16, 2022, Creation of ITF Staff Report

## Infrastructure Task Force 11/15/2023 Draft Project Ranking Rubric

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

**City of Encinitas  
Infrastructure Task Force  
November 2023 Refined List of Projects (2025 - 2035)**

#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
1	ADA Curb Ramp Project (Annual Project)	CIP	Bike and Pedestrian Mobility		\$ 50,000	\$ 500,000
2	Birmingham Drive Class III Bike Project (MacKinnon to Lake)	MAP	Bike and Pedestrian Mobility	\$ 25,000		\$ 25,000
3	Birmingham Drive Sidewalk Infill (San Elijo to Villa Cardiff)	MAP	Bike and Pedestrian Mobility	\$ 800,000		\$ 800,000
4	Bonita Dr & Windsor Rd Class II Bike Project (Requeza to Munevar)	MAP	Bike and Pedestrian Mobility	\$ 250,000		\$ 250,000
5	Burgundy Road Sidewalk Infill (Cul de Sac to Sunrich)	MAP	Bike and Pedestrian Mobility	\$ 400,000		\$ 400,000
6	Calle Santa Cruz, Chelsea Ln, Cole Ranch Rd, and 7th St Class III Bike Project	Traffic	Bike and Pedestrian Mobility	\$ 10,000		\$ 10,000
7	Cerro Street Class III Bike Route (Encinitas Blvd to ECR)	MAP	Bike and Pedestrian Mobility	\$ 35,000		\$ 35,000
8	Coast Highway 101 Sidewalk Infill (A St to Marcheta)	MAP	Bike and Pedestrian Mobility	\$ 300,000		\$ 300,000
9	Coast Highway 101 Sidewalk Infill (Chesterfield Dr to South Cardiff)	MAP	Bike and Pedestrian Mobility	\$ 1,600,000		\$ 1,600,000
10	Coast Highway 101 Sidewalk Infill (J St to K St)	Traffic	Bike and Pedestrian Mobility	\$ 450,000		\$ 450,000
11	Coastal Rail Trail (Santa Fe to La Costa)	CIP	Bike and Pedestrian Mobility	\$ 25,000,000		\$ 25,000,000
12	Cornish Drive Class II Buffered Bike Project (D St to San Elijo)	MAP	Bike and Pedestrian Mobility	\$ 400,000		\$ 400,000
13	Crest Drive Sidewalk Infill (Melba to Santa Fe)	Traffic	Bike and Pedestrian Mobility	\$ 70,000		\$ 70,000
14	Crest Drive Trail (ECR to Melba)	Traffic	Bike and Pedestrian Mobility	\$ 100,000		\$ 100,000
15	Edinburg Ave & Chesterfield Dr Class III Bike Route (Liverpool to Oxford)	MAP	Bike and Pedestrian Mobility	\$ 10,000		\$ 10,000
16	El Camino Del Norte Class III Bike Project (RSF to City Limits)	Traffic	Bike and Pedestrian Mobility	\$ 10,000		\$ 10,000
17	El Camino Real (Sage Canyon to Manchester) & Manchester Ave (south of ECR) Sidewalk Infill	MAP	Bike and Pedestrian Mobility	\$ 600,000		\$ 600,000
18	El Camino Real Class IV Bike Project (Encinitas Blvd to Manchester)	MAP	Bike and Pedestrian Mobility	\$ 4,000,000		\$ 4,000,000
19	El Portal St, La Veta Ave, & Fourth St Class II Buffered Bike Facility	MAP	Bike and Pedestrian Mobility	\$ 1,200,000		\$ 1,200,000
21	Encinitas Blvd Multi-use Path (Center) (Vulcan to Lazy Acres)	MAP	Bike and Pedestrian Mobility	\$ 650,000		\$ 650,000
22	Encinitas Blvd Multi-use Path (East) (Saxony to ECR)	MAP	Bike and Pedestrian Mobility	\$ 1,800,000		\$ 1,800,000

#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
23	Encinitas Blvd Multi-use Path (West) (Moonlight Beach to Saxony)	Traffic	Bike and Pedestrian Mobility	\$ 4,000,000		\$ 4,000,000
24	Encinitas Blvd Sidewalk Infill (Quail to Westlake)	MAP	Bike and Pedestrian Mobility	\$ 400,000		\$ 400,000
25	F Street/Requeza Street Sidewalk Infill (Vulcan to Devonshire)	Traffic	Bike and Pedestrian Mobility	\$ 130,000		\$ 130,000
26	Garden View Road Class II Bike Project (Leucadia Blvd to Glen Arbor)	MAP	Bike and Pedestrian Mobility	\$ 300,000		\$ 300,000
27	Garden View Road, Lingua Natal/Pacifica Place, & Via Cantebria Sidewalk Infill	MAP	Bike and Pedestrian Mobility	\$ 800,000		\$ 800,000
28	General Mobility Improvements (Annual Project)	CIP	Bike and Pedestrian Mobility		\$ 300,000	\$ 3,000,000
29	Glaucus Street & Hymettus Avenue Road Edge Enhancement (Vulcan to Hymettus to Glaucus)	MAP	Bike and Pedestrian Mobility	\$ 150,000		\$ 150,000
30	Glaucus Street/ Orpheus Avenue Road Edge Enhancement (Cul de Sac to Leucadia Blvd)	MAP	Bike and Pedestrian Mobility	\$ 260,000		\$ 260,000
31	I Street/Melba Road Sidewalk Infill (Vulcan to Arden)	MAP	Bike and Pedestrian Mobility	\$ 160,000		\$ 160,000
32	I-5 Class II Bike Facility Bridge (Warwick Ave to Villa Cardiff)	MAP	Bike and Pedestrian Mobility	\$ 6,000,000		\$ 6,000,000
33	I-5 Pedestrian Bridge (near Union St)	CIP	Bike and Pedestrian Mobility	\$ 10,000,000		\$ 10,000,000
34	Innovative Bike Lanes (Annual Project)	CIP	Bike and Pedestrian Mobility		\$ 25,000	\$ 250,000
35	La Costa Avenue & Vulcan Avenue 2.6 Mile Class II Buffered Bike Lane Ramp Bike Lane	MAP	Bike and Pedestrian Mobility	\$ 650,000		\$ 650,000
36	La Costa Avenue & Vulcan Avenue Sidewalk Infill (101 to Sea Breeze)	MAP	Bike and Pedestrian Mobility	\$ 750,000		\$ 750,000
37	La Costa Avenue Pedestrian Path (I-5 to 101)	CIP	Bike and Pedestrian Mobility	\$ 700,000		\$ 700,000
38	La Costa Avenue Sidewalk Infill (Piraeus Street to Saxony)	MAP	Bike and Pedestrian Mobility	\$ 400,000		\$ 400,000
39	La Costa Avenue Sidewalk Infill (Saxony Road to City Boundary)	MAP	Bike and Pedestrian Mobility	\$ 2,000,000		\$ 2,000,000
40	La Costa Pedestrian Bridge over Rail Corridor	CIP	Bike and Pedestrian Mobility	\$ 2,000,000		\$ 2,000,000
41	Lake Drive Class III Bike Project (Santa Fe to Birmingham)	Traffic	Bike and Pedestrian Mobility	\$ 25,000		\$ 25,000
42	Lake Drive Sidewalk Infill (Santa Fe to Woodgrove)	Traffic	Bike and Pedestrian Mobility	\$ 200,000		\$ 200,000
43	Leucadia At-Grade Cyclist/ Pedestrian Rail Crossings	CIP	Bike and Pedestrian Mobility	\$ 6,000,000		\$ 6,000,000
44	Leucadia Blvd Roundabout at Hygeia (Pedestrian Improvements Only)	CIP	Bike and Pedestrian Mobility	\$ 600,000		\$ 600,000

#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
45	Leucadia Boulevard Class II Bike Project (101 to Pireaus)	Traffic	Bike and Pedestrian Mobility	\$ 45,000		\$ 45,000
46	Leucadia Boulevard Sidewalk Infill (Neptune to Eolus)	Traffic	Bike and Pedestrian Mobility	\$ 3,100,000		\$ 3,100,000
47	Leucadia Streetscape Segment A South (A Street to Marcheta)	CIP	Bike and Pedestrian Mobility	\$ 10,000,000		\$ 10,000,000
48	Leucadia Streetscape Segment B (Basil to Jupiter)	CIP	Bike and Pedestrian Mobility	\$ 25,000,000		\$ 25,000,000
50	Liverpool Drive Sidewalk Infill (Manchester to MacKinnon)	MAP	Bike and Pedestrian Mobility	\$ 240,000		\$ 240,000
51	Lone Jack Rd Class III Bike Project (RSF to Fortuna Ranch)	Traffic	Bike and Pedestrian Mobility	\$ 24,400		\$ 24,400
52	MacKinnon Avenue Class II Bike Project (Kings Cross to Bormingham)	MAP	Bike and Pedestrian Mobility	\$ 32,000		\$ 32,000
53	Manchester Avenue Class II Bike Lanes (Via Poco to Encinitas Blvd)	Traffic	Bike and Pedestrian Mobility	\$ 5,800,000		\$ 5,800,000
56	Manchester Avenue Class III Bike Route (Chesterfield to San Elijo)	MAP	Bike and Pedestrian Mobility	\$ 15,000		\$ 15,000
57	Manchester Avenue Sidewalk Infill (Liverpool Drive to San Elijo)	MAP	Bike and Pedestrian Mobility	\$ 400,000		\$ 400,000
58	Manchester Avenue Sidewalk Infill (Ocean Cove Drive to Mira Costa)	MAP	Bike and Pedestrian Mobility	\$ 475,000		\$ 475,000
59	Melba Road (Balour to Crest) & Balour Drive (Melba to Santa Fe) Sidewalk Infill	Traffic	Bike and Pedestrian Mobility	\$ 179,200		\$ 179,200
61	Melba Road Class II Bike Project (Regal to Balour)	MAP	Bike and Pedestrian Mobility	\$ 40,000		\$ 40,000
62	Melba Road Sidewalk Infill (Regal to Nardo)	MAP	Bike and Pedestrian Mobility	\$ 230,000		\$ 230,000
63	Mountain Vista Dr Class II Bike Project (ECR to Jolina)	Traffic	Bike and Pedestrian Mobility	\$ 7,000		\$ 7,000
64	Nardo Road Sidewalk Infill (Requeza to Herder)	Traffic	Bike and Pedestrian Mobility	\$ 56,300		\$ 56,300
65	Nardo Road Sidewalk Infill (West Side)	Traffic	Bike and Pedestrian Mobility	\$ 800,000		\$ 800,000
66	Ocean Crest Rd, Justin Rd, and Munevar Rd Class II Bike Project	Traffic	Bike and Pedestrian Mobility	\$ 7,000		\$ 7,000
67	Ocean Crest Road & Justin Road Sidewalk Infill (Munevar to MacKinnon)	MAP	Bike and Pedestrian Mobility	\$ 235,000		\$ 235,000
68	Orpheus Ave Bike Facilities Class I (La Costa to Leucadia Vllg) Class II (Leucadia Vlg to Vulcan)	Traffic	Bike and Pedestrian Mobility	\$ 2,136,500		\$ 2,136,500
71	Orpheus Avenue Road Edge Enhancement (Southbridge Ct to Glaucus)	MAP	Bike and Pedestrian Mobility	\$ 25,000		\$ 25,000
72	Orpheus Avenue Sidewalk Infill (Vulcan Avenue to Sunset)	MAP	Bike and Pedestrian Mobility	\$ 400,000		\$ 400,000



#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
73	Orpheus Avenue Sidewalk Infill (Leucadia Blvd to Hygeia)	MAP	Bike and Pedestrian Mobility	\$ 300,000		\$ 300,000
74	Pedestrian Bridge Near San Elijo Avenue (Upper Bluff to Pole Road Trail)	Traffic	Bike and Pedestrian Mobility	\$ 10,000,000		\$ 10,000,000
75	San Elijo Ave (Orinda to Norfolk, Kilkenny to Manchester) & Dublin Drive (San Elijo to Manchester) Sidewalk Infill	Traffic	Bike and Pedestrian Mobility	\$ 282,800		\$ 282,800
76	Pedestrian Signal at Coast Highway 101/La Costa	MAP	Bike and Pedestrian Mobility	\$ 150,000		\$ 150,000
77	Piraeus St Class II Bike Project (Christine to Olympus)	Traffic	Bike and Pedestrian Mobility	\$ 12,000		\$ 12,000
78	Power Line Multi-use Path (Garden View to Willowspring)	Traffic	Bike and Pedestrian Mobility	\$ 7,451,000		\$ 7,451,000
79	Proposed Trail near Canyon de Oro to Fortuna Ranch	MAP	Bike and Pedestrian Mobility	\$ 115,000		\$ 115,000
81	Proposed Trail Near Lone Jack Road (Crystal Ridge to Santa Vista Court)	MAP	Bike and Pedestrian Mobility	\$ 30,000		\$ 30,000
82	Proposed Trail near Saxony Road (Saxony to Ecke Ranch)	MAP	Bike and Pedestrian Mobility	\$ 110,000		\$ 110,000
85	Proposed Trail near Union Street to Arroyo Dr	MAP	Bike and Pedestrian Mobility	\$ 225,000		\$ 225,000
86	Proposed Trail near Wildflower Valley Drive to Avenida Del Duque	MAP	Bike and Pedestrian Mobility	\$ 75,000		\$ 75,000
87	Quail Gardens Dr Class IIB /Westlake St Class II Bike Lanes (Leucadia to Requeza)	Traffic	Bike and Pedestrian Mobility	\$ 7,200,000		\$ 7,200,000
88	Quail Gardens Drive Sidewalk Infill (Via Zamia to Ecke Ranch)	MAP	Bike and Pedestrian Mobility	\$ 400,000		\$ 400,000
89	Quail Gardens Drive Sidewalk Infill at Kristen Court	MAP	Bike and Pedestrian Mobility	\$ 250,000		\$ 250,000
91	Rail Corridor Cross Connect Implementation	CIP	Bike and Pedestrian Mobility	\$ 120,000,000		\$ 120,000,000
92	Rancho Santa Fe Rd Class II Bike Project (Morning Sun to Encinitas Blvd)	Traffic	Bike and Pedestrian Mobility	\$ 56,200		\$ 56,200
93	Rancho Santa Fe Road (Calle Santa Catalina to Encinitas), Cole Ranch Road (Chelsea to Lone Jack) Trail	Traffic	Bike and Pedestrian Mobility	\$ 192,900		\$ 192,900
94	Rancho Santa Fe Roundabouts	CIP	Bike and Pedestrian Mobility	\$ 8,000,000		\$ 8,000,000
95	Regal Road Class II Bike Project (Requeza to Santa Fe)	MAP	Bike and Pedestrian Mobility	\$ 500,000		\$ 500,000
96	Regal Road Sidewalk Infill (Park Lane to Melba)	MAP	Bike and Pedestrian Mobility	\$ 70,000		\$ 70,000
97	Requeza Street Class II Bike Project (Westlake to Bonita)	MAP	Bike and Pedestrian Mobility	\$ 40,000		\$ 40,000
98	Requeza Street Sidewalk Infill (Nardo to Bonita)	MAP	Bike and Pedestrian Mobility	\$ 150,000		\$ 150,000

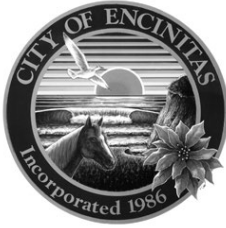
#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
99	Rossini Drive, & Stafford Avenue/Cambridge Avenue Sidewalk Infill	Traffic	Bike and Pedestrian Mobility	\$ 214,400		\$ 214,400
100	Rubenstein Avenue Road Edge Enhancement (Santa Fe to Summit)	MAP	Bike and Pedestrian Mobility	\$ 25,000		\$ 25,000
101	Safe Routes to School Sidewalk Program (Annual Project)	CIP	Bike and Pedestrian Mobility		\$ 200,000	\$ 2,000,000
102	San Elijo Ave Class II Bike Project (Chesterfield to KilKenny) Class III (Kilkenny to Manchester)	Traffic	Bike and Pedestrian Mobility	\$ 3,900,000		\$ 3,900,000
103	San Elijo Bridge Sidewalk	CIP	Bike and Pedestrian Mobility	\$ 2,500,000		\$ 2,500,000
104	Saxony Rd Class III Bike Project (La Costa to Encinitas Blvd)	MAP	Bike and Pedestrian Mobility	\$ 175,000		\$ 175,000
106	Saxony Road Sidewalk Infill (Leucadia Blvd to Silver Berry)	MAP	Bike and Pedestrian Mobility	\$ 1,200,000		\$ 1,200,000
107	Saxony Road Sidewalk Infill (La Costa to Leucadia Blvd)	Traffic	Bike and Pedestrian Mobility	\$ 1,355,900		\$ 1,355,900
108	Sky Loft Rd, Burgundy Rd, and Urania Ave Class III Bike Project (Pireaus to Leucadia Blvd)	MAP	Bike and Pedestrian Mobility	\$ 50,000		\$ 50,000
109	Solana Beach 101 Crosswalk/Signal	CIP	Bike and Pedestrian Mobility	\$ 500,000		\$ 500,000
110	Starlight Drive & Warwick Avenue Sidewalk Infill (Caretta Way to MacKinnon)	MAP	Bike and Pedestrian Mobility	\$ 300,000		\$ 300,000
111	Stratford Drive Sidewalk Infill (D St to Requeza)	MAP	Bike and Pedestrian Mobility	\$ 150,000		\$ 150,000
112	Traffic Circle at Cornish Drive & F Street	MAP	Bike and Pedestrian Mobility	\$ 75,000		\$ 75,000
113	Traffic Circle at Cornish Drive & I Street	MAP	Bike and Pedestrian Mobility	\$ 75,000		\$ 75,000
114	Traffic Circle at Hermes Avenue & Cereus St	MAP	Bike and Pedestrian Mobility	\$ 75,000		\$ 75,000
115	Traffic Circle at Union Street & Hermes Avenue	MAP	Bike and Pedestrian Mobility	\$ 75,000		\$ 75,000
116	Trail 82 on Rancho Santa Fe Road (Encinitas Blvd to El Camino Del Norte)	CIP	Bike and Pedestrian Mobility	\$ 5,000,000		\$ 5,000,000
117	Union St Class II Bike Project (I-5 to Saxony)	Traffic	Bike and Pedestrian Mobility	\$ 13,000		\$ 13,000
118	Union Street Sidewalk Infill (Orpheus Avenue to Ocean View)	MAP	Bike and Pedestrian Mobility	\$ 75,000		\$ 75,000
119	Union Street Sidewalk Infill at Saxony Road	MAP	Bike and Pedestrian Mobility	\$ 150,000		\$ 150,000
120	Union Street, Hermes Avenue, Cereus Street, & Hygeia Avenue Class III Bike Project	Traffic	Bike and Pedestrian Mobility	\$ 46,100		\$ 46,100
121	Union Street, Hermes Avenue, Cereus Street, & Hygeia Avenue Sidewalk Infill	MAP	Bike and Pedestrian Mobility	\$ 1,000,000		\$ 1,000,000

#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
122	Verdi Pedestrian Crossing	CIP	Bike and Pedestrian Mobility	\$ 18,000,000		\$ 18,000,000
123	Via Cantabria Class II Bike Project (Forrest Bluff to Encinitas Blvd)	MAP	Bike and Pedestrian Mobility	\$ 25,000		\$ 25,000
124	Via Molena Class II Bike Project (Via Cantabria to ECR)	MAP	Bike and Pedestrian Mobility	\$ 20,000		\$ 20,000
125	Via Montoro Class II Bike Project (Via Cantabria to ECR)	Traffic	Bike and Pedestrian Mobility	\$ 12,100		\$ 12,100
126	Villa Cardiff Drive Trail & Sidewalk Infill (MacKinnon to Birmingham)	MAP	Bike and Pedestrian Mobility	\$ 225,000		\$ 225,000
127	Village Park Way, Alley (~200 feet east of Coolngreen Way), Springwood Ln & Morning Sun Dr Class III Bicycle Project	Traffic	Bike and Pedestrian Mobility	\$ 7,600		\$ 7,600
128	Vulcan Ave Pedestrian Path (Sunset to Leucadia Blvd)	CIP	Bike and Pedestrian Mobility	\$ 2,100,000		\$ 2,100,000
129	Vulcan Avenue Sidewalk Infill & Trail (Sunset to Cottonwood Creek Park)	MAP	Bike and Pedestrian Mobility	\$ 100,000		\$ 100,000
130	Vulcan Avenue/Coast HWY 101 & Encinitas Boulevard Pedestrian Scramble	Traffic	Bike and Pedestrian Mobility	\$ 1,120,000		\$ 1,120,000
131	Westlake Street Sidewalk Infill (~300 ft south of Encinitas Blvd to Requeza St.)	MAP	Bike and Pedestrian Mobility	\$ 150,000		\$ 150,000
132	Willowspring Drive (Garden View Rd to Glen Arbor Dr ) & Glen Arbor Drive (Garden View Rd to Willowspring Dr.) Sidewalk Infill	MAP	Bike and Pedestrian Mobility	\$ 950,000		\$ 950,000
133	Willowspring Drive Class II Bike Project (El Camino Real to Cerro St)	MAP	Bike and Pedestrian Mobility	\$ 40,000		\$ 40,000
134	Windsor Road Sidewalk Infill (Santa Fe Dr to Woodlake Dr)	MAP	Bike and Pedestrian Mobility	\$ 200,000		\$ 200,000
135	Woodlake Drive Class III Bike Route (Windsor Rd to Lake Dr.)	MAP	Bike and Pedestrian Mobility	\$ 15,000		\$ 15,000
<b>Bike and Pedestrian Mobility Subtotal</b>						<b>\$ 398,190,310</b>
136	CAP Annual Reporting	CAP	Climate Action Plan		\$ 30,000	\$ 300,000
137	Electric Fleet Vehicles (30+) (incl. Plug-In Electric Fire Engine) & EV Charging for City Fleet/Facilities (CAP Measure MCET-1)	Public Works	Climate Action Plan	\$ 7,000,000		\$ 7,000,000
138	Energy Efficiency and Solar Photovoltaic Systems at City Facilities (5) (CAP Measures MBE-1 and MRE-1) - Public Works	Public Works	Climate Action Plan	\$ 20,000,000		\$ 20,000,000
139	Microtransit Study and Program	CAP	Climate Action Plan	\$ 235,000	\$ 1,500,000	\$ 15,235,000
140	Public EV Charging Stations (200-400) (Supports CAP Measures CET-4 and CET-5)	CAP	Climate Action Plan	\$ 20,000,000		\$ 20,000,000
<b>Climate Action Plan Subtotal</b>						<b>\$ 62,535,000</b>
141	Annual San Elijo Lagoon Dredging	Coastal Management	Coastal Management		\$ 50,000	\$ 500,000
142	Batiquitos Lagoon Dredging	Coastal Management	Coastal Management		\$ 170,000	\$ 1,700,000

#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
143	Cardiff State Beach Living Shoreline Project	Coastal Management	Coastal Management		\$ 100,000	\$ 1,000,000
144	Coastal Maintenance Projects	Coastal Management	Coastal Management		\$ 100,000	\$ 1,000,000
145	Coastsnap Beach Monitoring Program	Coastal Management	Coastal Management	\$ 64,000		\$ 64,000
146	Coastsnap Beach Monitoring Program Expansion	Coastal Management	Coastal Management	\$ 240,000		\$ 240,000
147	Full San Elijo Lagoon Dredging	Coastal Management	Coastal Management	\$ 500,000		\$ 500,000
148	SANDAG Regional Beach Sand Project (RBSP III)	Coastal Management	Coastal Management	\$ 1,500,000		\$ 1,500,000
149	Scoup-Sand Compatibility Opportunistic Use Program	Coastal Management	Coastal Management		\$ 150,000	\$ 1,500,000
150	Swami's State Marine Conservation Area (Smca) Ambassador's Program With Nature Collective	Coastal Management	Coastal Management		\$ 15,000	\$ 150,000
151	USACE 50-Year Storm Damage Reduction Project (San Diego County, CA Project)	Coastal Management	Coastal Management	\$ 50,000,000		\$ 50,000,000
	<b>Coastal Management Subtotal</b>					<b>\$ 58,154,000</b>
152	4th Street Storm Drain Project (Sylvia to 4th)	CIP	Drainage	\$ 2,500,000		\$ 2,500,000
153	All City CMP Lining/Replacement	CIP	Drainage		\$ 480,000	\$ 4,800,000
154	Drainage Projects	Public Works	Drainage		\$ 100,000	\$ 1,000,000
155	Jason Street Drainage Improvements	CIP	Drainage	\$ 650,000		\$ 650,000
156	Lake Drive Storm Drain Replacement	CIP	Drainage	\$ 7,000,000		\$ 7,000,000
157	North Coast Highway 101 Drainage Improvements (North End)	CIP	Drainage	\$ 15,000,000		\$ 15,000,000
158	North Coast Highway 101 Drainage Improvements (South to Cottonwood Creek)	CIP	Drainage	\$ 15,000,000		\$ 15,000,000
159	Storm Drain Repair (Annual Project)	CIP	Drainage		\$ 500,000	\$ 5,000,000
160	Vulcan Ave Drainage Improvements	CIP	Drainage	\$ 30,000,000		\$ 30,000,000
	<b>Drainage Subtotal</b>					<b>\$ 80,950,000</b>
161	Beach Staircase Access Refurbishment (Swami's)	CIP	Facility Improvements	\$ 700,000		\$ 700,000
163	Cardiff Sports Park Backstop Replacements	Parks & Rec	Facility Improvements	\$ 125,000		\$ 125,000
164	Community & Senior Center Renovations	Parks & Rec	Facility Improvements	\$ 5,000,000		\$ 5,000,000

#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
165	D Street Access Refurbishment	Parks & Rec	Facility Improvements	\$ 517,000		\$ 517,000
166	Encinitas Community Center Gym	Parks & Rec	Facility Improvements	\$ 150,000		\$ 150,000
167	Encinitas Community Park Sports Courts	Parks & Rec	Facility Improvements	\$ 1,250,000		\$ 1,250,000
168	Encinitas Library Community Room	Parks & Rec	Facility Improvements	\$ 125,000		\$ 125,000
169	Facilities Condition Assessment and Implementation	Public Works	Facility Improvements	\$ 6,400,000		\$ 6,400,000
170	Facility Maintenance	Public Works	Facility Improvements		\$ 250,000	\$ 2,500,000
171	Fire Station #1 Replacement	Fire	Facility Improvements	\$ 20,000,000		\$ 20,000,000
172	Fire Station #4 Replacement	Fire	Facility Improvements	\$ 20,000,000		\$ 20,000,000
173	Fire Station #6	Fire	Facility Improvements	\$ 14,200,000		\$ 14,200,000
174	Habitat Stewardship Program	Parks & Rec	Facility Improvements		\$ 100,000	\$ 1,000,000
175	Increase to Annual Street Overlay and Slurry Project	CIP	Facility Improvements		\$ 11,000,000	\$ 110,000,000
176	Leo Mullen Sport Lighting	Parks & Rec	Facility Improvements	\$ 1,400,000		\$ 1,400,000
177	Leo Mullen Turf Replacement	Parks & Rec	Facility Improvements	\$ 680,000		\$ 680,000
178	Park Monument Signs	Parks & Rec	Facility Improvements	\$ 250,000		\$ 250,000
179	Playground Replacement	Parks & Rec	Facility Improvements	\$ 3,000,000		\$ 3,000,000
180	Scout House Upgrade for ADA Accessibility	Parks & Rec	Facility Improvements	\$ 350,000		\$ 350,000
181	Shared Fire and Sheriff Training Tower	Fire	Facility Improvements	\$ 1,000,000		\$ 1,000,000
	<b>Facility Improvements Subtotal</b>					<b>\$ 189,052,900</b>
182	Coast Highway 101 Fiber - B St. to LA COSTA	IT	IT	\$ 200,000		\$ 200,000
183	Fire Station #3 IT Circuit	IT	IT	\$ 100,000		\$ 100,000
184	Future IT Security Controls	IT	IT		\$ 100,000	\$ 1,000,000
185	Grandview Lifeguard Tower IT Infrastructure	IT	IT	\$ 250,000		\$ 250,000

#	Project Name	Division	Project Category	ROM Project Cost (Non-recurring)	Annual Cost	ROM Total Cost (Calculated)
186	Zero Trust Architecture	IT	IT	\$ 200,000	\$ 18,000	\$ 380,000
		<b>IT Subtotal</b>				<b>\$ 1,930,000</b>
187	Citywide Rail Corridor Quiet Zone	CIP	Railway	\$ 11,000,000		\$ 11,000,000
188	Rail Corridor Trenching at Leucadia Boulevard	CIP	Railway	\$ 80,000,000		\$ 80,000,000
		<b>Railway Subtotal</b>				<b>\$ 91,000,000</b>
189	Birmingham Drive Complete Streets	CIP	Roadway	\$ 12,000,000		\$ 12,000,000
190	La Costa Bridge Replacement	CIP	Roadway	\$ 9,000,000		\$ 9,000,000
191	Leucadia Blvd Roundabout at Hygeia (Full Roundabout)	CIP	Roadway	\$ 4,800,000		\$ 4,800,000
192	Leucadia Blvd. / I-5 Bridge Rail Repair	CIP	Roadway	\$ 500,000		\$ 500,000
193	LHSP & Vision Zero Improvement Projects	CIP	Roadway	\$ 4,000,000		\$ 4,000,000
194	San Elijo Bridge Replacement	CIP	Roadway	\$ 17,000,000		\$ 17,000,000
195	Santa Fe Drive Corridor Improvements (Roundabout at Crest and Other enhancements)	CIP	Roadway	\$ 2,000,000		\$ 2,000,000
196	Traffic Safety and Calming (Annual Project)	CIP	Roadway		\$ 75,000	\$ 750,000
197	Traffic Signal Modifications & Upgrades	CIP	Roadway		\$ 50,000	\$ 500,000
		<b>Roadway Subtotal</b>				<b>\$ 50,550,000</b>
		<b>ITF Refined Project List Total</b>				<b>\$ 932,362,210</b>



# AGENDA REPORT

## City Council

**MEETING DATE:** November 16, 2022

**PREPARED BY:** Pamela Antil  
City Manager

**COUNCIL MEMBERS:** Joy Lyndes  
Joe Mosca

**DEPARTMENT:** City Manager

**CITY MANAGER:** Pamela Antil

### **SUBJECT:**

Creation of a community Infrastructure Task Force (ITF)

### **RECOMMENDED ACTION:**

The infrastructure subcommittee (Lyndes and Mosca) recommend that the City Council proceed with the formation of a one-year community task force to evaluate the City's infrastructure (roads, bridges, facilities, etc.) backlog, prioritization, and anticipated financial needs and opportunities for funding for future infrastructure.

### **ENVIRONMENTAL CONSIDERATIONS:**

The action being considered by the City Council is exempt from the California Environmental Quality Act (CEQA) because it is not a "project" under Section 15378(b)(5) of CEQA Guidelines. Today's action involves an organizational or administrative activity of government that will not result in the direct or indirect physical change to the environment.

This item is not related to the Climate Action Plan.

### **BACKGROUND:**

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

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

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

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

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

## **DISCUSSION**

### ***Scope of Work***

The Council Subcommittee identified a draft scope of work for the ITF to consider as presented by appropriate City staff:

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

### ***Task Force Deliverables and Schedule***

It is recommended that the ITF be selected by January to begin this work. The ITF would meet bi-monthly from January 2023 through January 2024, culminating in a final report with recommendations and presentation to Council in February or March 2024. An interim discussion with Council would occur at the approximately halfway mark of the Task Force after infrastructure needs analysis is complete and presented to task force and Council.

Topics presented by internal and consulting staff will include:

- General Overview
  - Meeting housekeeping (Brown Act, meeting schedule, etc.)
  - Why there is an infrastructure backlog
  - Role and responsibilities of ITF
  - Infrastructure Needs Analysis



Topics presented by internal and consulting staff (continued):

- Finance Framework - Expenditures
  - Municipal finance and budget overview
  - Long range financial forecast
- Finance Framework – Revenues
  - Grants – Federal, State, Regional
  - General Fund
  - Enterprise Fund
- Infrastructure Framework - Categories
  - Catch-up, keep-up, and other needed improvements
  - Above Ground
  - Below Ground
  - City Facilities
  - Enterprise Facilities
- Infrastructure Needs Assessment Results – Outside consulting firm
- Infrastructure - Prioritization
- Finance Framework – Options for Funding Gap
- ITF Findings and Recommendations
- ITF Presentation to City Council

### ***Task Force Structure and Appointment Methodology***

After some discussion, the Subcommittee recommends a total ITF membership of seven (7) community members based on the following structure (members may represent more than one group as outline below):

1. One member from each Council District for a total of four (4) members
2. Three (3) at-large members
3. The seven (7) members shall be a combination of backgrounds and experience and Council will strive to include at least:
  - Two women
  - One person of color
  - At least one person who rents their residence
  - A least one person from a city business group/association
  - At least one person with expertise in mobility – cycling, walking, etc.
  - At least one person with technical expertise in finance/accounting
  - At least one person with technical expertise in construction, transportation planning, or civil engineering

The ITF will be Council appointed and therefore, will be subject to the Brown Act and financial disclosure rules (FPPC Form 700 rules). The City Clerk's Office will conduct the recruitment in a manner like traditional Board and Commission recruitments.

### **FISCAL CONSIDERATIONS:**

As mentioned above, the formation of an Infrastructure Task Force (ITF) will require a significant allocation of staff resources and support. In addition, there may be other resources necessary to support the work of the ITF, such as engineering consultants, cost estimators, and outreach/polling consultants among others. Staff will identify these resource needs and work to address them either through existing staff channels or by returning to Council for an appropriation request.

The Subcommittee made a point of emphasizing the importance of this issue and the need to spend the time to design a structure that will be effective and maximize the resources necessary

to accomplish the goal of completing the analysis within a one-year time frame. The City Manager wholeheartedly endorses this sentiment and will ensure that staff resources be appropriately reallocated towards this critical issue.

If the ITF recommends that the Council proceed with a funding mechanism that would need ballot approval, there are numerous direct and indirect costs associated with preparing for an election. Staff would recommend that the ITF have, as part of its direction from Council, the task of identifying and quantifying these resource needs in partnership with staff.

**EQUITY IMPACT**

Per the recommendations of the Equity & Inclusion Task Force, diversity requirements have been included in the requirements for service on this newly created task force.

**ATTACHMENTS:**

None