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Del Mar City Council
Special Meeting Agenda
 City of Del Mar Town Hall
 1050 Camino del Mar, Del Mar, California

Civility Works: The Del Mar Code of Civil Discourse: Together we will promote inclusion; listen to understand; show respect; be clear and fair; and focus on the issue.

Terry Gaasterland
Mayor

Tracy Martinez
Deputy Mayor

Dan Quirk
Council Member

John W. Spelich
Council Member

Ashley Jones
City Manager

Leslie E. Devaney
City Attorney

Sarah Krietor
Administrative
Services
Manager/City Clerk

**NOTICE AND CALL OF
 SPECIAL MEETING OF THE DEL MAR
 CITY COUNCIL GOALS & PRIORITIES SETTING
 WORKSHOP**

Wednesday, March 5, 2025, 2:30 p.m.
City of Del Mar Town Hall
1050 Camino del Mar, Del Mar, California

NOTICE IS HEREBY GIVEN that the Mayor of the City of Del Mar has called a Special Meeting at the time and place listed above to consider the following: Please refer to the attached agenda.

CERTIFICATION

I, Sarah Krietor, Administrative Services Manager/City Clerk of the City of Del Mar, hereby certify that a copy of this notice was posted at City Hall and distributed to the City Council on March 3, 2025, at approximately 2:35 p.m.

 Sarah Krietor, Administrative Services
 Manager/City Clerk

Assistance for Persons with Disabilities: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Administrative Services Department at 1050 Camino del Mar or by calling (858) 755-9313. Notification of at least 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

- I. CALL TO ORDER/ROLL CALL
- II. PUBLIC COMMUNICATIONS

Public comment is restricted to only items listed on the Special Meeting Agenda. Members of the public can participate in City Council meetings in-person or by submitting written comments. Anyone may address the City Council for up to three minutes, at the Mayor's discretion, on agenda items. When addressing the Council, please state your name for the record. Any electronic presentations must be received before 12 p.m. on the date of the Council meeting. No PowerPoint presentations can be loaded during the meeting.

In-Person Participation: Please submit a completed "Speaker Slip", including the item number you wish to speak on, to the City Clerk prior to the Mayor announcing the agenda item. The forms are located near the door at the rear of the Meeting Room. When called to speak, please approach the podium and state your name for the record.

Written Comments: Members of the public can participate in the meeting by submitting a written red dot comment via email to cityclerk@delmar.ca.us. The deadline to submit written comments is 12 p.m. on the day of the meeting and the subject line of your email should clearly state the agenda item you are commenting on.

- III. CITY COUNCIL BUSINESS
 - 1. **2025 City Council Goals & Priorities Setting Workshop**

Recommended Action: Staff recommends that the City Council: 1) Receive an update on the Work Plan items to be completed during Fiscal Year (FY) 2024-25 (Attachment A); 2) Review the FY 2025-26 and FY 2026-27 Work Plan including new items proposed by staff (Attachment B); 3) Review the list of Council Identified Proposed Work Plan Items (Attachment C); and provide direction to staff as needed.

Clerk's File No. 401-1

- IV. ADJOURNMENT



City of Del Mar Agenda Report

TO: Honorable Mayor and City Councilmembers

FROM: Ashley Jones, City Manager
Clem Brown, Assistant City Manager
Sarah Krietor, Administrative Services Manager
Kseniia Izgarskaia, Senior Management Analyst

DATE: March 5, 2025

SUBJECT: 2025 City Council Goals & Priorities Setting Workshop

REQUESTED ACTION/RECOMMENDATION:

Staff recommends that the City Council: 1) Receive an update on the Work Plan items to be completed during Fiscal Year (FY) 2024-25 (Attachment A); 2) Review the FY 2025-26 and FY 2026-27 Work Plan including new items proposed by staff (Attachment B); 3) Review the list of Council Identified Proposed Work Plan Items (Attachment C); and provide direction to staff as needed.

BACKGROUND:

At the beginning of each calendar year, the City Council holds a public workshop to review and establish Council goals and priorities, which is the basis for the City's annual work plan and aids staff in identifying the necessary budgetary and staffing resources to accomplish the Council established goals. In the coming months, staff will prepare the City's next two-year budget (FY 2025-26 and FY 2026-27) for the City Council's consideration and adoption. As such, the 2025 City Council Goal & Priorities Setting Workshop (Workshop) will focus on the City's work plan for the next two fiscal years.

On February 3, 2025, the City Council provided direction to staff on the format for the 2025 Workshop. Consistent with past practice, the Workshop will provide the City Council with an opportunity to receive an update on the FY 2024-25 Work Plan items that have been or will be completed during the current fiscal year; as well as the proposed Work Plan for FY 2025-26 and FY 2026-27 in preparation for the upcoming two-year budget process.

City Financial Position

On April 7, 2025, the City Council will receive the final financial report and audit results for FY 2023-24 and a comprehensive Mid-Year Financial Report for FY 2024-25.

The FY 2023-24 Final Financial Report will show General Fund revenues coming in \$1.77 million (8.5%) higher than final budget projections.

City Council Action:

Property tax, sales tax, and transient occupancy tax (TOT), which account for 64.1% of total General Fund revenues, came in approximately \$264,000 higher than final budget projections. Interest income on investments came in \$655,000 higher than projected, other taxes came in \$348,000 higher than projected, Planning and Building charges for services came in \$204,000 higher than projected, and parking violation revenue reported \$196,000 higher than projected.

General Fund expenditures came in approximately \$167,000 (1.0%) lower than final budget projections, which were largely related to staffing vacancies during the fiscal year.

In summary, the higher than projected revenues and lower than projected expenditures ended the year with a 38.7% General Fund Contingency (GFC), which is approximately 9% higher than the 29.6% GFC projected in the FY 2023-24 Mid-Year Financial Report that was presented to the City Council on March 18, 2024. Recommendations on how these excess funds could be used will be presented as part of the FY 2024-25 Mid-Year Financial Report scheduled for April 2025.

In Table A below, the “Mid-Year” column represents the projected GFC and reserves at June 30, 2024, reported in the FY 2023-24 Mid-Year Financial Report. That amount is compared to the “Final” column which identifies the GFC and reserves on June 30, 2024.

Table A – General Reserves at June 30, 2024

General Fund Reserve	Mid-Year	Final	Difference
Contingency %	29.60%	38.76%	+9.16%
Contingency \$	\$5,357,792	\$6,871,666	\$1,513,874
Self-Insurance	\$415,632	\$415,632	-
Pension	\$4,400,000	\$4,400,000	-
Leave Liability	\$100,000	\$100,000	-
Equipment Replacement	\$760,700	\$815,241	\$54,541
Housing Reserve Fund	\$1,600,000	\$1,600,000	-
Capital Reserve Fund	\$650,000	\$650,000	-
Totals	\$13,284,124	\$14,852,539	\$1,568,415

City Operations

Most of the City’s non-management/professional staff spend 100% of their time on City operations. And, generally, the City’s management/professional level staff spend about 80% of their time (or more depending on the position) administering the daily operations of the City, leaving about 20% of their time available to work on discretionary programs, special projects, and CIP projects.

The exceptions are the City’s Principal Engineers, Special Projects and Programs Manager, and Principal and Associate Long-Range Planners, whose positions are primarily dedicated to managing CIP and special projects. To provide context on how the City spends the majority of its staff resources on day-to-day operations, Attachment D includes a summary of the operational duties and responsibilities for each department. All City departments have heavy

operational responsibilities and provide critical services to the community. It is important to note that some operational items, such as administering elections or negotiating labor contracts and leases for use of public property, require significant staff time but are not included in the Goals & Priorities Work Plan because they are cyclical and non-discretionary.

Staffing Capacity Nexus to City Council Work Plan and Goals

The City benefits greatly from a small team of dedicated and well-qualified employees who work diligently to provide the community with a high level of service through daily operations, while completing complex special and CIP projects to move Del Mar forward and achieve City Council goals. City staff are currently working at maximum capacity to meet the City's operational needs and complete the City's robust Work Plan and Council-initiated priority projects on schedule. As such, there is limited opportunity to expand the City's Work Plan beyond what is included on the list of identified work items provided in Attachments A and B, unless additional staffing resources are provided or existing work items are deferred.

DISCUSSION/ANALYSIS:

To facilitate the Workshop and help guide the City Council's establishment of its Goals and Priorities for FY 2025-26 and FY 2026-27, staff prepared the following resources:

1. Status update for the items on the current FY 2024-25 Work Plan that have or will be completed by the end of the fiscal year (Attachment A);
2. Identified Work Plan items for FY 2025-26 and FY 2026-27, including new proposed items from staff (Attachment B);
3. City Council Identified Proposed Work Plan items (Attachment C); and
4. Overview/Summary of City operations by department (Attachment D).

List and Status Update for Current FY 2024-25 Work Plan Items

Given the City is nearing the end of the current fiscal year, staff prepared a summary table (Attachment A) showing the FY 2024-25 Work Plan items that have or will be completed prior to June 30, 2025. Multi-year projects will be carried over to the proposed Work Plan for the upcoming two fiscal years. In total, staff completed, or are on track to complete, 26 significant work items by the end of the current fiscal year.

In addition to completed Work Plan items, staff made significant progress on a large number of multi-year, priority Work Plan items during FY 2024-25, notably the City's Utility Undergrounding Program, Camino Del Mar Bridge design and environmental work, development of Short-Term Rentals regulations, negotiations related to Fairgrounds Housing and Council adoption of implementing ordinances related to many Housing Element Programs that are currently pending California Coastal Commission approval including Senate Bill 9 (SB9) Implementation Ordinance/Local Coastal Program Amendment (LCPA), Accessory Dwelling Unit Ordinance/LCPA, and Tiny House Regulations.

Identified Work Plan Items FY 2025-26 and FY 2026-27

Identified Work Plan items for FY 2025-26 and FY 2026-27 are included as Attachment B, and are organized by the City's established tiered priority system as follows:

- **Tier 1** (essential/non-discretionary services);
- **Tier 2** (important items that support City operations/values); and
- **Tier 3** (discretionary/non-essential work items that could be deferred or eliminated).

There are several Work Plan items that the City Council has prioritized in recent years that will continue to be a significant focus for the City in the coming years including implementation of the City's Housing Element, ongoing coordination and work with the San Diego Association of Government (SANDAG) on their multiple rail-related CIP projects in the City, undergrounding of power lines throughout the City, and implementation of new regulations for Short-Term Rentals to name a few. These projects alone will require significant time and attention from staff and the City's elected leaders.

While staff works diligently to identify all Work Plan items for City Council consideration during the goal setting and budget development process, new important projects arise throughout the year for various reasons such as City Council direction, legislative changes, or unforeseen challenges and/or emergencies. Accordingly, the FY 2025-26 and FY 2026-27 City Work Plan includes proposed new Work Plan items, which are denoted as "*new*" in the title.

Council Identified Potential Work Plan Items

Periodically, Councilmembers identify items for the City Council to consider adding to existing or future work plans. A status update for the FY 2024-2025 Council initiated Work Plan items and newly requested items for consideration in 2025 are included as Attachment C.

Next Steps

Staff will use the feedback and direction provided by the City Council during the Workshop to solidify the City Council's Goals and Priorities and update the FY 2025-26 and FY 2026-27 Work Plan, which will be used in the development of the proposed FY 2025-26 and FY 2026-27 Operating and Capital Budget. This information will also be used to evaluate the proposed FY 2025-26 City advisory committees' annual work plans in preparation for the City Council's consideration of the committee work plans for the coming fiscal year in the spring of 2025.

ATTACHMENTS:

- Attachment A – FY 2024-25 Work Plan Items to be completed by June 30, 2025
- Attachment B – Proposed Work Plan for Fiscal Years 2025-26 and 2026-27
- Attachment C – City Council Identified Proposed Work Plan Items
- Attachment D – Summary of City of Del Mar Department Operations

FY 2024-2025 Work Plan Items to Be Completed

Reference No.	Item Name	Description	Status	Tier	Department
1	Amendments to PF Zone and Processing of LCP Map Clean Up (6th Cycle Housing Element Program 1H)	Prepare General Plan Amendment and Coastal Commission final certification of Ordinance/LCPA for clean-up mapping actions to implement the Housing Element and reflect Council rezone actions adopted in 1997 consistent with existing General Plan; and to confirm affordable housing is an allowed use in the PF Zone.	Completed February 2025	Tier 1	Planning
2	Prepare Objective Design Standards for By-Right Housing (6th Cycle Housing Element Program 6G)	Prepare Objective Design Standards Manual and Ordinance to establish objective design standards for by-right multiple dwelling unit development to implement Housing Element Program 6G.	Completed September 2024	Tier 1	Planning
3	Update Density Bonus Ordinance (6th Cycle Housing Element Program 1G)	Prepare Ordinance to establish local density bonus regulations consistent with State Density Bonus law to implement Housing Element Program 1G by June 2024.	Completed May 2024	Tier 1	Planning City Attorney
4	Update Inclusionary Housing/Condo Conversion Regulations (6th Cycle Housing Element Programs 4D/4E)	Prepare Ordinance to implement Housing Element Programs 4D and 4E.	Completed October 2024	Tier 1	Planning City Attorney
5	Ocean View Drainage Brow	Evaluation and repairs to a concrete drainage swale between Ocean View Ave and Camino Del Mar.	Completed February 2025	Tier 1	Public Works
6	Lead and Copper Rule Service Line Inventory Assessment	New Legislation (Federal/State) requiring water suppliers to implement/submit a Lead and Copper Rule Service Line Inventory Assessment of customer drinking water service lines. Project Completed and accepted by the State Water Resource Control Board - Division of Drinking Water.	Completed September 2024	Tier 1	Public Works
7	20th Street Lifeguard Tower Driveway Improvements	Improvements to the northern half of the 20th Street public right-of-way as an extension of the existing 20th Street lifeguard tower driveway, providing a more usable area for the City and improved beach access for the public. The improvements will include a driveway extension, removable bollards, landscape strip, and improved public beach access.	Completed February 2025	Tier 1	Public Works
8	FY 24-25 Annual Small Area Pavement Repair Contract	Citywide small area asphalt completions and repairs.	Completed February 2025	Tier 1	Public Works
9	FY 24-25 Water Valve Replacement Project	Replace broken water valves as identified in maintenance program.	Completed September 2024	Tier 1	Public Works
10	FY 24-25 Major Facility Repairs	Essential building (City Hall, Library, Public Works, Community Services, etc.) repairs including exterior, doors/windows, electrical, plumbing, HVAC, fire and security systems.	Completed throughout FY24-25	Tier 1	Public Works
11	FY 24-25 Storm Drain Capture Devices	A "storm drain capture device" is a system installed at a storm drain inlet designed to catch and trap debris, primarily trash, before it enters the storm drain system and flows into waterways. This is required by California Regional Water Quality Control Board. The City will install approximately 7 storm drain capture devices in FY24-25, in various locations west of Camino del Mar. The exact number and locations of the devices will be determined based on the results of annual inspection and the proximity to sensitive ocean reception points.	Estimated completion in April 2025	Tier 1	Public Works Clean Water Consultant
12	17th Street Lifeguard Facility Improvements	Facility Improvements including overhaul of toilet flushometers and wash closets, exterior lighting upgrades, window seals and tinting, electric vehicle infrastructure/charging station.	Completed July 2024	Tier 1	Public Works Community Services
13	Del Mar Municipal Code (DMMC) Purchasing Policy Chapter Update	Revision of the Del Mar purchasing policy outlined in DMMC Chapter 7 to align with regional and industry best practices.	Completed in September 2024	Tier 2	Administrative Services

FY 2024-2025 Work Plan Items to Be Completed

Reference No.	Item Name	Description	Status	Tier	Department
14	E-bike Safety - Municipal Code Amendments	Update to Title 14 of the Del Mar Municipal Code that would allow the Sheriff's Department to issue e-bike violations (citations) with an option to have violations cleared by attending an approved e-bike safety course, similar to the cities of Solana Beach and Encinitas.	Estimated completion in April 2025	Tier 2	City Manager's Office City Attorney Sheriff Department
15	Emergency Operations Plan Update	Update the City's Emergency Operations Plan to bring it in alignment with current emergency planning standards. This work is important to ensure the City is prepared for future emergencies. The update was approved by Council on July 8, 2024.	Completed July 2024	Tier 2	City Manager's Office Fire Administration
16	Complete Permitting for Sand Compatibility Opportunistic Use Program (SCOUP)	SCOUP approval will allow the City to more readily accept beach quality sand for beach nourishment when available. Council adopted the SCOUP MND and CDP in August 2020. Final permit approvals were obtained from the resource agencies in July 2024.	Completed July 2024	Tier 2	Planning
17	Preliminary Conceptual Design for Living Levee Along San Dieguito Riverbanks	Completed a preliminary conceptual design (10% design) for a living levee (vegetated berm that acts like a sponge) as an adaptation measure to reduce flood risk consistent with the adopted Sea Level Rise Adaptation Plan (2018) and General Plan Safety Element.	Completed June 2024	Tier 2	Planning
18	Hoska Alley Street and Storm Drain Improvements	Development (design, permitting, and construction) of City right-of-way, including paving and drainage improvements, in the dirt alley west of Hoska Avenue between 8th Street and 9th Street.	Completed February 2025	Tier 2	Public Works
19	Penny Lane Improvements	Installation of a percolating catch basin with overflow to control nuisance runoff from City Hall site development, installation of ribbon gutter and curbs, and minor grading.	Completed March 2025	Tier 2	Public Works
20	Powerhouse Building Repairs	Replace outdated Fire Alarm Systems and Heating Vacuum Air Conditioning unit.	Estimated completion in May 2025	Tier 2	Public Works Community Services
21	Shores Park Planning	Staff will prepare an update to the City Council on the Shores Park Master Planning efforts that have occurred to date to facilitate a Council discussion regarding potential next steps to reinstate the project, including the Shores Park Advisory Committee.	Estimated completion by June 2025	Tier 2	City Manager's Office
22	RFQ for City Attorney/Legal Services	City Staff will assist the City Council in completing a Request for Qualifications (RFQ) process for the City's next City Attorney/Legal Services contract.	Estimated completion by June 2025	Tier 2	City Manager's Office City Council
23	Single Use Plastics Ordinance	Staff, with advisory recommendations from the SAC, will prepare an ordinance to regulate the use of single-use plastic food service ware citywide and at City-sponsored events, with ordinances from neighboring jurisdictions of Solana Beach and Encinitas serving as references. The ordinance will be presented to the Council for adoption by the end of FY 2024-25.	Estimated completion in May 2025	Tier 3	City Manager's Office
24	Update to DMVA and City Bench Donation Programs	Complete updates to the public furniture (benches, water fountains, picnic tables, etc.) donation programs administered by the Del Mar Village Association (DMVA) and City Manager's Office with support from the Public Works Department.	Estimated completion in April 2025	Tier 3	City Manager's Office Public Works
25	Del Mar Civic Center Outdoor Lighting Project	Design, permit/approval (if needed) and installation of permanent outdoor lighting upgrades for the Civic Center Breezeway, north Town Hall eves, and the front plaza to support outdoor evening City activities and special events and address safety concerns from the current insufficient lighting in these areas.	Estimated completion in June 2025	Tier 3	City Manager's Office Public Works Planning
26	Powerhouse Deck Trellis Replacement Project <i>(New)</i>	Replace the Powerhouse's Upper Deck Trellis - Friends of the Powerhouse generously agreed to pay the cost of replacing the trellis that had to be removed due to safety concerns.	Completed February 2025	Tier 3	Public Works

TIER 1: Essential/Non-Discretionary Services (State Mandated/Legally or Contractually Required)					
Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
1	Short-Term Rentals (STR) Regulation Administration <i>(New)</i>	Issue RFP and complete implementation of an STR administration platform including registration and permitting, maintaining an STR database, monitoring STR activity, compliance and code enforcement support, community outreach, and TOT remittance and auditing.	Staff is in the process of preparing a Request for Proposals (RFP) to hire a consultant who would manage short-term rental (STR) administration with the City. The City aims to initiate contractor services as soon as possible with "go live" coordinated to begin when the California Coastal Commission (CCC) approves the City's STR regulations (anticipated to be in late 2025).	FY2025-2026	Administrative Services Planning
2	City Website ADA Compliance <i>(New)</i>	Evaluate City Website ADA compliance and implement solutions to maintain compliance and meet the newly released DOJ mandate by April 2027 as required by law.	Staff is working with its website hosting vendor to analyze current state of compliance and evaluate solutions.	FY2025-2026 FY2026-2027	Administrative Services Information Systems
3	Participation in Multiple SANDAG Major Projects: - San Diego LOSSAN Rail Realignment - DM Bluff Stabilization 5 - DM Bluffs Access Improvements - San Dieguito Double Track & Special Events Platform	On-going coordination and work with SANDAG and the public on significant CIP projects happening in parallel, including the San Diego LOSSAN Rail Realignment Project; Del Mar Bluff Stabilization Project 5; Del Mar Bluffs Access Improvements Project (informed by the Coastal Connections Conceptual Planning Study); and the San Dieguito Double Track and Special Events Platform project, which involves relocation of City water/wastewater utility lines, a pedestrian undercrossing, license agreements, and an encroachment permit.	Coordination and participation with SANDAG on various SANDAG projects affecting Del Mar is ongoing and involves a substantial amount of City staff time from multiple departments.	FY 2025-2026 FY 2026-2027	City Manager's Office Public Works Planning City Attorney
4	Senate Bill 9 (SB 9) Implementing Ordinance/LCPA	Ordinance/LCPA is in process to implement State law provisions consistent with CCC guidance to harmonize housing law with the Coastal Act. SB 9 provisions took effect January 1, 2022; however, the CCC confirmed that any application submitted prior to processing of the LCPA must be processed in accordance with the existing certified LCP to ensure protection of coastal resources. Coastal Commission certification is pending.	In-process. City Council adopted Ordinance in June 2023. CCC certification action is pending. Final certification to complete project is anticipated summer 2025.	FY2025-2026	Planning
5	ADU Ordinance/LCPA for Consistency with State Law	Ordinance/LCPA is in process for consistency with State law as needed to harmonize State housing law and the Coastal Act and address inconsistencies previously identified. Prepare and process amending Ordinance/LCPA with CCC modifications for City Council action as needed for Coastal Commission final certification.	In-process. City Council adopted Ordinance in December 2023. CCC certification action is pending. Final certification to complete project is anticipated summer 2025.	FY2025-2026	Planning
6	Tiny House Regulations (6th Cycle Housing Element Program 2F)	Ordinance/LCPA is in process to clarify that tiny houses are allowed in accordance with the ADU regulations. Prepare and process amending Ordinance/LCPA with CCC modifications for City Council action as needed for Coastal Commission final certification.	In-process with ADU Ordinance. City Council adopted December 2023. CCC certification action is pending. Final certification to complete project is anticipated summer 2025.	FY2025-2026	Planning
7	Amend Central Commercial (CC) Zone (6th Cycle Housing Element Program 1C)	Ordinance/LCPA is in process to allow 20 du/ac density to create adequate sites and facilitate affordable housing. City must prepare and process amending Ordinance/LCPA with CCC modifications for City Council action as needed for Coastal Commission final certification.	In-process. City Council adopted Ordinance April 2024. CCC conditionally certified the LCPA February 2025. Final certification to complete project is anticipated by June 2025.	FY2025-2026	Planning

TIER 1: Essential/Non-Discretionary Services (State Mandated/Legally or Contractually Required)

Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
8	Ordinance/LCPA for Neighborhood Commercial (NC) Zone/Professional Commercial (PC) Zone Consistency with Citywide Inclusionary Housing Regulations <i>(New)</i>	Zone Code Amendment to NC and PC Zone regulations to be consistent with the citywide Inclusionary Housing regulations adopted October 2024.	Ordinance/LCPA is in process with Coastal Commission to update the North Commercial (NC) and Professional Commercial (PC) zone regulations. Final Coastal Commission certification is anticipated in 2025	FY2025-2026	Planning
9	Process Ordinances to create incentives and an Affordable Housing Overlay Zone - (6th Cycle Housing Element Program 1D and 1I)	Utilize data from Phase II studies completed January 2023 to prepare Ordinance/LCPA creating an overlay zone to apply objective design standards and provide site-specific incentives for affordable housing projects on sites relied upon for the 6th Cycle Housing Element. Will involve discussion of potential options related to scale and compatibility of development that could occur. Action is required per Housing Element Program 1D due to production of less than 30 lower income units by April 2025.	In-process. Will require Planning Commission recommendation, City Council introduction and adoption of Ordinance, and Coastal Commission certification.	FY2025-2026 FY2026-2027	Planning
10	Prepare Fair Housing Materials (6th Cycle Housing Program 6B)	Prepare and publish Fair Housing Materials in English and Spanish in order to implement a component of Program 6B, Affirmatively Furthering Fair Housing. Materials will be made available on the City's website and local non-profits.	In-process. Will coordinate with implementation of Housing Element Programs 4A/4B.	FY2025-2026	Planning
11	Fairgrounds Housing Strategy (6th Cycle Housing Element Program 3A)	Secured Exclusive Negotiating Rights Agreement (ENRA) with 22nd District Agricultural Association (DAA) in March 2024. City is utilizing findings of Phase I feasibility studies to assist DAA with preparation and processing of task orders and other tasks specified in the ENRA for site selection and negotiation of a lease agreement that aligns with the Fairgrounds strategic planning process.	In-process. Continue to implement terms of ENRA, which was approved by Fair Board February 20, 2024 and Del Mar City Council March 4, 2024. Next steps include the 22nd DAA site selection, with feasibility studies continuing through March 2026 to facilitate site selection and other due diligence studies for solicitation of affordable housing developer.	FY2025-2026 FY2026-2027	Planning City Manager's Office
12	Affordable Housing on City-Owned Properties at 10th Street and 28th Street (6th Cycle Housing Element Program 3B)	Pursue Cycle 6 Smart Growth Incentive Program (SGIP) funds to facilitate completion of feasibility and due diligence studies (supplemental economic studies, mobility access, environmental assessment, site design feasibility, view corridor analysis, infrastructure and utilities assessment); affordable housing developer selection, planning, engineering, and building plans; CEQA documentation and entitlements for City development project on City-owned vacant lot on 10th Street to develop 4-8 units for lower income households per Housing Element Program 3B. Additionally, staff will evaluate next steps for the 28th Street site.	In-process and requires multiple steps. Preparation of City Council Resolution is in process for City Council March/April 2025 to request authorization for SGIP grant submittal, which is due to SANDAG by April 11, 2025. Grant funding will facilitate items included in description.	FY2025-2026 FY2026-2027	Planning
13	STR Permit Fee Ordinance <i>(New)</i>	Prepare and process Ordinance to establish a STR Permit Fee. Coordinate with consultant to identify the associated cost for implementation of STR permit issuance, monitoring, and enforcement.	In-process. RFP process to select consultant is in process. Ordinance adoption anticipated summer 2025.	FY2025-2026	Planning, Administrative Services, City Attorney

TIER 1: Essential/Non-Discretionary Services (State Mandated/Legally or Contractually Required)

Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
14	Short Term Rental Regulations/Preservation of Existing Housing Stock (6th Cycle Housing Element Program 5C)	Process Ordinance/LCPA to regulate short term rentals. Update correlates with NC Zone Referendum Settlement Agreement.	In-process. City Council adoption September 2024. Coastal Commission certification review of Ordinance/LCPA is pending and CCC certification action is anticipated in fall 2025.	FY2025-2026 FY2026-2027	Planning City Attorney
15	General Plan Update: Safety Element Update (6th Cycle Housing Element Program 6H)	City must update the Safety Element per Housing Element and State law. Update correlates with other required updates relating to Environmental Justice Element and Open Space Element updates, Fire Hazard Severity Zone Map Update, and ADU Regulations Update.	In-process. Planning staff is working with CalFire to finalize a draft for public review and processing. Will require Planning Commission recommendation and City Council approval to complete.	FY2025-2026	Planning
16	General Plan Update: New Environmental Justice Element (6th Cycle Housing Element Program 6E)	City must create a new Environmental Justice Element per Housing Element. Update correlates with other required updates relating to the Safety Element and Open Space Element updates.	In-process. Planning staff is preparing a draft document for public review and processing. Will require Planning Commission recommendation and City Council approval to complete.	FY2025-2026	Planning
17	General Plan Update: Open Space Element Update (SB 1425)	By January 1, 2026, City must update Open Space Element to address specified climate resilience and rewinding criteria to provide coordinated mitigation of impacts to new development. Correlates with Environmental Justice Element and Safety Element updates.	Not yet started.	FY2025-2026 FY2026-2027	Planning
18	Residential Care Facilities (6th Cycle Housing Element Program 4A)	Prepare and process Ordinance/LCPA to clarify this land use type and bring the regulations into compliance with State law. City is using HAP Grant funds to implement by March 2026.	In-process. Will require Planning Commission recommendation, City Council approval, and Coastal Commission certification to complete.	FY2025-2026 FY2026-2027	Planning and City Attorney
19	Emergency Shelters, Transitional Housing, Supportive Housing, and Low Barrier Navigation Centers (6th Cycle Housing Element Program 4B)	Prepare and process Ordinance/LCPA for compliance with State law. Develop procedures and informational handouts to connect people to resources. City is using HAP grant funds to implement by March 2026.	In-process. Will require Planning Commission recommendation, City Council approval, and Coastal Commission certification to complete.	FY2025-2026 FY2026-2027	Planning and City Attorney
20	Mid Cycle ADU Production Evaluation (6th Cycle Housing Element Program 2E) <i>(New)</i>	Prepare Mid Cycle ADU Production Evaluation that accounts for data collected in the 2024 APR report to HCD (March 2025) and identifies potential new opportunities to create low income ADUs, which may involve future processing and consideration of amendments to existing incentive programs adopted in December 2023.	Not yet started.	FY2025-2026	Planning
21	Reasonable Accommodation Regulation Zone Code Amendment <i>(New)</i>	Prepare and process an Ordinance to create a new Del Mar Municipal Code Chapter that will update regulations for reasonable accommodation requests consistent with applicable State and Federal Fair Housing regulations. Relates to Housing Element Program 7F.	Not yet started.	FY2025-2026	Planning and City Attorney
22	Update to Building and Fire Codes <i>(New)</i>	Prepare and Process Ordinance to adopt the latest California Building and Fire Codes and incorporate local modifications as desired. Routine update processed every three years. New Codes will be effective January 1, 2026.	Not yet started.	FY2025-2026	Planning and City Attorney
23	Annual Water System Priority Improvements	Water System repairs and improvements.	Preparing bid documents to complete high priority valve repairs throughout City. Construction anticipated in spring 2026.	FY2025-2026 FY2026-2027	Public Works

TIER 1: Essential/Non-Discretionary Services (State Mandated/Legally or Contractually Required)

Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
24	Annual Wastewater System Priority Improvements	Wastewater System repairs and improvements.	Project modified once USEPA FY24 Community Grants Project Funding received. Preparing application documents for federal review. Design to be completed in FY2025-2026.	FY2025-2026 FY2026-2027	Public Works
25	Annual Storm Drain System Priority Improvement	Replace storm drain facilities that have surpassed their useful life.	Project modified once USEPA FY24 Community Grants Project Funding received. Preparing application documents for federal review. Design to be completed in FY2025-2026.	FY2025-2026 FY2026-2027	Public Works
26	Annual Bike Route Repairs	Repair bike lanes on major arterials; CDM, JDB, Via de la Valle, Carmel Valley Road.	Work to be completed as part of Annual Pavement Management Program.	FY2025-2026 FY2026-2027	Public Works
27	Annual Pavement Management Program (baseline)	Annual Roadway Repairs to Major Arterials and Residential Streets.	City staff is working with Del Mar Fairgrounds staff to consider striping and pavement improvements on Jimmy Durante Blvd.	FY2025-2026 FY2026-2027	Public Works
28	Annual Small Area Pavement Repair Contract	Citywide small area asphalt paving/repairs.	Occurs twice per year depending on repair quantities.	FY2025-2026 FY2026-2027	Public Works
29	Camino del Mar Bridge Replacement Project	Replace Camino del Mar Bridge over San Dieguito River in accordance within Federal Highway Bridge Program requirements.	Design documents are at 65% complete and most resource agency permits are completed. Design will be completed by December 2025. Caltrans review for construction approval and Construction Management procurement will begin in early 2026. Project construction scheduled to begin December 2026.	FY2025-2026 FY2026-2027	Public Works Planning
30	Riverpath Del Mar Phase 3	Extend Riverpath Del Mar from Grand Avenue Bridge to Crest Canyon.	Continuing to work on grants to secure construction funding. Construction targeted for September 2025, but may need to be pushed to 2026 due to uncertainty with various grant funding timelines; timing will need to be coordinated with Crest Canyon Undergrounding to avoid construction overlap.	FY2025-2026 FY2026-2027	Public Works Planning
31	Utility Undergrounding District 1A (Stratford South)	Undergrounding of above ground dry utilities into joint trench and underground service laterals.	City Construction substantial completion by March 2025. Final paving to be completed after Utility companies construction. Homeowner Service Laterals estimated completion May 2025. Utility Companies estimated completion by end of 2025.	FY2025-2026 FY2026-2027	Public Works City Manager's Office
32	Utility Undergrounding District X1A (Crest Canyon)	Undergrounding of above ground dry utilities into joint trench and underground service laterals.	Design and permitting completed March 2025. SDG&E IFC bidding phase another 5 months. Construction targeted to begin Fall 2025 and last approximately 18 months.	FY2025-2026 FY2026-2027	Public Works City Manager's Office
33	Utility Undergrounding District 1B (Stratford North)	Undergrounding of above ground dry utilities into joint trench and underground service laterals.	SDG&E preliminary design completion February 2025. Design and permitting currently paused until FY 2026-2027. Construction targeted to begin in Early 2029. Final decision pending City Council.	FY2025-2026 FY2026-2027	Public Works City Manager's Office
34	Utility Undergrounding District 25th Street (20A) <i>(New)</i>	Undergrounding of above ground dry utilities into joint trench and underground service laterals. Funding included as part of Rule 20A.	District formation completed August 2024. Design targeted to start FY 2025-2026. Construction needs to be completed by December 2030 to use 20A funds.	FY2025-2026 FY2026-2027	Public Works City Manager's Office
35	Water Valve Replacement Project	Replace broken water valves as identified in maintenance program.	Occurs annually usually around April of each year.	FY2025-2026 FY2026-2027	Public Works
36	Major Facility Repairs	Essential building (City Hall, Library, Public Works, Community Services, etc.) repairs including exterior, doors/windows, electrical, plumbing, HVAC, fire and security systems.	Work will occur throughout each fiscal year.	FY2025-2026 FY2026-2027	Public Works

TIER 1: Essential/Non-Discretionary Services (State Mandated/Legally or Contractually Required)

Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
37	Storm Drain Capture Devices	A "storm drain capture device" is a system installed at a storm drain inlet designed to catch and trap debris, primarily trash, before it enters the storm drain system and flows into waterways. This is required by California Regional Water Quality Control Board. The City installs/replaces approximately 7 storm drain capture devices per year. The exact number and locations of the devices are determined based on the results of annual inspection and the proximity to sensitive ocean reception points.	Occurs annually usually around or by June of each year.	FY2025-2026 FY2026-2027	Public Works Clean Water Consultant
38	Jimmy Durante Boulevard Bike Lane Modification Project <i>(New)</i>	Safety enhancements to modify four curb inlets along northbound Jimmy Durante Boulevard between Luzon Avenue and San Dieguito Drive.	Engineering evaluation complete. Recommended remove and replacing the existing five (5) Type C Curb inlets and Concrete Aprons with modified Type B Curb inlets.	FY2025-2026	Public Works
39	Amendment to City of San Diego Wastewater Transportation and Disposal Agreements	Identify options to amend Metropolitan Wastewater Commission Treatment and City of San Diego Wastewater Transportation Agreements for Council consideration. The City currently transports majority of its wastewater to the San Elijo Joint Powers Authority water reclamation facility in Encinitas via Solana Beach's system.	Amendment discussions with City of San Diego and Regional Wastewater Commission JPA underway.	FY2025-2026 FY2026-2027	Public Works City Manager's Office
40	Jimmy Durante Boulevard Bluff Repair Project	Design and construct improvements to permanently protect bluff in City right of way along Jimmy Durante Boulevard.	60% Engineering Design and draft CEQA Notice of Determination Complete. Scheduled informational Item at April 7, 2025 City Council Meeting.	FY2025-2026	Public Works Planning

TIER 2: Important Items that Support City Operations/Values (Not Mandated/Legally Required)

Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
1	Enterprise Resource Planning (ERP) System Selection Process	The City's current financial system will sunset on March 1, 2027. To ensure timely selection and implementation of new financial system, the solicitation process for a replacement ERP system began in mid-2024.	Began reviewing options and pricing of new system in 2023. Vendor selection and contract approval are planned for Council consideration in April-May 2025 with project initiation anticipated in May-June 2025	FY2025-2026 FY2026-2027	Administrative Services
2	Cost Allocation Plan Update	The last update to the City's cost allocation plan was completed internally in 2016, and needs to be updated (best practice is to complete every 5 years). This is a multi-year process that is expected to begin in July 2025 and involves issuing a Request for Proposal (RFP) to hire a consultant to assist with this effort.	Goal is to start the process by issuing a RFP for consulting services in FY 2025-26, with the goal of completing an updated Cost Allocation Plan by end of FY 2026-27.	FY2025-2026 FY2026-2027	Administrative Services
3	Civic Center Operations Guide	Comprehensive update to the City's facility use policies, including proposed updates to the list of eligible non-profits.	Staff brought an initial discussion item to Council on January 22, 2024. Staff continues working on the item in collaboration with the Council subcommittee with plans to return to the Council with recommended changes in 2025.	FY2025-2026	Administrative Services
4	Climate Action Plan Update	With support from a consultant, staff will update the City's 2016 Climate Action Plan, Greenhouse Gas (GHG) Inventory, and mitigation strategies to align with other CAPs in the region and industry best practices.	Staff will issue an RFQ in FY2024-2025 to hire a technical consultant to assist the City developing new GHG inventories, updating the CAP, associated mitigation strategies, and monitoring. In FY2024-2025, staff will apply for Cycle 6 SGIP grant funds to complete the update (April 2025). The CAP Update will be completed in FY2025-2026.	FY2025-2026	City Manager
5	Solar Energy Partnership (6th Cycle Housing Element Program 6D)	Partner with programs like CEA or the Center for Sustainable Energy to install solar on multi-unit, lower income housing to meet renewable energy goals in Climate Action Plan.	Staff is analyzing available programs, but has not yet entered into a partnership.	FY2025-2026	City Manager Planning
6	Citywide Curbside Management Inventory <i>(New)</i>	Staff has identified a need to conduct a comprehensive curbside management inventory of all existing red curbs and "no parking" areas along public streets. Working with the City's traffic Engineer, MBI, staff will coordinate with the Fire Department to review intersections for accessibility and validate the City's existing red curbs. Finally, the data will be used to calculate the City's available parking supply to assist with compliance reporting requirements of the City's Coastal Development Permit.	MBI has developed a scope of work totaling \$135,500 to complete this work. If approved, the project would be completed in FY 2025-2026.	FY2025-2026	City Manager Planning Public Works Community Services Fire Department
7	Housing Acceleration Program (HAP) Grant Funding - Cycle 2	SANDAG awarded Cycle 2 HAP grant funding (October 2023) for implementation of the City's Housing Element including \$1.5 million capital funds for Fairgrounds Housing project and \$181,000 planning funds for Objective Design Standards and 4A/4B Supportive Housing Ordinance. Funding applies to work starting January 1, 2024. HAP grant funds must be expended by March 2026.	In-process through March 2026.	FY2025-2026	Planning

TIER 2: Important Items that Support City Operations/Values (Not Mandated/Legally Required)

Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
8	Tree, Scenic Views, and Sunlight Ordinance (TSVS) Update	Prepare and process and amendment to the TSVS Ordinance.	In-process. The City Council identified Guiding Principles and Objectives in September 2024 and staff is preparing the Ordinance. Will require Planning Commission recommendation (anticipated March 2025), City Council introduction and adoption (anticipated May 2025).	FY2025-2026	Planning
9	Comprehensive Tree Policy and Regulatory Standards Update	Revise existing City tree policies for both public and private trees, with an overall goal of protecting and enhancing the City's urban forest tree canopy while managing the City's wildfire risk.	Anticipated to start summer of 2025.	FY2025-2026	Planning
10	Amend Sand Compatibility Opportunistic Use Program (SCOUP) Permits with Resource Agencies to Account for Change in San Dieguito Lagoon Conditions <i>(New)</i>	Prepare and process permit applications with United States Army Corps of Engineers (USACE) and Regional Water Quality Control Board (RWQCB) to amend the existing SCOUP permits to allow the City to accept beach quality sand for beach nourishment when available. The permit issued by USACE in July 2024 impacted the feasibility of City implementation due to the restrictive limits on sediment quantities imposed and USACE's large volume sand placement in Encinitas and Solana Beach in 2024.	Work has not yet started.	FY2025-2026	Planning
11	San Dieguito Lagoon Shoreline Protection Planning Project (Levee/Trails) and Implementation of State Parks Grant Funding <i>(New)</i>	City and San Dieguito River Park JPA are coordinating on a joint project to develop living levees and trails along the north and south banks of the San Dieguito River. State Parks awarded \$500,000 grant funding to City and \$1.3 million to the SDRP JPA. The City executed task orders with Dudek (\$500,000) and kicked off work in January 2025 to complete environmental, engineering, and permitting task orders. A MOU with SDRP JPA will be executed to facilitate completion of additional task orders using grant funds through June 2027. This effort correlates to new City CIP project.	In-process through June 2027.	FY2025-2026 FY2026-2027	Planning Public Works
12	Review and Update the Carmel Valley Precise Plan (CVPP)	Comprehensive review and potential updates to the CVPP, through the appropriate process (entitlements, environmental review, public participation, etc.), as may be recommended by staff/City Attorney's office.	The City Attorney initiated the review of the CVPP. Should the CVPP need to be updated, a completion date of Fall 2026 is anticipated.	FY2025-2026 FY2026-2027	Planning City Attorney
13	Evaluate updating Del Mar Municipal Code Chapter 24.70 (lot line adjustments) <i>(New)</i>	Evaluate updating lot line adjustment/lot consolidation regulations, with consideration of requiring a lot line adjustment parcel map for any lot line adjustments or lot consolidation. Update would require processing a Zone Code Amendment and preparing an Ordinance; Planning Commission recommendation and City Council introduction and adoption of Ordinance.	Work has not yet started.	FY2026-2027	Planning and Engineering
14	San Dieguito Drive Improvements	Construction of San Dieguito Drive between Racetrack View Drive and Oribia Road as part of an approved assessment district.	Construction anticipated after Work Zone 1 of UUD X1A (Crest Canyon) in FY 2025-2026.	FY2025-2026	Public Works City Manager's Office Planning
15	29th Street Seawall and Beach Access	Design and permit the northern half of the sea wall and beach access.	Conceptual design and cost estimate is proceeding FY 2024-2025. Design and permitting is targeted to begin FY 2025-2026 and construction in FY2026-2027.	FY2025-2026 FY2026-2027	Public Works

TIER 2: Important Items that Support City Operations/Values (Not Mandated/Legally Required)

Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
16	Caltrans Bridge Inspection Program Recommended Bridge Repairs	Critical bridge infrastructure repairs recommended by CALTRANS as a result of annual inspection of the City's five bridges.	Bridge inspections identified concrete and miscellaneous repairs needed at three City bridges. Project will need to be designed and put out for public bid. Project on hold until after programmatic EIR is completed in 2025.	FY2025-2026	Public Works
17	Stratford Court South Pavement Improvements	Paving improvements for the Stratford Court South area following the undergrounding project. Grind & overlay improvements for low PCI (Pavement Condition Index) streets of Stratford Court from 4th St to 12th St, Little Orphan Alley, and Melanie Way. Pavement sealing application for other streets within the Stratford Court South UUD 1A District with trench lines.	Construction targeted after UUD 1A (Stratford Ct South) in FY 2025-2026.	FY2025-2026	Public Works
18	Crest Canyon Pavement Improvements <i>(New)</i>	Paving Improvments for the Crest Canyon area following the undergrounding project. Grind & overlay improvements for portions of low PCI (Pavement Condition Index) streets of Zuni Dr, Avenida Primavera, and Serpentine Dr. Pavement sealing application for Crest Road and adjacent streets with trench lines.	To be included as alternative bid item with UUD X1A (Crest Canyon). Construction targeted after UUD X1A (Crest Canyon) end of FY 2026-2027.	FY2026-2027	Public Works
19	Public Right of Way (ROW) Vegetation Maintenance Regulations <i>(New)</i>	Development of an Ordinance regulating the maintenance of private property vegetation by private property owners, if the vegetation encroaches on the City's right-of-way.	Work has not yet started. The Ordinance would make clear that maintenance and related liability of vegetation originating from private property in the public ROW is the responsibility of the property owner who owns the vegetation, not the City.	FY2025-2026	Public Works Planning

TIER 3: Discretionary/Non-Essential Work Plan Items That Could be Differed or Eliminated (Not Required)

Reference No.	Item Name	Description	Status	Fiscal Year(s)	Department(s)
1	California Municipal Treasurers Association (CMTA) Investment Policy Certification Program	Pursue CMTA Investment Policy Certification. CMTA program provides professional guidance and assistance in developing and/or improving investment policies that meet industry best practices for California's public sector agencies.	Begin certification process in July/August 2025. Will solicit feedback from the City's Finance Committee.	FY2025-2026	Administrative Services
2	Citywide Plaque Policy	Development of a City plaque policy that is consistent with the City's branding guide for consideration by the City Council in FY 2025-26.	The item is on the Parks & Recreation Committee Work Plan for FY2025-26.	FY2025-2026	City Manager's Office Planning Public Works
3	Del Mar Foundation Proposal to Plant 40 Trees in Del Mar	The Del Mar Foundation has proposed to plant 40 trees throughout Del Mar to commemorate their 40th Anniversary. The Council referred the proposal to staff and the Parks and Recreation Committee for further vetting and a recommendation.	Del Mar Foundation's proposal includes trees on private property, City replacement trees, and new trees in public spaces. DMF has paid to replace 15 City trees and plant 8 additional private trees. The Parks & Recreation Committee has recommended for approval new City trees. City staff has recommended DMF complete community outreach and further refine the proposal, if necessary, before moving forward to City Council.	FY2025-2026	Public Works
4	Major Arterial Median Improvements	Design of drought tolerant landscaping and irrigation efficiency enhancements along major arterial median segments, currently planned for four locations as Phase I of project. CDM 15th Street to San Dieguito River Bridge; Jimmy Durante Blvd/Via De La Valle Triangle; Jimmy Durante Roundabout to CDM Merge; and CDM 4th to 9th Street.	Landscaping palette and conceptual design is currently underway for FY 2024-2025. Final design is anticipated FY2025-2026 with construction in FY2026-2027. Work will continue on this project as time permits based on CIP project management staff capacity.	FY2025-2026 FY2026-2027	Public Works
5	Native American Plaque	Development of a proposal for content and location for placement of a sign honoring the Native American history in Del Mar by the Parks and Recreation Committee in FY 2024-25 for City Council consideration in FY 2025-26.	Parks & Recreation Committee has reviewed work for a panel at Grand Avenue Bridge. Second proposal for smaller rock or monument along Riverpath trail forthcoming.	FY2025-2026	Public Works City Manager's Office

**FY 2025-26 City Council Goals & Priorities Workshop
List of Council-Identified Proposed Work Plan Items**

Update/Status on 2024 Council Proposed Items

- 1) **Shores Park Community Garden**: At the 2024 Workshop, City Council revisited former Councilmember Worden's 2023 proposal to explore the feasibility of a temporary Community Garden at the Shores Park property. Prior City Council consensus was for Deputy Mayor Martinez and former Councilmember Worden to return to City Council with a proposal for further consideration in FY 2025-26.
- 2) **2050 Vision for Del Mar**: Before officially adding this item to the City's Work Plan, the City Council consensus was for the Planning Subcommittee, at that time consisting of former Mayor Druker and current Mayor Gaasterland, to develop a proposed "roadmap" for the City Council to consider undertaking a 2050 Vision for Del Mar visioning process. It is recommended by a Councilmember to remove this item and, instead, identify existing strengths, weaknesses and limitations for the City's roadmap.
- 3) **Develop a "Reach" Energy Efficiency Code**: Council consensus was for staff and the Sustainability Advisory Committee (SAC) to continue to monitor activities and litigation related to reach codes and to report back to City Council as needed. The item was added to SAC work plan. SAC continues to monitor activities related to electrification of "Reach" codes.
- 4) **Reactivate Upper Deck Expansion Project at the Powerhouse**: Council consensus was for staff to obtain an updated cost estimate for this project and reach out to the Friends of the Powerhouse to confirm whether they were still interested in funding this project. Last year, the City obtained an updated rough estimate for the project, which had increased substantially to almost \$1M. The Friends of the Powerhouse subsequently indicated that they are no longer interested in funding this project due to cost escalation.

However, the Friends of the Powerhouse did agree to fund a Powerhouse Trellis Replacement Project, which replaced a former trellis that had previously been removed for safety reasons. The work was completed in February 2025 at a cost of \$66,000, which will be reimbursed by the Friends of the Powerhouse.

- 6) **Turn the Design Review Guidelines into Design Review Ordinances**: Council consensus was for staff to return with more information about what would be involved in this effort and a potential schedule. This item has been on hold, pending confirmation from the current Council to move forward in Fiscal Year 2025-26. It is requested by a Councilmember to discuss whether there are potential benefits to the City, or whether the current Design review Board review system is effective in ensure that the City maintain the seaside village character and protect primary scenic views. It is requested to consider a limited exercise that leverages the forthcoming update to the TSVS ordinance.
- 7) **Cannabis/CBD Retail Sales/Stores Ordinance**: This 2023 Council-initiated item was discussed again at the 2024 Workshop. City Council consensus at the 2024 Workshop was to reconsider development of an ordinance allowing for Cannabis/CBD Retail Sales/Stores as part of the City Council goal setting process in FY 2025-26.
- 8) **Purple Pipe (Recycled Water) Expansion**: Council consensus was to explore hiring a consultant to evaluate whether expanding purple pipe is feasible and practical as part of the goal setting process for FY 2025-26 or FY2026-27. A Councilmember has requested to discuss the criteria that trigger the expansion and current progress on design steps.

New FY 2025-26 Council Proposed Work Plan Items

- 1) **Reconsider Advisory Committee Structure.** In 2022, a City Council subcommittee/task force conducted a thorough review and assessment of the City's committee structure. As a result, some City advisory committee charters, policies, scopes of work, and structures were revised and updated. It is requested that the Council discuss whether the structure and number of committees should be reconsidered in FY 2025-26 using similar small agencies for comparison.
- 2) **Cost Information for Public Works Projects.** It is requested that the Council revisit the City's bid process/structure for public works projects, such as Undergrounding, to explicitly include a breakout on the cost of materials so that unit costs of materials can be calculated and isolated from other costs such as labor and overhead. Alternatively, it was requested that a consultant, such as Utility Specialists or MBI, or a member of the City's internal Public Works team separately provide this unit materials cost information to the City and Council as part of any bid. The reason to do this is to get a better understanding of what is driving the volatility, wide range, and large increases in the bid results.

At the 2024 Goals and Priorities Workshop, Council considered a similar request to obtain a breakdown of materials costs vs. labor costs on our public works projects, especially Undergrounding. There was no Council support to move forward with the request at that time.
- 3) **Amend City Appeals Procedure Consider modifications to the Del Mar Municipal Code.** Proposal to amend the City's code to have appeals on encroachment permits first go to either Design Review Board or the Planning Commission before a final appeal to City Council.
- 4) **Procedure for Invoice Review and Transparency for Large Contracts.** Request to consider disclosure of financial payments and forward-looking budget estimates (annual amounts) made to top ten external vendors/consultants, i.e. attorneys and engineer/consulting firms, or for all external vendors who have been paid or are budgeted to pay more than \$100,000 per year.
- 5) **North Beach Garden.** Consider ways to convert the "Jimmy Joe" garden at North Beach to an allowed/permitted garden by the City or some other organization.
- 6) **LOSSAN Rail Realignment Lobbying.** Discuss appropriations for effective protection and defense of Del Mar via lobbying efforts in Sacramento and Washington DC with regard to the LOSSAN realignment and the affordable housing legislation.
- 7) **Options to Obtain Resident Input on Whether to Continue Undergrounding Program.** Discuss methods to take measure of the city's residents' opinions on the future of our undergrounding program, whether the majority of the city residents want to spend upwards of \$200 million over the coming decades on this program or whether Measure Q funds should be focused on other things.
- 8) **City Facilities Gas Appliances Inventory.** Consider creating an inventory of how many gas appliances are in use and plan for replacement when the cycle comes up of electric appliances (e.g. water heaters).
- 9) **Bike Lanes Safety Improvements**
- 10) **Traffic Speed Calming**
- 11) **Smoke Free City Signs to Enforcement Ordinance**

SUMMARY OF CITY OF DEL MAR DEPARTMENT OPERATIONS

CITY MANAGER'S OFFICE

- Manage all City departments, operations, and City Council work plan
- Provide City Council support
- Manage the City Council Goals and Priorities, including the goal setting process and progress toward completion
- Provide Citywide budget review and monitoring
- Manage the City's public information function, including citywide communications, social media, weekly electronic newsletter, and City response to media requests
- Manage legislative advocacy, including coordination with legislative affairs consultant, meeting with elected representatives, preparation of state and federal funding requests, preparation of advocacy letters, and development of the City Council Legislative Policy Guidelines
- Customer service for sensitive and complex issues
- Public safety management and oversight
 - Manage Sheriff's contract
 - Manage Fire Department and issues related to CSA-17
 - Emergency management coordination
- Lead City's emergency preparedness efforts (e.g., Emergency Operations Center, Community Emergency Response Team coordination, Fuel Reduction Program, Hazard Mitigation Plan update, etc.)
- Oversee legal requests and City's legal services contract
- Serve as a liaison to Del Mar Fairgrounds (traffic/noise issues, peak activities, policy matters)
- Intergovernmental coordination with other agencies, such as SANDAG, NCTD, San Dieguito River Park JPA, California Coastal Commission, the City of San Diego, County of San Diego, and League of California Cities
- Coordination of efforts related to homelessness
- Provide project support to departments on an as-needed basis
- Manage City's real estate, telecommunication, and cable franchise leases
- Coordination efforts for major special events, such as Breeders' Cup, opening day at the Del Mar Racetrack, peak summer activities
- Provide staff support to:
 - Sustainability Advisory Committee
 - Lagoon Committee
 - Parks and Recreation Committee
 - Del Mar Village Association
 - Del Mar Non-Profits
 - Finance Committee
 - Measure Q Citizen Oversight Committee
 - Undergrounding Program Advisory Committee
- Implement the City's Climate Action Plan and sustainability initiatives
- Maintain "Go Green Del Mar" and other project websites
- Manage solid waste franchise agreement and compliance with organics recycling requirements (SB 1383)
- Staff support for the Regional Solid Waste Association
- Administer Public Art approval process (as applicable)
- Administer Public Furniture Donation Program
- Final review and approval of all Encroachment Permits
- Review and finalize all City Council agenda reports

- Provide management oversight of City policy and procedures manuals
- Provide organizational training and coaching to staff
- Oversee and manage various City grants
- Manage and administer Community Funding Request program

ADMINISTRATIVE SERVICES DEPARTMENT

Finance

- Water Utility Billing (new accounts/shut offs, bi-monthly billing, customer service)
- Business License/Permitting Programs (issue new licenses, process annual renewals; taxicab permits, nuisance alarm violations; massage permits)
- Budget Development and Administration (Two-year budget process; Mid-year budget process; second year budget update)
- Accounting Functions (accounts payable; accounts receivable; payroll)
- Year-End Audit; Annual Compliance Reporting (single audits; annual street report; Transnet audit; local government compensation reporting; other required annual tax compliance reports)
- Semi-annual Financial Reporting
- Treasury Function (quarterly reporting of cash and investments)

City Clerk

- Processing of Public Record Act (PRA) requests (Approximately 350 annually)
- Agenda/Minutes production for City Council and City Committees (annual Council meeting schedule; Agenda packet production, posting, distribution; production of meeting minutes)
- Legal Advertisements/Public Noticing
- City Committee/Board/Commissions (conduct committee recruitments annually; onboarding of new members; committee roster and webpage management; facilitate Council local appointment process; maintain and update policies)
- Form 700 Conflict of Interest Filing and ethics training compliance
- Records Management (hardcopy and electronic files)
- Process Recorded Documents
- Process Municipal Code Amendments
- Contract Administration (maintain standard templates; contract review; routing; and maintain contract tracking database)
- Processing and maintaining vendors' certificates of insurance required by contracts
- Municipal Election Activities (coordination with County Registrar of Voters (ROV); preparation of necessary election resolutions; ballot measure processing; candidate filings and campaign reporting; website updates/public information; swearing in of new Councilmembers)
- Management of hybrid public meetings for City Council and advisory committees in partnership with IT
- Biannual review and update of the City's Conflict of Interest Code
- Maintain Public Records Act request, City Council, agenda, committee, and public meeting calendar webpages.

Human Resources

- Administer COVID-19 Prevention Program and related policies; monitor changing regulations to ensure City compliance; manage COVID-19 leave programs
- Employee Recruitments/New Hire Processing and onboarding: Full-Time and Part-Time, Seasonal (it should be noted that the seasonal hiring process is a significant annual undertaking due to the large number of seasonal staff)

- Personnel Matters (investigate complaints; discipline; counseling, etc.)
- Negotiation of Labor Agreements
- Employee Benefits (Coordinate annual open enrollment process in June; provide year-round assistance to new hires and existing employees)
- Processing Workers Compensation; Short-Term Disability; Family Medical Leave; Pregnancy Disability; Unemployment claims
- Administration of City Worker's Compensation Program (claims processing and tracking; supervisor training; coordination with W/C insurance provider)
- Employment and Salary Verifications as requested by third parties
- Oversee City's Department of Transportation (DOT) Class B Drivers Program
- Coordinate and Track Employee trainings, including bi-annual harassment training
- Wellness and Illness/Injury Prevention for Employees
- Administer the City's Public Agency Retirement Services (PARS) program for part-time employees
- Process Public Employee Retirement System (PERS) and 457(b) Plan enrollments and employee changes
- Ongoing review and processing of necessary updates to job descriptions and compensation research
- Process payroll changes in coordination with Finance
- Tracking/Processing of Evaluations (prepare evaluation templates; track evaluations; work with departments on timely completion)
- Ensure personnel practices are compliant with state/federal law and review and update policies and procedures as needed
- Maintain Human Resources webpage and job postings, and internal SharePoint page for employees
- Annual review and update of personnel and new hire forms to ensure compliance with federal and state requirements

Risk Management

- Claims Tracking & Processing (Claim review; coordination with City Third Party Administrator (TPA); issue letters; track status; notification to self-insurance provider, etc.)
- Personal injury/property damages claims/lawsuits research, responses, depositions, litigation support
- Track all City related litigation; coordinate with the City Attorney's office; compile litigation discovery; and represent the City at mediation.
- Coordinate insurance coverage through the City's self-insurance Joint Powers Authority provider PRISM Excess Insurance Authority (EIA)
- Facilitate risk management training and implement best practices
- Annual and quarterly reporting in partnership with TPA

Information Technology

- Provide end-user technical assistance and support for issues related to computer systems, software, and hardware
- Administer City software systems (TRAKIT permitting system; EDMS document management system; Eden financial system; Executime electronic timecard system; utility billing system; Granicus committee management software; etc.)
- Provide support for City-wide Voice-over-IP phone system including troubleshooting and configuration of phones and voicemail accounts
- Install, modify, and repair computer hardware and software
- Administer and support City's email system and Office 365 environment (monitor and manage email security and spam filtering; create user accounts; reset passwords; and configure email accounts)

- Support and maintain SharePoint City Intranet
- Resolve technical problems with Local Area Networks (LAN), Wide Area Networks (WAN) including internet and point-to-point fiber connectivity.
- Configure, manage, and install network printers and other network devices such as wireless access points and security cameras; administer the door access control system
- Maintain the City's GIS system and parcel database
- Provide support and administration for the City website
- Conduct technology research and participate in professional organizations to stay current with technology trends and best practices
- Monitor, administer, maintain, and improve the cyber-security infrastructure
- System administration, patches, and upgrades to servers, desktops, and software.
- Administer data backups and offsite tape storage
- IT Project management and collaboration with other departments for special project work.
- Develop and implement IT best practices, policies and procedures
- Maintain inventory of hardware and software; manage maintenance contracts and software licensing as needed.
- A/V systems and meeting support; load presentations, assist end users and the public using conference rooms and Town Hall A/V
- Provide administration for SQL Server and database availability and backups
- Assist with administration of Public Works Scada infrastructure (monitor of water and sewer system)
- IT Training (Online training for Microsoft technologies, cyber-security, and other relevant topics as time. Provide in-house training on software systems
- Administration of Del Mar Television (DMTV) contract

COMMUNITY SERVICES DEPARTMENT

- Manage Lifeguard, Parking, Beach and Community Patrol, and Powerhouse/Open Space divisions
- Perform ocean, cliff, SCUBA, and swiftwater rescues throughout the City and via mutual aid throughout the County
- Provide emergency care and first aid in City parks, beach, and assist Fire Department in residential and commercial zones as needed
- Lifeguard Academy – Coordinate and train new lifeguard staff for over 100 hours of training each May
- Operate the City's Junior Lifeguard Program that serves 230 children ages 9-15 annually
- Perform wildlife rescue services in coordination with Sea World, Wildlife Assist, and San Diego Humane Society
- Manage 800 MHz radio communications purchasing and oversight
- Provide staff with training and certification in CPR, first aid, cliff rescue, and swiftwater rescue
- Quarterly beach and bluff overhead drone photo and video documentation and as needed for other City departments or efforts
- Enforce municipal code on beach, parks, and throughout the City
- Manage parking program throughout the City
- Enforce City, County, and State parking laws
- Install, maintain, service, and perform collections from 62 single and multi-space parking meters
- Oversee planning, permitting and staff for special events at the City's public beach, parks, Powerhouse Community Center, and Civic Center
- Provide supplemental public enforcement patrol services throughout the City

- Manage surf and volleyball camp operators
- Co-manage operation of City loader and beach cleaner to maintain public beach access and protect public property
- Clean and maintain public restrooms at the Beach Safety Center and Powerhouse Community Center
- Maintain signage on public beach and parks
- City Committees – Quarterly staff representation on Traffic and Parking Advisory Committee and Parks and Recreation Committee
- Represent City in regional lifeguard and enforcement efforts – Lifeguard staff contribute to regional efforts through membership and coordination with various agencies and organizations

PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT

- Process 300+ discretionary permits annually for conformance with the Design Review Ordinance, Zoning, Local Coastal Program, Community Plan, and CEQA
- Provide customer service at the public counter, emails, phone, and website
- Staff public meetings including the Design Review Board, Planning Commission, City Council and support to several committees
- Administer the Citizens' Participation Program (CPP) – part of Design Review
- Provide Code Enforcement services with nearly 250 cases
- Administer approximately 130 encroachment permits in public rights-of-way
- Administer permitting for development in the floodplain
- Provide processing and CEQA support for capital improvement projects including utility undergrounding, replacement bridge on Camino del Mar at San Dieguito River, Riverpath Phase III extension, and Sea Level Rise Impact Study to City infrastructure
- Manage the City's Building Services contract – plan check, permits, and inspections
- Manage the City's Clean Water program – compliance, education, noticing, reporting
- Manage the City's permit database
- Continue to implement digital application submittal and digital archiving of public records
- Continue purging of records in correspondence with the City's record retention policy
- Provide research and retrieval support for development-related Public Records Act (PRA) requests
- Support Citywide fee schedule updates for Planning-related fees
- Provide status reporting to Council on the Design Review Guidelines and CPP
- Prepare updates to Council on Planning Dept status and projects
- Manage permits/amendments of Specific Plans including Hotel SP and Plaza SP
- Complete parking management implementation follow up/monitoring reports at 1201 CDM building and Del Mar Plaza
- Prepare Housing Element Annual Progress Reports and website and ongoing actions related to housing resources and housing assistance
- Prepare public info materials (i.e. web updates and FAQs) for Accessory Dwelling Units and Short-Term Rentals
- Develop annual/bi-annual reporting to 14 agencies on various items
- Attend monthly coordination meetings with CCC, SANDAG, NCTD
- Work in partnership with Public Works to provide ongoing support of Capital Improvement Projects, including processing entitlements and coordinating environmental review

PUBLIC WORKS & ENGINEERING DEPARTMENT

- Emergency critical infrastructure response preparations, including potable water storage, back-up generators, and emergency response contractors

- Wastewater system State Water Resource Control Board permit compliance, including management plan, capital improvements, maintenance, reporting, and emergency responses
- Water system Regional Water Quality Control Board / Department of Environmental Health Water System Drinking Water Operational permit compliance, including analytical sampling, capital improvements, maintenance, reporting, and emergency responses
- Storm drain system compliance with the City's San Diego Regional Water Quality Control Board Municipal Stormwater Permit, including analytical sampling, capital improvements, maintenance, reporting, and emergency responses
- Water/Wastewater treatment/transportation contract administration, invoicing, and operations coordination with San Diego Regional Wastewater Commission, City of San Diego, San Diego County Water Authority, City of Solana Beach, Del Mar Fairgrounds, and the San Elijo JPA
- Developmental Permit review, including Encroachment Permits, Design Review Board, and Administrative Design Reviews.
- City representation in assigned regional organizations, including SDCWA General manager's meeting and Metro Wastewater JPA Committee
- Oversight and administration of approximately 35 specialty maintenance contracts, including water testing, street sweeping, asphalt repairs, solar systems, landscape maintenance, elevators, security systems, and pipeline cleaning
- Oversight and administration of approximately 20 as-needed professional services contracts, including municipal/traffic/design/geotechnical engineering, construction management, architectural, and telemetry services
- Submittal of approximately 50 annual regulatory/compliance/certification reports, including Environmental Protection Agency (drinking water), CALTRANS (Federal Highway Bridge Program), California Water Boards, County Department of Environmental Health, and the San Diego Air Pollution Control District
- Capital Improvement Program Management (CIP, wastewater, water, storm drain, undergrounding, paving, developmental projects); planning, design, construction, expenditure rate setting, budgeting and budget adjustments
- CALTRANS / Federal Highway Bridge Program compliance
- Annual Bridge Cathodic Protection System Monitoring
- Work order management for streets, parks, beaches, landscaping, and tree repairs
- Citywide and Beach maintenance operations for trash/recycle receptacle emptying, abandoned property disposal, doggy bag dispenser replenishment
- Facility Maintenance and Repairs for all City Buildings including Community Connections Building and Del Mar Library. Administer Building Maintenance Contracts (approximately 20) for fire alarms, elevators, HVAC, Solar, etc.
- Janitorial services oversight and coverage at all city parks, beaches, and buildings
- Public right-of-way permits review and approval and review of City permits and conditions for public and private development projects
- Review and approval of private property discretionary applications and final building permits for conformance with engineering conditions and infrastructure upgrades with proposed improvements
- Annual Storm Drain System cleaning
- Storm Water preparation activities including sandbags and inlet clearing
- Storm Water response activities including street sweeping and tree removals
- Storm Drain Inlet Trash Capture Device Program
- Water meter upgrades and replacements, monthly billing readings, and turn on and turn off requests, construction water meter billing
- Water Valve exercising and replacement program

- Annual Sewer System Cleaning and quarterly “Hot Spot” cleaning
- Daily sewer pump station monitoring, operation, and maintenance
- Annual sewer pump station wet well cleaning
- Administer Fats Oil and Grease Program with local restaurants
- Tree Maintenance Program Administration (approximately 1,500 City trees)
- Citywide Landscape Maintenance contract oversight at City parks, street plantings, open space, and beaches.
- Recreational repairs and maintenance at City basketball and tennis courts.
- Periodic bike lane and road edge, public pathways, and public easements vegetation clearing
- Minor and major roadway surface repairs
- Sidewalk Safety Program including Trip Hazard Prevention Plan
- Citywide Sidewalk sand and debris cleaning
- Graffiti and sticker abatement
- Traffic signal equipment repairs and maintenance; monthly streetlight checks
- Traffic signs and delineator repairs/replacements; traffic striping repairs
- Street Sign Retroreflectivity Replacement Program (safety signs complete, street signs ongoing)
- Providing staff support to Traffic Parking Advisory Committee (TPAC), Undergrounding Program Advisory Committee (UPAC), and Parks & Recreation Committee as staff liaisons
- Traffic Engineering oversight including Speed Surveys and Posted Speed Limits establishment
- Administer Dead Animal Removal Contract
- San Dieguito River Valley Conservancy liaison and mitigation areas workshops
- Bark Beetle Reduction Program implementation
- Sand Grading Operations for Beach Access and Powerhouse Park protection
- Beach Raking/Cleaning Operations
- City Facilities Cyclic Maintenance Program development
- Providing information to Administrative Services related to Public Records Act responses
- Fleet Inventory, SMOG certifications, and vehicle maintenance
- Equipment Maintenance and Repair/Replacement Program Budgeting
- Manage Supervisory Control and Data Acquisition (SCADA) equipment and software to electronically monitor water and wastewater systems
- Full time phone coverage and email inquiries / resident responses
- Grant research and applications for public works related projects
- Adopt-A-Spot Program administration
- City of Del Mar’s Public Tree Policy Manual update with City Arborist
- Public Works Fees Study and updates
- Operational and capital expenses invoicing
- Dig Alert mark-out requests
- Bench donation and replacement program administration
- Playground maintenance/repairs including annual Tot Lot inspection and certification
- Monitor and comply with changing infrastructure regulatory regulations
- Stormwater/Wastewater/Water system master planning
- Preliminary Capital Improvement Project planning feasibility studies
- Sanitary Sewer Management Plan (SSMP) Update
- Expanded State Issued California Drought Response Requirements