

FISCAL YEAR  
**2022-23**  
**BUDGET**



Operating Budget | Capital Improvement Program  
Strategic Digital Transformation Investment Program





# BUDGET

## FISCAL YEAR 2022–23

Operating Budget | Capital Improvement Program  
Strategic Digital Transformation Investment Program

### CITY COUNCIL

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Mayor

Keith Blackburn  
Mayor Pro Tem

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District 1

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## LETTER FROM THE CITY MANAGER

Dear City Council:

Thanks to the City Council's clear direction, the fiscal year 2022-23 city budget reflects strategic investments in the community's top priorities including promoting public safety, protecting the environment and maintaining Carlsbad's excellent quality of life.

The city's financial health is supported by the City Council's prudent budget policies, including setting aside funding for ongoing investments in digital and physical infrastructure. I would also like to acknowledge our city departments, which found new ways to make taxpayer dollars go further, reducing their operations and maintenance spending by an average of 2% during a year with 8% inflation in San Diego County.

### **Budget overview**

The \$198.4 million fiscal year 2022-23 General Fund operating budget maintains all core city services at their current levels and continues more than a dozen programs approved by the City Council in recent years to enhance Carlsbad's quality of life. All city departments continue to follow a data-driven approach to budgeting, which has allowed the City Council to make strategic decisions about where to focus resources and how to phase in larger investments over time.

### **City Council goals**

The budget provides the resources for work plans to achieve the goals set by City Council through its recent strategic planning process.

### Quality of life and safety

Carlsbad is one of the safest cities in the region thanks to investments in the city's Police Department, Fire Department and critical infrastructure. New and continued investments in the fiscal year 2022-23 budget include:

- Building a temporary fire station on the site of the old power plant along the coast, as part of a comprehensive plan to ensure the city's Fire Department is prepared to meet the community's future needs.
- Adding four new full-time lifeguard positions that will enable Monroe Street Pool to be open more hours. The city eliminated enough part time positions to offset the cost of three of the four new lifeguard positions.
- Stepping up efforts to reduce homelessness in Carlsbad and its effects on the community.
- Beginning the planning process for Carlsbad's newest park.

### Community character

One of the community's core values is maintaining Carlsbad's small-town beach community character. The fiscal year 2022-23 budget includes programs to enhance Carlsbad's defining attributes and help the community feel connected, which include:

- Completing the development of objective design standards for multifamily homes citywide and in the Village and Barrio areas.

- Funding regular maintenance to keep several recent park improvements at top quality, including a new neighborhood park on the site of the former Buena Vista Reservoir and a new dog park at Poinsettia Community Park.
- Expanding arts grants in the community.
- Adding a new position that will allow the city to increase assistance to those in need of affordable rental housing from 550 households a year to 600. About 60% of the cost for this position is eligible for federal reimbursement.

#### Environmental sustainability

Carlsbad is taking a strategic approach to environmental sustainability, striving to be a model for how to leverage partnerships and innovation to achieve climate goals. New and continued investments in the fiscal year 2022-23 budget that work toward this goal include:

- Advancing new environmental sustainability programs including phasing out more single use plastics in Carlsbad.
- Implementing the city's new organics composting program.
- Managing the preservation of 6,200 acres of protected wildlife habitat.
- Planting 500 trees to meet the goals of the Community Forest Management Plan
- Hosting a new beach clean-up event to involve the community in environmental protection.
- Completing an update to the city's Climate Action Plan.
- Making changes to city streets so they are more inviting to walkers and bikers.

#### Economic vitality

The City of Carlsbad has a strong and diverse economy that combines a thriving small business community with leading industries of the future. Economic vitality supports the city's financial stability and ensures more residents have the jobs they want right in their own backyards. The fiscal year 2022-23 budget includes:

- Expanding the light post banner program, which enhances a sense of place and promotes Carlsbad as a destination.
- Scaling the successful Life in Action Recruiter pilot program to double the number of job seekers and companies participating in this program, which connects qualified workers directly to Carlsbad companies.
- Meeting with local businesses on a regular basis so the city can support their needs.
- Continuing to partner with local and regional organizations to strengthen the economy.

#### Organizational efficiency and excellence

By aligning the City Council, the community and city employees around common goals, the city will operate more efficiently and save money. New and recent investments include:

- Expanding community engagement and transparency, including livestreaming nearly 200 public meetings of city boards and commissions, in addition to City Council meetings.
- Implementing a new fraud and ethics hotline to model best practices for fiscal responsibility.
- Starting a new business process improvement program to identify operational resource efficiency opportunities.
- Increasing technical support to develop more data and GIS projects, improving operations and creating a better customer experience.

### **Changes to the budget**

The fiscal year 2022-23 budget includes 24 new full-time positions. About 70% of these are police, fire and lifeguard positions. Others are needed to maintain utilities infrastructure, provide more affordable housing and manage the city's data and technology needs. The city reduced part-time positions by the equivalent of about 6 full time positions in next year's budget for a net increase of 18.

### **Capital Improvement Program**

The City of Carlsbad Capital Improvement Program reflects the city's ongoing commitment to maintaining the highest standards of quality facilities for our community today and in the future.

The \$42.6 million Capital Improvement Program budget covers construction or rehabilitation projects planned in the next fiscal year for major city infrastructure, including streets, libraries, parks, fire stations and administrative facilities, pipes, sewers and drains.

Projects prioritized by the City Council include installing new lighting and traffic circles in the Barrio, bringing the Monroe Street Pool expansion to voters and focusing on sustainable mobility projects.

### **Strategic Digital Transformation Investment Program**

Over the years, the city's use of technology has become as critical to city operations as traditional infrastructure. The fiscal year 2022-23 budget includes \$3.9 million of estimated new appropriations for the city's Strategic Digital Transformation Investment Program as part of the five-year expenditure plan for future digital transformation and technology projects.

### **General Fund reserve**

The City Council has a policy to maintain the equivalent of 40% of the annual General Fund operating budget in a reserve account. This helps ensure that during economic downturns, such as those caused by COVID-19, the city can continue to meet the community's needs. In June 2022 the city was projected to have \$116 million in reserves, or 63% of the annual General Fund operating budget.

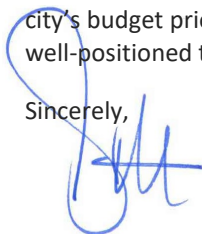
### **Looking to the future**

After 35 years of rapid growth, we are approaching a time when the needs will shift to maintaining what has been built and protecting our excellent quality of life. It also represents a shift in revenue sources.

The city is working on several strategies to address these changes. A citizens committee was appointed by the City Council to develop a new framework for managing growth in a way that protects our quality of life and the city's financial health. Additionally, the City Council's new 5-Year Strategic Plan will help focus our resources on those things most important to the community as we prepare for the future.

City staff will continue to provide regular updates to the City Council and the public about the city's budget priorities and overall financial health. By working together, we will continue to be well-positioned to deliver on our community's vision for the future.

Sincerely,



Scott Chadwick  
City Manager

# INTRODUCTION

The annual budget is the most significant expression of how City Council policies are translated into daily operations. In this document, you will see where the city gets the money it uses to carry out its mission and how that money will be spent during the fiscal year that begins July 1, 2022.

More than a spending plan, the annual budget is also intended to provide a window into the complex and dynamic economic environment within which your local government operates. As such, this document reviews local, state and national trends affecting city finances, as well as demographic information, regulations and policies that affect how, when and where the city invests resources.

## READERS GUIDE

Some of the information included in this budget document is required by state law. Other details are provided for context and transparency. More than anything, city staff have prepared this budget to serve as a practical guide and tool for ensuring the City of Carlsbad lives up to its standard of being the best run government, period.

The following information is included in the four main sections of the budget:

### Introduction

- Information about the city, its size, its demographics, the city government structure and other background
- How the budget is prepared and approved
- Input city staff received from the public and how it has been incorporated into city spending priorities
- The economic and fiscal issues facing the city
- Financial management policies

### Operating Budget

- An overview of where the city gets the money (“revenue”) to fund daily operations
- A big picture summary of city staffing levels, spending broken out into different categories and other aggregate information
- Detailed budgets for all city functional areas

### Strategic Digital Transformation Investment Program

- Major city digital transformation projects (online permitting, records management system, police computer aided dispatch system, hardware and software, security strategy, etc.) included in this year’s budget
- How projects are identified and prioritized
- Sources of funding and long-term plan

### Capital Improvement Program

- Major city construction projects (roads, water and wastewater system, parks, etc.) included in this year’s budget
- How projects are identified and prioritized
- Sources of funding and long-term plan

# BUDGET PROCESS

The City Council sets the overall policy direction for the City of Carlsbad and helps staff prioritize programs, projects and services to support that direction. Public input plays a critical role in setting both the long-range policy direction of the city and decisions about day-to-day spending. The city operates on a fiscal year that begins July 1. City staff in all departments prepare individual budgets for their functional areas. These budgets are then combined into an overall city budget that is presented to the City Council each spring for review and input.

The City Council has the authority to approve the annual budget and may amend it during the year if needed. The legal level of budgetary control is at the fund level, which means spending in each different type of fund may not exceed the budgeted amount without City Council approval. Additional information regarding the budgetary controls can be found in the resolution approving the annual operating budget in the appendices.

## FISCAL YEAR 2022-23

# BUDGET SCHEDULE

### **December 2021**

City Council begins development of a five-year strategic plan

### **January 2022**

Public input gathered on strategic plan goal themes

### **February 2022**

City departments submit initial budgets and proposed changes for review

### **March 2022**

City Council workshop to consider input and finalize strategic plan goal themes

### **April - May 2022**

Department budgets are refined and finalized. List of Capital Improvement Program projects prioritized

### **May - June 2022**

Preliminary budget presented to the City Council and public

### **June 2022**

Final City Council budget adopted

### **July 1, 2022**

First day of the new fiscal year

## December

City Council begins development of a five-year strategic plan. The City Council develops themes based on public input and the Carlsbad Community Vision.

## January

City staff hold a budget kick-off meeting to discuss priorities for the upcoming budget cycle, any changes to the budget process compared to last fiscal year, and the calendar for submission of required budget forms. Departments begin developing their budget submissions. Staff gather input from the community to help inform the specific projects and initiatives under each goal theme in the five-year strategic plan.

## February

Departments provide their budget submissions to the Finance Department. These submissions include any requests departments make to amend their budgets, such as:

- Additional funding for maintenance and operations
- Additional funding for personnel changes, such as new personnel and reclassifications
- Transferring funding for departmental reorganizations
- Movement of existing departmental budget for different purposes

Submissions also include general information about existing personnel allocations, requested out of state travel and budget for professional and outside services. Finance Department staff review submissions, analyze requested budgets, and work with departments to make any necessary changes.

## March

Departments present their budgets, including significant changes and requests for new funding, to the Finance Department. Finance Department staff provide feedback to each department in preparation for their budget presentations to the City Manager. Departments submit estimates for current fiscal year-end revenues and expenditures to Finance.

The City Council holds workshops to consider public input and finalize strategic plan goal themes.

## April

Departments present their budgets for the upcoming fiscal year to the City Manager in individual meetings. Based on feedback from these meetings, the City Manager decides which requests will move forward for City Council consideration. Finance Department staff prepare the preliminary budget document.

The City Council holds workshops to prioritize Capital Improvement Program projects.

## May

Staff present the preliminary budget to the City Council for consideration. After this public meeting, staff amends the preliminary budget document for any City Council-directed changes.

## June

At a public hearing, staff present the final proposed budget to the City Council for consideration and adoption.

# PUBLIC ENGAGEMENT

The City of Carlsbad is committed to engaging community members in decisions affecting their lives. There is perhaps no greater opportunity to shape these decisions than the creation of the annual city budget.

The city encourages input throughout the year by promoting opportunities to provide input at meetings of the City Council, boards, commissions, and committees. City staff also seek input on specific projects and initiatives. Over the past 24 months, these opportunities have included:

- South Carlsbad Coastline
- Barrio Pedestrian Lighting Improvement Project
- Potential Locations for Future Housing
- New City Hall and Civic Center
- Monroe Street Pool Improvements
- Civilian Oversight of Police
- Homeless Response
- Parks and Recreation Priorities
- Age-Friendly Community Plan
- Housing Element Update
- COVID Community Needs
- 2020-21 Budget Priorities
- City Digital Transformation
- Lowering the Railroad Tracks Through the Village and Barrio

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*The City of Carlsbad is committed to engaging community members in decisions affecting their lives. There is perhaps no greater opportunity to shape these decisions than the creation of the annual city budget*

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This input is considered by city staff and the City Council in making decisions about resource priorities. See below for more specific information regarding the public's involvement in the City Council's five-year strategic plan.

## FIVE-YEAR STRATEGIC PLAN


In 2021, the City Council decided to evolve its annual goal setting into the creation of a five-year strategic plan. The benefits of a five-year plan include:

1. Establish a common vision that will help align long term policy priorities, day-to-day operations, and resources with the community's most important values, needs and aspirations.
2. Build momentum for major goals by maintaining a focused effort over multiple years.
3. Identify agreed upon priorities, timelines and performance measures.

Starting in December 2021, the City Council developed themes based on input received through a wide variety of public engagement programs during the past 24 months and the nine core values that make up the Carlsbad Community Vision. These themes are:

- Community Character: Maintain Carlsbad's unique community character
- Economic Vitality: Foster a healthy economy
- Quality of Life and Safety: Prioritize the safety and well-being of the community
- Sustainability & Natural Environment: Protect the environment and natural resources
- Organizational Excellence & Fiscal Health: Be a model for effective and efficient local government

The City Council then asked staff to gather input from the community that could be used to help inform the specific projects and initiatives under each goal theme in the five-year strategic plan. In January and February 2022, city staff gathered input from nearly 2,000 community members through a public workshop, online survey and virtual ideas board.




**SURVEY**

**Have 5 minutes?**

Answer 3 open-ended questions based on themes from the Community Vision.

[Take the survey](#)




**IDEA WALL**

**Have 10 minutes?**

Share your ideas to the idea wall, comment on ideas already added and see what others had to say.

[Share ideas](#)



**WORKSHOP**

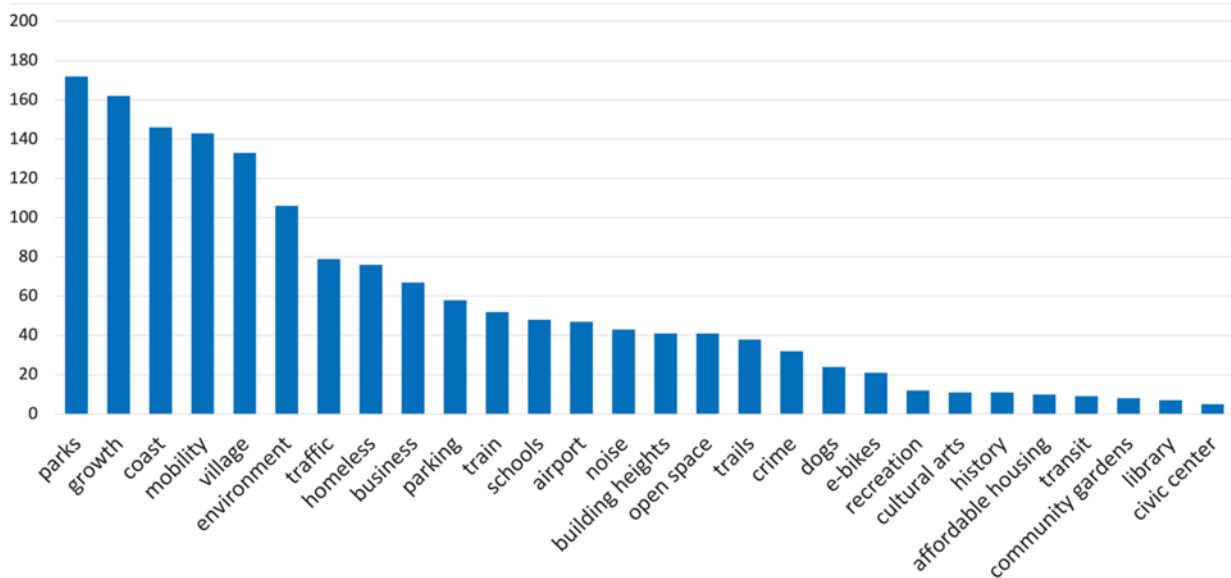
**Have 90 minutes+?**

Talk about your ideas and ask questions at a virtual workshop Feb. 1 at 6 p.m.

[Sign up](#)

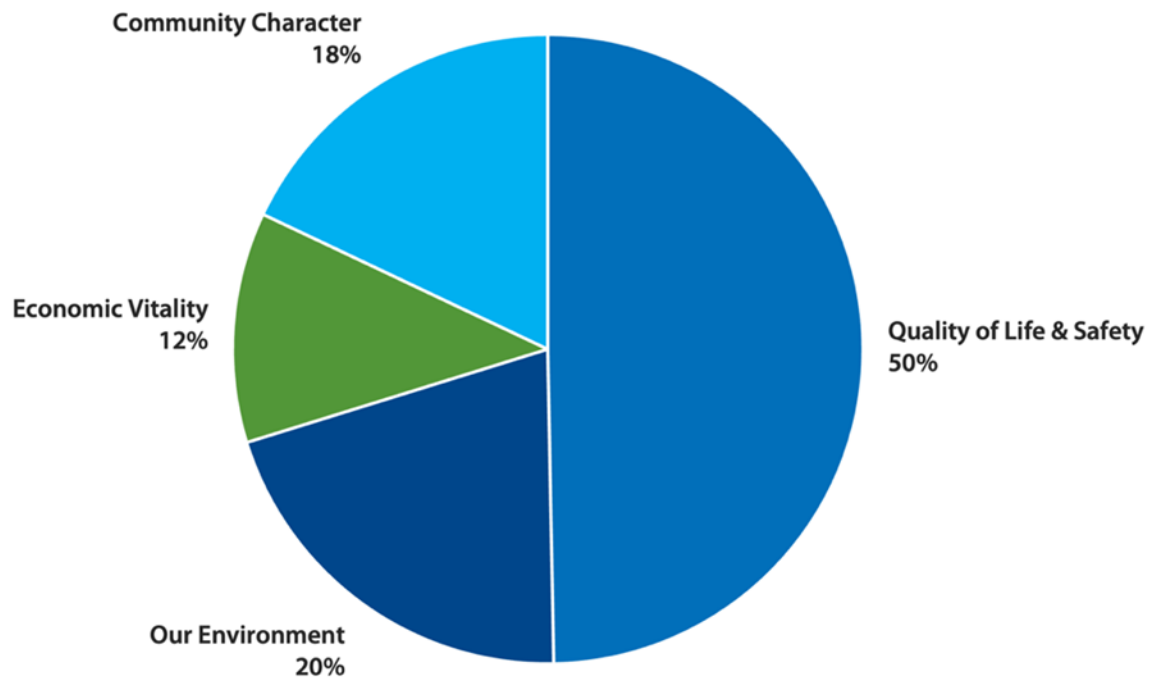
## Topics of interest

The chart below shows the topics of greatest interest among those who provided input:





Among the four public-facing City Council goal themes, quality of life and safety received more than twice as many comments and ideas as the other themes.



### How the input was used

The City Council five-year strategic plan is scheduled to be completed in fall 2022. However, public input on the major themes to be addressed in the plan was shared with all city departments to consider when developing their proposed budgets for fiscal year 2022-23. Raw data, including verbatim comments, were also shared with city staff to provide greater nuance and context.

By taking this approach, the fiscal year 2022-23 budget is already aligned with the five-year strategic plan. Once the plan is finalized, it will serve as a road map for budgets through fiscal year 2026-27 by identifying specific, measurable objectives to be achieved during this timeframe. The public will continue to be engaged in refining specific projects and initiatives within the strategic plan as it is implemented. This input will, in turn, also be incorporated into the annual budget process.

# FISCAL YEAR 2021-22 GOALS

Prior to the five-year strategic plan, the Carlsbad City Council had for many years participated in an annual goal setting process that helped inform budget priorities. In early 2021, the City Council held a series of workshops and established four goals. Goals one and four were completed in fiscal year 2021-22. Goals two and three, listed below, have costs carrying over into the fiscal year 2022-23 budget.

- Reduce the homeless unsheltered population, among those who want help, by 50% within five years, with quarterly reports until we decrease the unsheltered homeless population or five years.
- Bring the Fire Department into conformance with Standards of Cover evaluation.

The budgetary considerations for these work plans can be found below. Additional details about these priorities are included in department program summaries.

## Goal #2

Reduce the homeless unsheltered population, among those who want help, by 50% within five years, with quarterly reports until we decrease the unsheltered homeless population or five years.

### Resource Needs

- 5 new positions in Community Services Branch
- 3 new positions in Police Department
- Funding: See below

### Summary of Homeless Workplan Objective Costs

GOAL OBJECTIVE Proposed Staffing/Program	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	TOTAL
<b>1. Employments &amp; Benefits Specialist</b>							
Contract Services		\$120,000	\$120,000	-	-	-	\$240,000
Operational expenses		20,000 <sup>6</sup>	20,000 <sup>6</sup>	-	-	-	40,000 <sup>6</sup>
<b>2. Additional Homeless Outreach Team Officers &amp; Social Workers</b>							
Homeless Outreach Team staffing	\$330,117 <sup>2,3</sup>	614,984 <sup>2</sup>	645,733 <sup>2</sup>	\$678,020 <sup>2</sup>	\$711,921 <sup>1,2</sup>	\$747,517 <sup>2</sup>	3,728,292 <sup>2,3</sup>
Social workers (Co. of SD Pilot Program)	-	-	-	-	-	-	-
<b>3. Enhancing Clinical Services at La Posada Emergency Shelter</b>							
Agreement with Catholic Charities		180,000	180,000	180,000	-	-	540,000
<b>4. Operate a Carlsbad Hotel/Motel Voucher Pilot Program</b>							
Hotel/Motel Voucher Program <sup>4</sup>	260,000 <sup>5</sup>	2,940,000	-	-	-	-	3,200,000
Program Manager		123,795 <sup>1</sup>	124,735 <sup>1</sup>	130,971 <sup>1</sup>	137,520 <sup>1</sup>	144,396 <sup>1</sup>	661,417 <sup>1</sup>
Animal services contract		TBD	TBD	TBD	TBD	TBD	TBD
<b>5. Community Resource Center Services</b>							
Agreement with CRC		350,000	350,000	-	-	-	700,000
<b>6. Homeless Action Subcommittee</b>							
Program Costs		-	-	-	-	-	-
<b>7. Create a new Housing and Homeless Services Department</b>							
Director	20,593	247,113 <sup>1</sup>	259,469 <sup>1</sup>	272,442 <sup>1</sup>	286,064 <sup>1</sup>	300,368 <sup>1</sup>	1,386,049 <sup>1</sup>
Housing Services Manager		182,226 <sup>1</sup>	186,087 <sup>1</sup>	195,392 <sup>1</sup>	205,161 <sup>1</sup>	215,419 <sup>1</sup>	984,285 <sup>1</sup>
Management Analyst		123,795 <sup>1</sup>	124,735 <sup>1</sup>	130,971 <sup>1</sup>	137,520 <sup>1</sup>	144,396 <sup>1</sup>	661,417 <sup>1</sup>
<b>TOTAL</b>	<b>\$610,710</b>	<b>\$4,901,913</b>	<b>\$2,010,759</b>	<b>\$1,587,796</b>	<b>\$1,478,186</b>	<b>\$1,552,096</b>	<b>\$12,141,460</b>

<sup>1</sup> Mid-range personnel costs (salary, benefits) plus one-time equipment purchases in FY2021-22 (Director position reflects upper-range). Personnel cost increased 5% per year.

<sup>2</sup> Personnel costs for one sergeant and two officers (salary, benefits, overtime, vehicle replacement). Personnel costs increased 5% per year.

<sup>3</sup> Reflects two months personnel costs plus one-time equipment purchases.

<sup>4</sup> Voucher related expenses potentially 100% reimbursable through FEMA/Project RoomKey until September 30, 2021, which would proportionally reduce city costs.

<sup>5</sup> One month estimated program cost. Any unexpended amount to carry forward to FY 2021-22.

<sup>6</sup> Covers expenses helping individuals secure employment such as bus passes, clothing vouchers, background checks, printing.

## Goal #3

Bring Fire Department into conformance with Standards of Cover evaluation.

### Fire Department Resource Needs

Fiscal Year 2021-22 (\$2,607,050)

- Two ambulances (\$580,000)
- Ambulance outfitting (\$260,000)
- Ambulance supplies (\$78,300)
- Reserve apparatus (\$133,624)
- 9 FTE Paramedic Firefighters, 6 months (\$715,302)
- Paramedic Firefighter equipment (\$556,974)
- 3 FTE Emergency Medical Technicians, 6 months (\$129,750)
- FT Emergency Medical Technician equipment (\$83,358)
- 2 PT Emergency Medical Technicians, 6 months (\$35,854)
- PT Emergency Medical Technician equipment (\$33,888)

Fiscal Year 2022-23 (\$2,049,911)

- Fire engine (\$806,000)
- Fire engine outfitting (\$172,600)
- Fire engine supplies (\$21,150)
- 12 FTE Emergency Medical Technicians, 6 months (\$519,000)
- FT Emergency Medical Technician equipment (\$333,432)
- 3 PT FTE Emergency Medical Technicians, 6 months (\$53,781)
- PT Emergency Medical Technician equipment (\$50,832)
- 3 Captain promotions, 6 months (\$46,119)
- 3 Engineer promotions, 6 months (\$11,997)
- Temporary Fire Station 7 operating costs, 6 months (\$35,000)

### Public Works Resource Needs

Fiscal Year 2021-22 (\$935,000)

- New CIP project for Fire Station 6 (\$35,000 for office to bedroom conversion)
- New CIP project for Temporary Fire Station 7 (\$900,000)  
\*includes community outreach for \$50,000

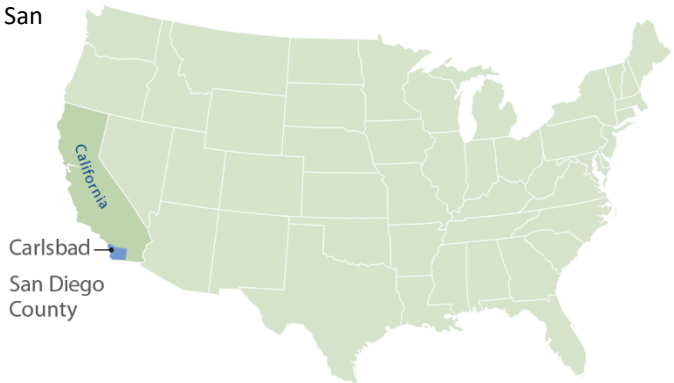
Fiscal Year 2022-23 (\$15,000,000)

- New CIP project for permanent Fire Station 7 (\$15M) in 5-7 years plus property acquisition

ABOUT  
CARLSBAD

# CARLSBAD, CALIFORNIA

The City of Carlsbad is situated in north San Diego County where a great climate, beautiful beaches and lagoons, and abundant natural open space combine with world class resorts, family attractions, well-planned neighborhoods, a diverse business sector and a charming village atmosphere to create the ideal California experience.



POPULATION  
115,000

SIZE  
39 sq. miles

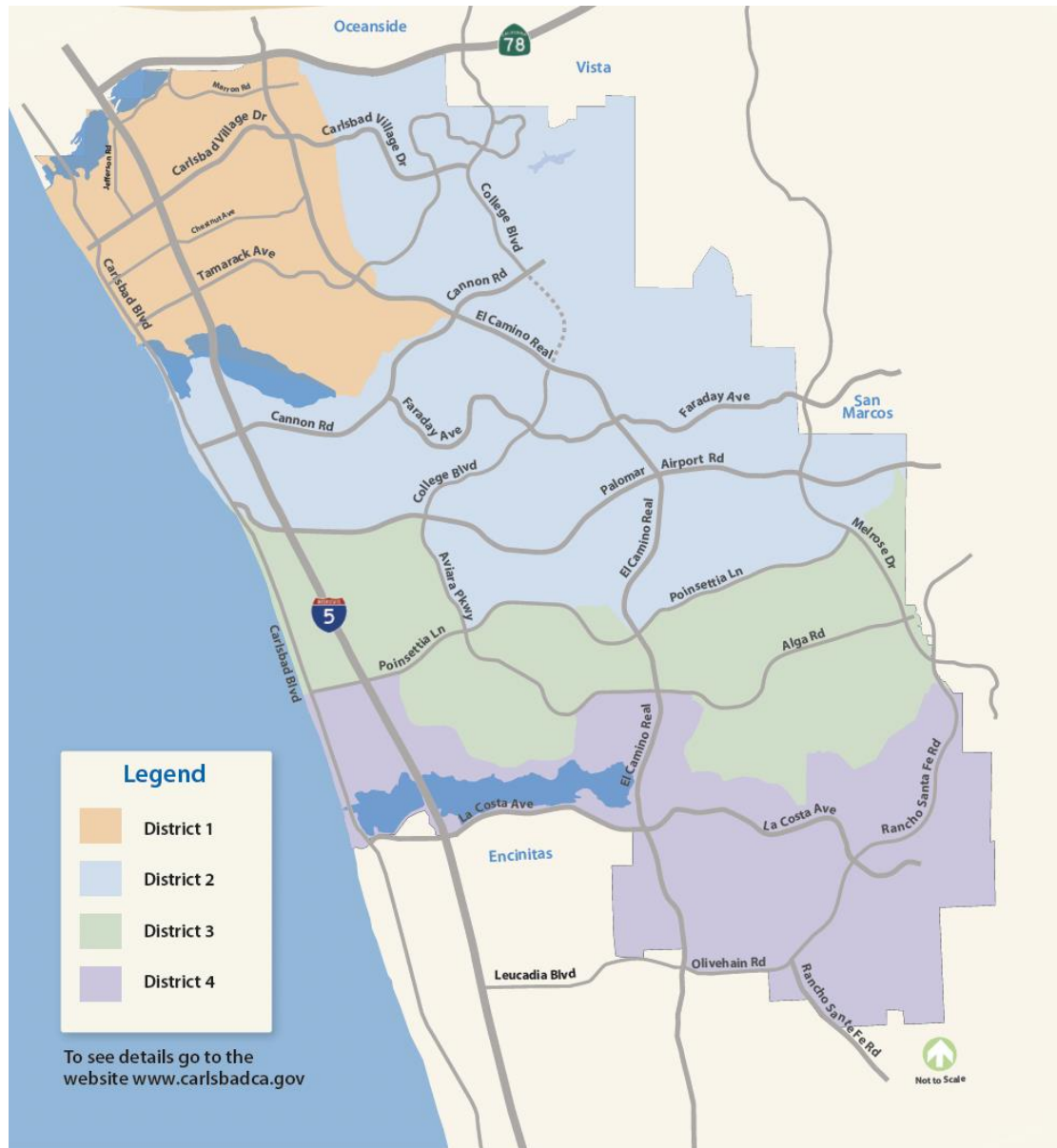
COASTLINE  
6+ miles

LAGOONS  
3

OPEN SPACE  
9,500 acres

# CITY GOVERNMENT

The City of Carlsbad is a municipal corporation following the council-manager form of government. The City Council, the city's legislative body, defines the policy direction of the city. The city manager oversees the day-to-day operations of the city. The City of Carlsbad also has an elected City Clerk and City Treasurer.



## Districts

The City Council consists of an elected mayor and four elected council members. Each serves a four-year term. In 2017, the city switched to a system where City Council members are elected by district instead of at large or citywide. District boundaries were updated following the 2020 Census.

## Charter city

There are two types of cities in California: charter and general law. Charter cities follow the laws set forth in the state’s constitution along with their own adopted “charter” document. General law cities follow the laws set forth by the state legislature.

In 2008, City of Carlsbad residents voted to approve the charter city measure, Proposition D, by 82%. The charter gives the City of Carlsbad more flexibility on such issues as purchasing and contracting, because the process mandated by the state can be expensive and cumbersome, causing project delays. Certain affairs, such as traffic and vehicle regulation, open and public meetings laws, certain planning and environmental laws, and eminent domain, remain matters of state authority even as a charter city.

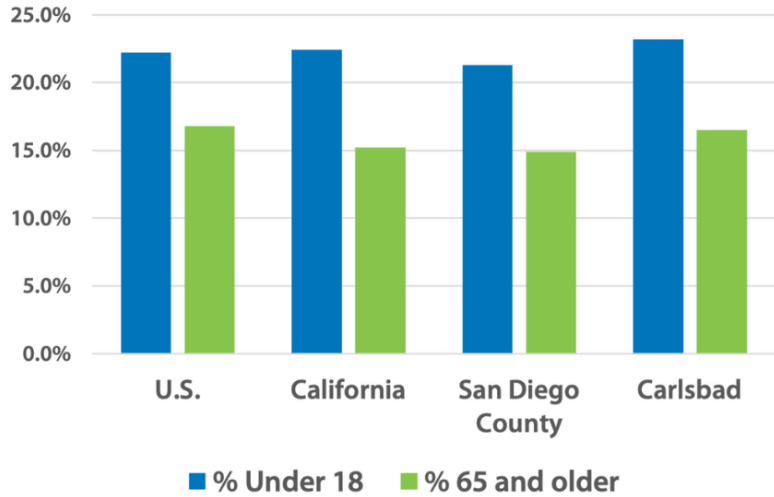
## Our history

Named for a famed 19th Century European spa whose mineral springs were found to be remarkably similar to those found here, the City of Carlsbad’s history reflects the heritage of many cultures. The shoreline of the city’s Agua Hedionda Lagoon was home to the indigenous Luiseño and Diegueños Indians for centuries before the arrival of the Spaniards. The area known today as Carlsbad was once a territory of Spain and then Mexico. The City of Carlsbad was incorporated in 1952 and today is home to more than 100,000 people. Guided by an award-winning growth management plan approved by voters in 1986, the City of Carlsbad has matured into a well-rounded community where parks, roads and other infrastructure have kept pace with development. Now that the period of rapid growth is coming to an end, the city is focused on sustaining an excellent quality of life for residents and continuing to foster a strong sense of community.



# DEMOGRAPHICS

## Age



## Technology

97.5 %  
Households with a computer



94.5 %  
Households with broadband internet



## Education



**50%  
HIGHER**

Percentage of households with a bachelor's degree or higher compared to San Diego County

## Median income



**\$112,993**

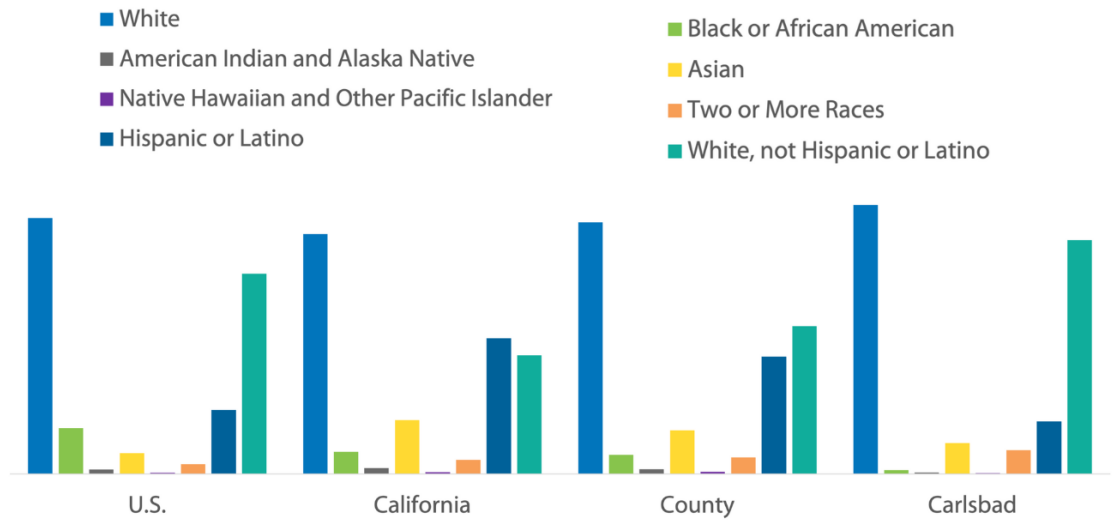
37% higher than county

73.7% higher than U.S.





## Racial composition



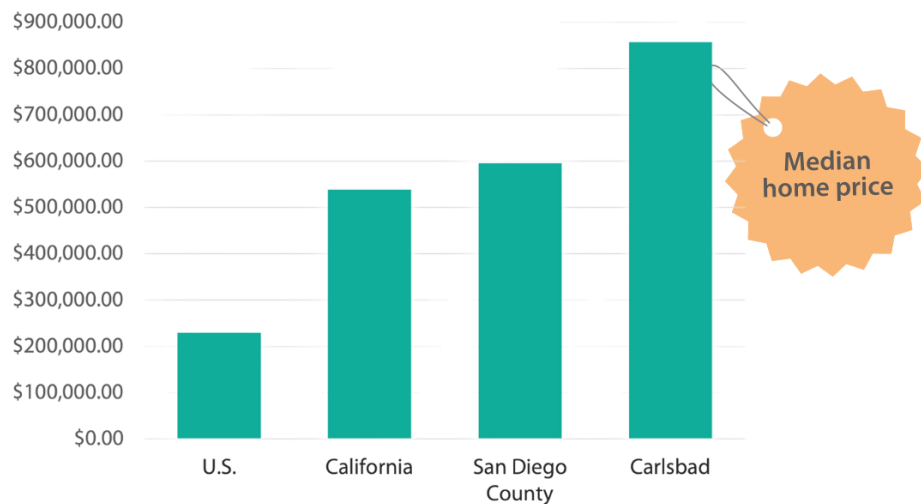
## Homeownership

16%

higher than county average



64.4%  
U.S.  
55.3%  
California  
53.9%  
SD County  
62.5%  
Carlsbad



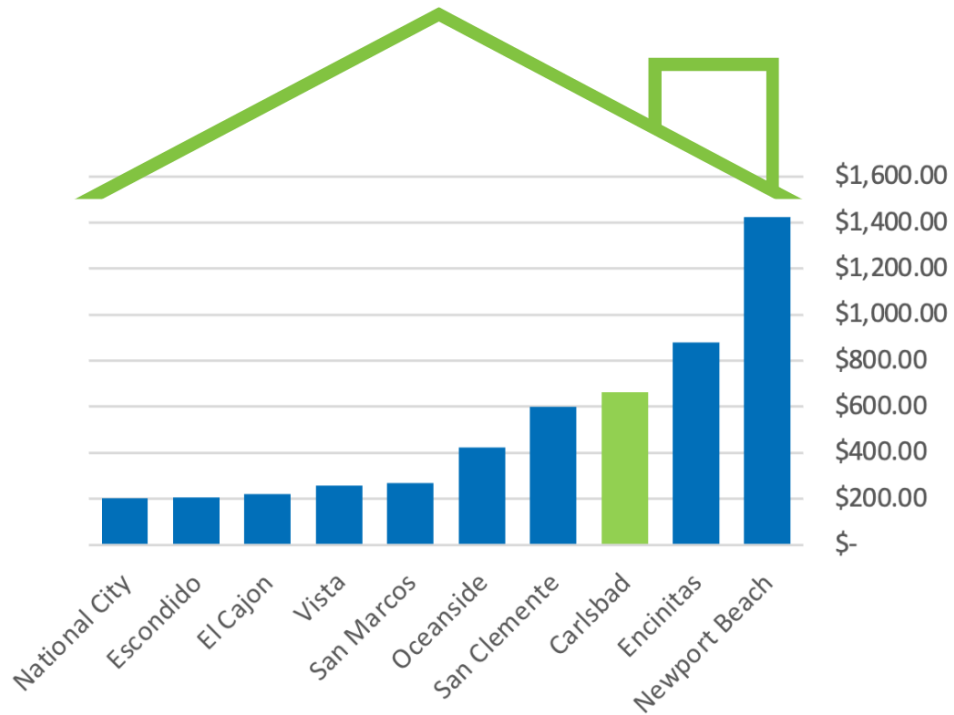
## HOW CARLSBAD COMPARES

The table below shows General Fund revenue comparisons with neighboring jurisdictions for fiscal year 2021-22 adopted budgets. Population estimates for 2021 and total General Fund budgets are included for additional context.

	STATISTICS		MAJOR REVENUE SOURCES				
	Population (2022 est.)	General Fund Budget		Property Tax	Sales Tax	Transient Occupancy Tax	Building Permits
<b>Carlsbad</b>	115,585	\$198,445,022	% of GF Revenue	41.0%	24.7%	14.5%	0.5%
			Per Capita	\$705.18	\$424.99	\$249.19	\$7.79
<b>El Cajon</b>	105,638	\$92,148,947	% of GF Revenue	26.1%	50.2%	3.0%	1.6%
			Per Capita	\$222.91	\$428.24	\$25.56	\$13.92
<b>Encinitas</b>	61,515	\$97,592,155	% of GF Revenue	62.9%	17.5%	3.7%	2.1%
			Per Capita	\$944.65	\$263.19	\$55.60	\$30.89
<b>Escondido</b>	150,679	\$125,773,960	% of GF Revenue	26.1%	40.6%	1.7%	0.9%
			Per Capita	\$217.55	\$338.55	\$14.60	\$7.30
<b>National City</b>	61,471	\$66,215,913	% of GF Revenue	16.1%	58.4%	2.4%	0.6%
			Per Capita	\$174.40	\$632.10	\$26.03	\$6.88
<b>Newport Beach</b>	83,727	\$244,186,089	% of GF Revenue	49.6%	17.6%	10.5%	1.4%
			Per Capita	\$1,569.42	\$555.69	\$331.90	\$42.99
<b>Oceanside</b>	173,048	\$185,760,494	% of GF Revenue	42.2%	14.6%	5.8%	1.9%
			Per Capita	\$461.08	\$159.19	\$63.60	\$20.71
<b>San Clemente</b>	63,380	\$81,159,560	% of GF Revenue	53.5%	17.0%	3.9%	0.7%
			Per Capita	\$646.79	\$205.03	\$47.41	\$7.89
<b>San Marcos</b>	93,585	\$89,423,393	% of GF Revenue	30.6%	24.5%	0.8%	0.5%
			Per Capita	\$292.33	\$233.90	\$7.90	\$4.47
<b>Vista</b>	100,291	\$103,851,942	% of GF Revenue	27.7%	34.2%	1.7%	1.7%
			Per Capita	\$287.28	\$354.10	\$17.20	\$17.97

## Property tax per capita

The chart below shows fiscal year 2022-23 Property Tax revenue per capita comparison with other jurisdictions:



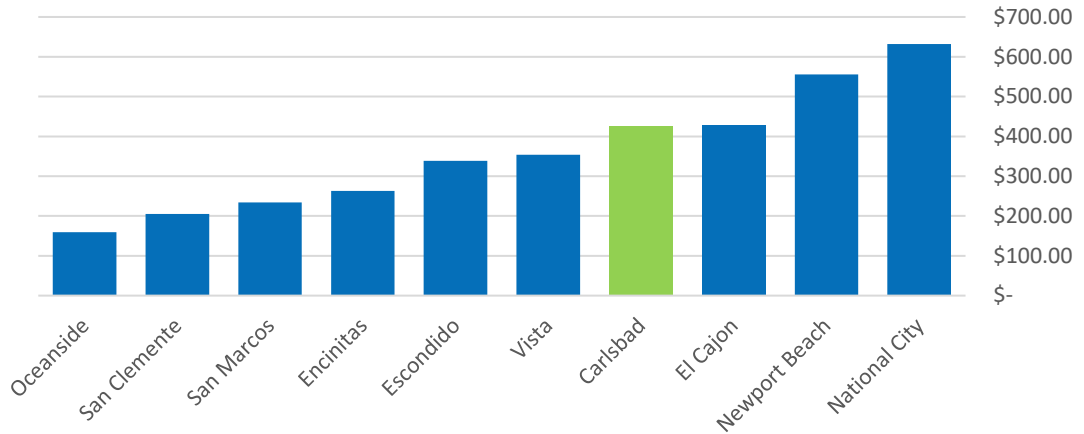
## Top property tax contributors

Taxpayer	2021 Taxable Assessed Value	% of Total City Net Assessed Value
Poseidon Water Desalination Plant	\$424,822,973	1.21%
La Costa Glen Retirement Community	\$276,265,671	0.78%
Legoland California, LLC	\$252,623,430	0.72%
La Costa Resort & Spa	\$240,911,267	0.68%
The Forum Shopping Center	\$206,583,259	0.59%
Levine Investments Limit Partnership	\$182,685,818	0.52%
The Shoppes at Carlsbad	\$178,546,161	0.51%
Park Hyatt Aviara Resort	\$160,542,900	0.46%
Grand Pacific Carlsbad LP	\$160,427,282	0.46%
La Costa Town Center, LLC	\$154,861,764	0.44%



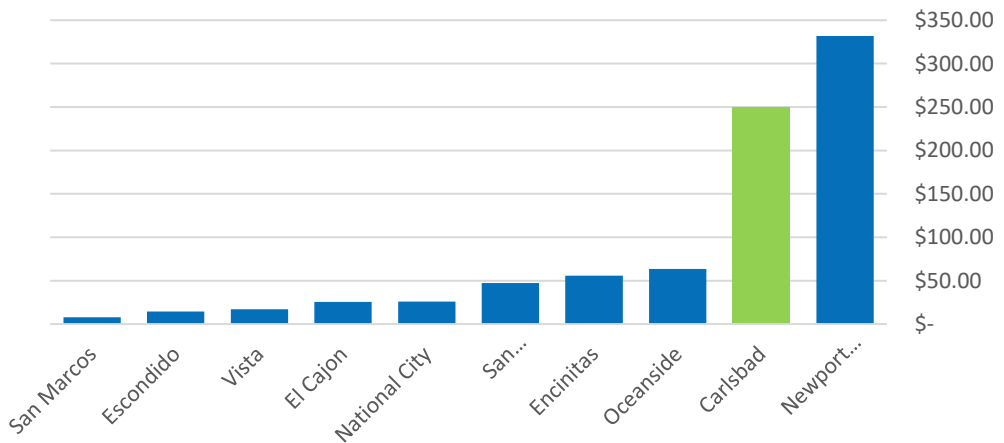
## Sales tax per capita

The chart below shows fiscal year 2022-23 Sales Tax revenue per capita comparison with other jurisdictions:



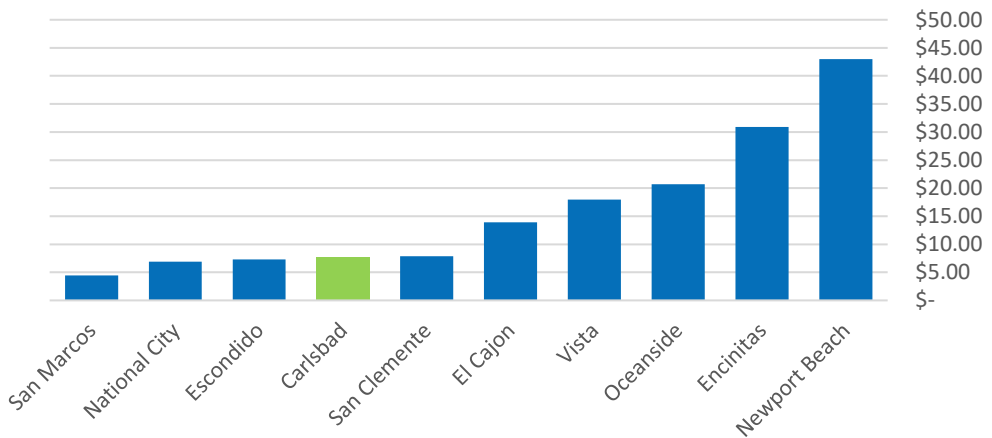
## Transient occupancy tax per capita

The chart below shows fiscal year 2022-23 Transient Occupancy Tax revenue per capita comparison with other jurisdictions:



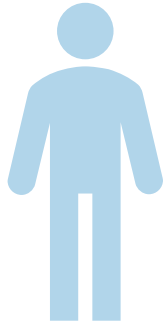
## Building permit fee revenue per capita

The chart below shows fiscal year 2022-23 building permit fee revenue per capita comparison with other jurisdictions:



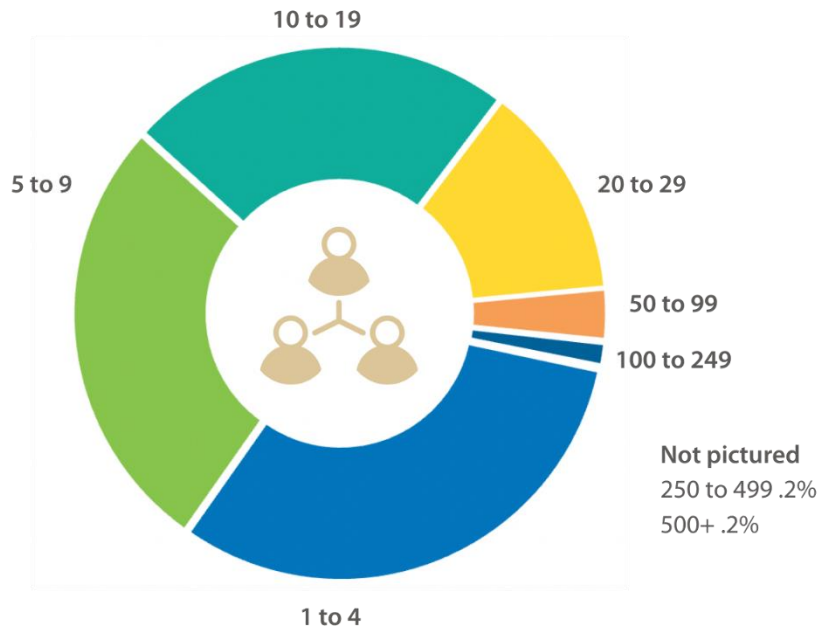
# BUSINESS SECTOR

## Top employers

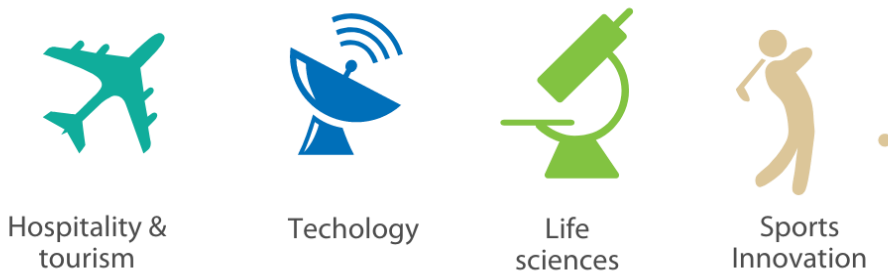


Name	Industry	Employees
Viasat	Information Technology	2,481
Legoland California	Hospitality and Tourism	2,300
Thermo Fisher Scientific	Life Sciences	1,982
Omni La Costa Resort & Spa	Hospitality and Tourism	1,300
Carlsbad Unified School District	Education	1,092
TaylorMade Golf Company	Action Sports	960
City of Carlsbad	Government	748
Nortek Security & Control	Information Technology	637
HM Electronics, Inc.	Information Technology	571
Gemological Institute of America	Research and Education	555

## Company size by employees



## Top industries



## Top sales tax generators

Alphatec Spine	Genmark Diagnostics	Premier Chevrolet of Carlsbad
Apple Stores	Hoehn Motors	Premier Kia of Carlsbad
Bob Baker Chrysler/Dodge /Jeep/Ram	Jaguar/Land Rover Carlsbad	Shell Service Stations
Bob Baker Hyundai	Ken Grody Ford	Tesla
Bob Baker Mazda	Legoland California	Toyota Lease Trust
Bob Baker Subaru	Legoland Food & Beverage	Toyota Scion
Chevron Service Stations	Lexus Carlsbad	Vons Grocery Company
Costco Wholesale	Life Technologies	
Fashionphile	Lowe's Home Center	





August 1, 2022





FISCAL ISSUES  
& FINANCIAL  
MANAGEMENT

## ECONOMIC AND FISCAL ISSUES FACING THE CITY

At the time of developing the Fiscal Year 2022-23 Proposed Budget, the world, nation, state and city continues to grapple with the ongoing economic effects of COVID-19. In the City of Carlsbad, the most profound effects have been concentrated in the restaurant, travel, entertainment, and leisure and hospitality sectors. Hospitality and tourism businesses have been hard-hit over the past two years with fluctuating health order restrictions and consumer confidence impacting travel. Hotel occupancy in January 2022 was significantly lower than January 2019 levels. However, occupancy rose sharply in recent months, with March 2022 occupancy (75.5%) nearly matching March 2019 occupancy levels (76.5%). With the Omicron surge behind us, tourism leaders are optimistic that individual and family travel could continue to rise.

Prior to the pandemic, the city boasted a low unemployment rate of 2.9%. At the height of the pandemic, unemployment spiked to 13.8%. Over the past two years, the unemployment rate has had some correlation to the prevalence of COVID-19 in the region. However, despite the Delta and Omicron surges, which caused an uptick in unemployment at the state level in December 2021 (6.5%), unemployment continued to fall at the county and city level. The unemployment rate in March 2022 was 4.2% at the state level, 3.4% at the county level, and 3.1% in Carlsbad. This is 0.2% above pre-pandemic lows. Currently, many employers are citing difficulty in finding and retaining workers. In March 2022, nationally, there were 1.9 open jobs for every unemployed worker. This is one underlying cause to increased wage pressures and difficulty in retaining employees.

National interest rates, which dropped significantly during the pandemic, have now eclipsed pre-pandemic rates for all categories. One-year rates are currently at 1.63%, ten-year rates are currently at 2.32%, and 30-year rates are at 2.44%. With current inflation concerns, the Federal Reserve has begun to raise interest rates and indicates plans for further rate increases over the next several quarters.

To spawn economic recovery, several federal, state and local programs were approved, providing substantial resources for businesses. These include the American Rescue Plan; the Paycheck Protection Program, for which Carlsbad companies were recipients at a higher rate than any other North County city in the first round; the State of California Small Business Relief Program; and the City of Carlsbad's Economic Recovery and Revitalization Initiative. Most health order restrictions on businesses have now been lifted since the fiscal year 2021-22 budget was adopted on June 8, 2021, and the results have been positive across most of the city's revenue streams. While the city is beginning to have a clearer picture of our revenue outlook, economic uncertainty resulting from inflation and geopolitical conflict has created strong demand for conservative revenue projections into the future.

Maintaining good fiscal health must remain a top priority. Meeting this objective preserves the city's ability to continue providing important programs and services to the community. Past economic challenges and prudent financial planning have provided opportunities for developing solutions to address lost revenues while preserving vital services. Revenues, along with the local economy, are expected to continue to recover as COVID-19 restrictions lessen, but this recovery will be partially offset by the end of federal and state aid that was provided as well as uncertainties surrounding rising inflation and geopolitical conflict. Expenditures and revenues will need to be closely monitored as a result. Disciplined spending and long-term financial planning remain critical to ensuring the future sustainability of important city programs and services.

## Long-Term Financial Planning

Strategic planning begins with determining the city's fiscal capacity based upon long-term financial forecasts of recurring available revenues and future financial obligations. Prior to the adoption of the annual budget, the finance department will prepare a Ten-Year Financial Forecast ("Forecast") that evaluates known internal and external issues impacting the city's financial condition. The methodology for preparing the Forecast can be found in the appendix of this document. The Forecast is intended to help the city:

- Attain and maintain financial sustainability;
- Have sufficient long-term information to guide financial decisions;
- Have sufficient resources to provide programs and services for the stakeholders;
- Identify potential risks to on-going operations in the long-term financial planning process and communicate these risks on an annual basis;
- Establish mechanisms to identify early warning indicators; and
- Identify changes in expenditure or revenue structures needed to deliver services or to meet the goals adopted by the City Council.

It is important to stress that the Forecast is not a budget. The Forecast does not dictate expenditure decisions, but rather highlights the need to prioritize the allocation of the city's limited resources to ensure the continuation of core city services. The purpose of the plan is to provide the City Council, key stakeholders, and the public an overview of the city's fiscal health based on various financial and service level assumptions over the next ten years. It also allows for the discussion of necessary steps to be initiated during the development and implementation of future budgets. The Forecast is intended to look beyond the annual budget cycle and serve as a planning tool to bring a long-term perspective to the budget process. The Forecast also takes into consideration Council Policies that need to be met on an annual basis including General Fund reserve guidelines, pension funding guidelines, etc. Should projected expenditures exceed projected revenues in any given year, the City Manager will need to identify steps to mitigate the shortfalls prior to presenting a balanced budget to the City Council for consideration during the annual budget development process.

It should be noted that the Forecast is a snapshot in time and will change as additional information is made available and incorporated into the fiscal projections. COVID-19 and the economic uncertainty associated with the pandemic period has increased the volatility of projecting future revenues.

The city prepares a long-term financial model for both capital and operating needs. It is imperative that the city plan for the impacts of development, the construction and operation of new public facilities, and planning resources needed to build them. The city prepares a ten-year operating forecast for the General Fund, a five-year Strategic Digital Transformation Investment Program, and a fifteen-year Capital Improvement Program. As part of the new Strategic Digital Transformation Investment Program and the Capital Improvement Program, the city annually calculates the amounts needed to pay for the projects and calculates the anticipated operating budget impacts. In this way, the city can anticipate the effects of development from both a capital and an operating perspective.

One important initiative the city has undertaken to ensure its financial health is the development of an Infrastructure Replacement Fund. With this fund, the city sets aside a portion of General Fund revenues on an annual basis for major maintenance and replacement of its infrastructure. Much of the city's infrastructure is relatively new; thus, the city is just now experiencing the impact of maintenance requirements. By setting aside funds now, the city's residents can be assured that the proper maintenance and replacement will be performed, as needed, on streets, parks and many facilities for which the city is responsible.

Employee retirement costs continue to require ongoing prudent fiscal management. The City Council issued a pension funding policy to codify its commitment to ensure that resources will be available to fulfill the city's contractual retirement promises to its employees, and to minimize the chance that the funding of these benefits will interfere with providing essential services to the community. The policy outlines a funding discipline to ensure that adequate resources will be accumulated in a systematic and disciplined manner to fund the long-term cost of benefits to the plan participants and annuitants. Overall funding levels of the city's plans are reviewed annually to ensure the city's funding level remains at least 80% – the city's minimum targeted level. While this enhances the city's funding position, risks remain in the system. Required employer contributions will continue to increase over the next few years and actual contribution increases could exceed expectations if future investment return rates or other factors are unfavorable.

### Revenue and expenditure growth projections

The city's Forecast considers the annual growth of all currently known elements of city revenues and expenditures. Projecting revenues is particularly difficult when considering the short-term impacts of COVID-19 on the economy, leaving the timing of an economic rebound and future growth volatility uncertain. When forecasting expenditures, some of the major factors considered are rising healthcare and workers' compensation costs, underperforming pension programs, and general inflation in both personnel and operating expenditures. Currently, the city projects expenditure growth will outpace revenue growth in the near future. To support the increase in ongoing costs, the city will need to consider alternative options, such as ways to increase economic activity that will drive sustainable increases in the city's current revenue base, an expansion of the city's revenue base, or a reduction of the city's current service offerings and associated costs.

### American Rescue Plan Act

The American Rescue Plan Act of 2021 was passed on March 11, 2021 which allocated \$12.6 million in COVID-19 recovery funds to the city. The American Rescue Plan Act provides an infusion of resources to help turn the tide on the pandemic, address its economic fallout and lay the foundation for a strong recovery. In accordance with the American Rescue Plan Act, funds are allowed to be used through Dec. 31, 2024 and may be used to:

- Support urgent COVID-19 response efforts,
- Replace lost public sector lost revenue,
- Support immediate economic stabilization, and
- Address systemic public health and economic challenges.

The funds are restricted from being used to offset tax cuts or for pension liabilities. These funds are provided in two tranches: the first tranche, in which \$6.3 million was received in May 2021, and the second tranche, was received in June 2022. The city has appropriately used the funds as a replacement of revenue to partially offset the negative economic impacts from the pandemic. To substantiate the use of these funds for revenue replacement, the American Rescue Plan Act requires the city to demonstrate the extent of revenue reduction. Following the final guidance from the U.S. Department of the Treasury, the city's current projected revenue loss from the COVID-19 pandemic is estimated to be more than the \$12.6 million in funding awarded to the city.

# FINANCIAL MANAGEMENT POLICIES

## Revenue Policies

The development and maintenance of balanced and reliable revenue streams will be the primary revenue objective of the city. Efforts will be directed to optimize existing revenue sources while periodically reviewing potential new revenue sources. One method to maximize existing revenue sources is to promote a healthy business climate. Revenue estimates will be prepared on an annual basis during the preparation of the budget and major revenue categories will be projected on a ten-year basis. Revenues will be estimated conservatively using accepted standards and estimates provided by the state and other governmental agencies. Alternative revenue sources will be periodically evaluated to determine their applicability to meet identified city needs. Sources of revenue will be evaluated and modified as necessary to assure a diversified and growing revenue base that improves the city's ability to handle fluctuations in individual revenue sources.

Revenues from "one-time" or limited duration revenue sources will not be used for ongoing operating expenses. Fees and charges for services will be evaluated and, if necessary, adjusted annually to ensure that they generate sufficient revenues to meet service delivery costs. The city will establish user charges at a level generally related to the full cost (operating, direct, indirect and capital costs) of providing the service, unless the City Council determines that a subsidy from the General Fund is in the public interest. The city will also consider market rates and charges levied by other municipalities of similar size for like services in establishing rates, fees and charges. Enterprise and internal service funds will be self-supporting.

## Expenditure and Budget Policies

Major expenditure categories will be projected on a ten-year basis. The city will operate on a current funding basis. Expenditures will be budgeted and controlled so as not to exceed current revenues plus the planned use of any accumulated fund balances. Annual budgeted operating expenditures shall not exceed annual operating revenues, including budgeted use of reserves, unless directed by the City Council.

The City Manager shall prepare and submit to the City Council annually a proposed operating, strategic digital transformation investment program and capital improvement program budget each year, and the budgets will be adopted by June 30 of each year. Budget status reports are prepared monthly, distributed to all departments and posted on the city's website. Because the budget is based on estimates, from time to time, it is necessary to make adjustments to finetune the line-items within it. Various levels of administrative control are utilized to maintain the budget's integrity. Program managers are accountable for the line-item level of control of their individual program budgets. Department heads are accountable for the fund level of control for funds within their departments. The Finance Department oversees the general level of accountability related to budgetary integrity through systematic checks and balances and various internal controls.

[Council Policy No. 87 – General Fund Surplus Policy](#) outlines the use of surplus funds resulting from unrestricted General Fund actual revenues exceeding total actual expenditures, encumbrances, and commitments for a given fiscal year. It is the intent of the city to use all surplus funds generated to meet reserve policies, and the reduction or avoidance of long term liabilities. The city will not use year-end surplus funds to fund ongoing operations unless otherwise approved by the City Council.

The city will use surplus funds to replenish any General Fund deficiencies, up to the minimum level as set forth in [Council Policy No. 74 – General Fund Reserve Policy](#) and then any pension liability deficiencies, as defined in [City Council Policy No. 86 – Pension Funding Policy](#).

The City Manager is authorized to approve the carryforward of any unencumbered and unspent and unencumbered budget for a particular item equal to or less than \$100,000 into the following fiscal year. These items will be one-time expenditures and not for ongoing services, programs or personnel. Any remaining surplus funds in excess of reserve and pension liability deficiencies and items equal to or greater than \$100,000 will be brought forward for City Council approval.

The city adheres to long-range financial planning which forecasts revenues and expenditures over a long-term period, using assumptions about economic conditions, future spending scenarios, and other salient variables. Financial planning allows the city to execute overall strategies to support the process of aligning financial capacity with long-term service objectives. Financial forecasts are updated at least once a year, or more often, if unexpected changes in economic conditions or other unforeseen circumstances exist. Any significant changes will be reported to the City Manager and the City Council. Otherwise, these financial forecasts will be used as a tool during the development of the annual budget process and to set utility rates as needed.

### Reserve Policies

The city formally mandates the levels at which reserves shall be maintained for the General Fund and informally sets minimum target levels for the enterprise and internal service funds.

[Council Policy No. 74 – General Fund Reserve Policy](#) was most recently updated and approved by the City Council in June 2019. The purpose of the policy is to establish a target minimum level of designated reserves in the General Fund to:

- Reduce the risk of financial impacts resulting from a natural disaster or other catastrophic events;
- Respond to the challenges of a changing economic environment, including prolonged downturns in the local, state or national economy; and
- Demonstrate continued prudent fiscal management and creditworthiness.

The city commits to maintaining General Fund reserves (the term reserve refers to any unassigned fund balance) at a target of 40% of General Fund annual operating expenditures. The total reserve level will be calculated using the prior year's adopted General Fund budgeted expenditures.

At the discretion of the City Council, reserve levels in excess of the 40% target requirement may be used for one-time opportunity cost purposes. Reserve funds will not be spent for any function other than the specific direction in the annual budget or by a separate City Council action.

As a general budget principle concerning the use of reserves, the City Council decides whether to appropriate funds from reserves. Reserve funds will not be spent for any function other than the specific purpose of the reserve account from which they are drawn without specific direction in the annual budget or by a separate City Council action.

The [Wastewater Fund and Water Operating Fund Reserves](#) will target a reserve funding level of 40%. The reserve amount is calculated by dividing unassigned fund balance by total budgeted operating expenses plus replacement transfers plus budgeted debt service payments. The annual budget process and the setting of utility user rates and charges will be used to achieve and maintain the target reserve level.

The city's [Workers' Compensation Fund](#) will maintain a minimum reserve equal to the estimated outstanding claims as calculated by a third-party administrator. Additional reserve amounts may be set aside as deemed appropriate based on a third-party actuarial study completed at two year intervals. During the annual budget process, the target confidence level will be compared with the projected fund balance, and, if the projected fund balance is greater than or lesser than the target, a plan to adjust the fund balance will be considered, using either or both increasing revenues through interdepartmental charges and one-time cash contributions from those funds contributing to the shortfall.

The [Risk Management Fund \(General Liability\)](#) will maintain a minimum reserve equal to the estimated outstanding claims as calculated by a third-party administrator. Additional reserve amounts may be set aside as deemed appropriate based on a third-party actuarial study completed at two-year intervals. During the annual budget process, the reserve level will be compared with the projected fund balance, and, if the projected fund balance is greater than or lesser than the target, a plan to adjust the fund balance will be considered, using either or both increasing revenues through interdepartmental charges and one-time cash contributions from those funds contributing to the shortfall.

The [Information Technology Asset Replacement Fund](#) shall maintain a minimum reserve level defined as the amount of accumulated depreciation of capitalized assets based on the original cost of each capitalized asset, and up to a maximum reserve level defined as the accumulated depreciation based on the estimated replacement cost of each capitalized asset.

The [Vehicle Asset Replacement Fund](#) shall maintain a minimum reserve level defined as the amount of accumulated depreciation of capitalized Fleet assets based on the original cost of each capitalized asset, and up to a maximum reserve level defined as the accumulated depreciation based on the estimated replacement cost of each capitalized asset.

### [Investment Policy](#)

The city has established a formal Investment Policy. It is the policy of the City of Carlsbad to invest public funds not required for immediate day-to-day operations in safe, liquid and medium-term investments that shall yield an acceptable return while conforming to all California statutes. It is intended that the policy cover the investment activities of all contingency reserves and inactive cash under the direct authority of the city. Investments of the city and its component units will be made on a pooled basis; however, investments of bond proceeds will be held separately if required.

### [Pension Funding Policy](#)

The city's [Council Policy No. 86 – Pension Funding Policy](#) embodies funding and accounting principles to ensure that resources will be available to fulfill the city's contractual promises to its employees. The policy objectives include using actuarially determined contributions, or ADC, provided by CalPERS, funding the full amount of the ADC each year, maintaining no less than a combined minimum of 80% funded ratio, and demonstrating accountability and transparency by communicating all information necessary for assessing the city's progress toward meeting its pension funding objectives.

In the event the city is unable to meet the minimum combined pension funded ratio of 80% with current resources (i.e., without borrowing or using reserves), the Finance Director will identify a reasonable period to return to a minimum 80% funded ratio status.

### Long Term General Fund Capital Funding Policy

The city's [Council Policy No. 91 – Long Term General Fund Capital Funding Policy](#) ensures the needs of the city are met and demonstrates continued prudent fiscal management by providing a funding source for long-term, large value capital purchases. Many city assets demand large capital expenditures, examples include roads, building, parks, and information technology infrastructure. The city funds the General Fund portion of these necessary investments by adopting an annual budget that includes a transfer from the General Fund to one or more of the city's long-term capital funds. These long-term capital funds include the General Capital Construction Fund, the Infrastructure Replacement Fund and the Technology Investment Capital Fund. The city commits to targeting a transfer to the city's long-term capital funds of 6% of budgeted General Fund revenues. The transfers are proposed during the annual budget process or on an as needed basis for the City Council's consideration.

Full versions of these policies and other City Council policies are available on the city's website at [www.carlsbadca.gov/city-hall/laws-policies/council-policies](http://www.carlsbadca.gov/city-hall/laws-policies/council-policies).



# APPROPRIATION LIMIT

The appropriations limitation imposed by the state, otherwise known as the Gann Limit, creates a restriction on the amount of revenue that can be appropriated in any fiscal year. The basis for calculating the limit began in fiscal year 1978-79 and is increased based on population growth and inflation. The appropriation limit applies only to those revenues defined as proceeds of taxes.

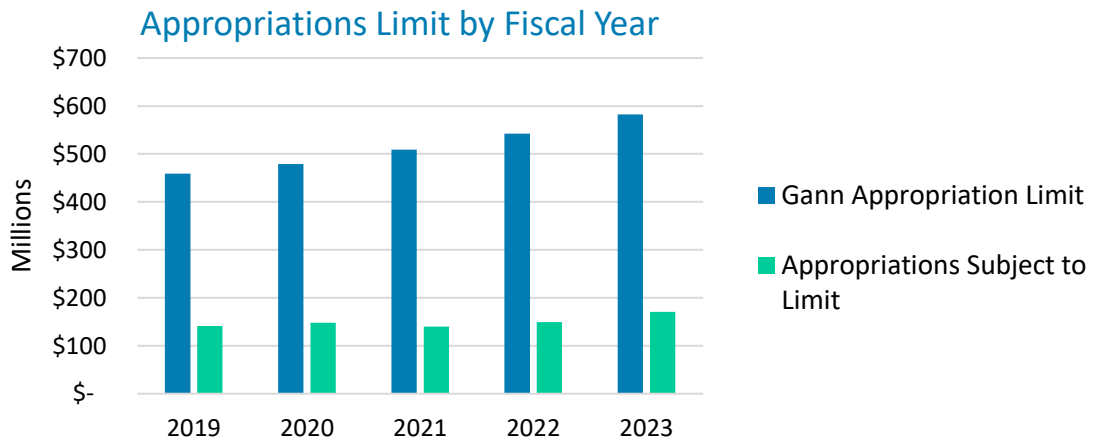
- Population growth of Carlsbad, **OR**
  - Population growth within San Diego County,
- AND**
- Growth in California per capita income, **OR**
  - Growth in non-residential assessed valuation due to new construction in the city.

The factors used to calculate the fiscal year 2022-23 Limit were:

- Population growth of Carlsbad **AND**
- Growth in California per capita income.

The formula is outlined below:

Fiscal Year 2021-22 Expenditure Limit	<u>\$542,095,062</u>
% Population growth within Carlsbad	0.9992
Growth in California per capita income	<u>X 1.0755</u>
Net Increase Factor	1.0746
Fiscal Year 2022-23 Limit (2021-22 Limit x Factor)	<u>\$582,535,354</u>
Current Appropriation of Proceeds of Taxes (Subject to the Limit)	\$170,799,505



The City of Carlsbad’s appropriation limit is currently almost three and a half times its annual appropriations. With such a large margin, it is unlikely that the city will reach the appropriation limit in the foreseeable future.

## DEBT MANAGEMENT

The City of Carlsbad has a AAA credit rating and is widely acknowledged for its financial stability and responsible management of resources. The use of debt has always been a primary issue in the development of the Capital Improvement Program and the policies to implement the city's Growth Management Program. Over the years, the city has issued millions of dollars of bonds and Certificates of Participation to fund streets, buildings, sewer and water facilities, open space acquisitions, and other infrastructure projects. The city is continually evaluating its outstanding debt as well as potential future issues to ensure that interest costs are kept at a minimum and the use of the bond funds is appropriate.

The Government Code of the State of California has established maximum general obligation debt limits for local governments within the state. The city's outstanding general obligation debt should not exceed 15% (as adjusted by 25% per the law) of total assessed property value. As of June 30, 2021, the city's calculated debt limit for general obligation debt was \$1.4 billion.

The city currently has approximately \$56.5 million of debt outstanding as of June 30, 2022. Of that \$56.5 million, \$1.95 million is Redevelopment Tax Allocation Bonds, \$12.4 million is water construction loans and the remainder is debt of financing districts. Outstanding debt obligations of financing districts (special districts and/or assessment districts) within the city do not obligate the City of Carlsbad and are not paid from the city's General Fund. No new debt is anticipated to be issued for the General Fund in the upcoming year.

**City of Carlsbad  
Outstanding Debt Issues**

Debt Issue Name	Repayment Source	Fund	Bond Rating	Retirement Year	Principal Outstanding at 6/30/22	Purpose
<b>1993 Redevelopment</b>						
Tax Allocation Bonds	Tax Increment	802	AAA	2023	\$ 1,950,000	Refund 1988 bonds and obtain additional redevelopment funds
<b>CFD #3 2016 Improvement Area 1</b>						
Special Tax Bonds	Special District	434	Unrated	2036	6,575,000	Refunding of CFD 1
<b>CFD #3 2016 Improvement Area 2</b>						
Special Tax Bonds	Special District	434	Unrated	2038	10,615,000	Refunding of CFD 2
<b>1998 Rancho Carrillo (AD 96-1)</b>						
Limited Obligation Improvement Bonds	Assessment District	209	Unrated	2028	3,225,000	Fund improvements within Rancho Carrillo
<b>2013 Reassessment District (AD 2012-1)</b>						
Limited Obligation Improvement Bonds	Assessment District	420	Unrated	2035	21,780,000	Refund Poinsettia/College/Cannon
<b>State Water Resources Control Board Loans</b>						
2005 Construction Loan	Recycled	502		2025	1,847,446	Fund phase II of Industrial Park Pipelines
2006 Construction Loan	Water	502	Unrated	2027	5,745,655	Fund phase II of Industrial Park Pipelines
2014 Construction Loan	User Fees	507		2050	4,804,281	Fund phase III of Industrial Park Pipelines
<b>Totals</b>					<b>\$ 56,542,381</b>	

Debt Issue Name	Debt Service Payments During FY 2022-23			Debt Service Payments from FY 22-23 to Maturity			Debt Service Payments Total from Inception to Maturity		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
<b>1993 Redevelopment</b>									
Tax Allocation Bonds	\$ 950,000	\$ 78,175	\$ 1,028,175	\$ 1,950,000	\$ 104,675	\$ 2,054,675	\$ 15,495,000	\$ 15,473,210	\$ 30,968,210
<b>CFD #3 2016 Improvement Area 1</b>									
Special Tax Bonds	360,000	174,363	534,363	6,575,000	1,480,644	8,055,644	8,290,000	2,537,069	10,827,069
<b>CFD #3 2016 Improvement Area 2</b>									
Special Tax Bonds	510,000	293,475	803,475	10,615,000	2,950,513	13,565,513	13,015,000	4,738,675	17,753,675
<b>1998 Rancho Carrillo (AD 96-1)</b>									
Limited Obligation Improvement Bonds	585,000	248,785	833,785	3,225,000	831,257	4,056,257	19,600,000	18,007,741	37,607,741
<b>2013 Reassessment District (AD 2012-1)</b>									
Limited Obligation Improvement Bonds	1,195,000	456,633	1,651,633	21,780,000	7,226,741	29,006,741	31,300,000	16,891,222	48,191,222
<b>State Water Resources Control Board Loans</b>									
2005 Construction Loan	600,673	46,186	646,859	1,847,446	93,133	1,940,578	9,694,504	2,595,825	12,290,329
2006 Construction Loan	1,097,473	132,150	1,229,623	5,745,655	402,459	6,148,113	19,382,546	5,174,387	24,556,933
2014 Construction Loan	-	-	-	4,804,281	780,424	5,584,705	4,804,281	780,424	5,584,705
<b>Totals</b>	<b>\$ 5,298,146</b>	<b>\$ 1,429,766</b>	<b>\$ 6,727,912</b>	<b>\$ 56,542,381</b>	<b>\$ 13,869,845</b>	<b>\$ 70,412,226</b>	<b>\$ 121,581,331</b>	<b>\$ 66,198,553</b>	<b>\$ 187,779,884</b>

# BASIS OF BUDGETING

The city budgets on a modified accrual basis for all funds except for its enterprise and internal service funds, which are budgeted on a full accrual basis. This is consistent with the city's basis of accounting as reported in its Annual Comprehensive Financial Report.

The city's **Governmental fund budgets** consist of:

- The General Fund
- Special revenue funds
- Capital project funds

To summarize, under this basis, revenues are estimated for the fiscal year if they are susceptible to accrual, e.g. amounts can be determined and will be collected within the current period. Principal and interest on general long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for liabilities expected to be incurred during the current period or shortly thereafter to pay current liabilities.

**Proprietary fund budgets** are adopted using the full accrual basis of accounting whereby revenue projections are developed recognizing revenues expected to be earned in the period, and expenditure estimates are developed for all expenses anticipated to be incurred during the fiscal year. The city's proprietary fund types consist of enterprise and internal service funds because the city has municipally-owned utilities or other enterprise activities.

**Fiduciary funds** are used if the city has a fiduciary or custodial responsibility for assets. The city currently budgets for one fiduciary fund, the Successor Agency to the Former Carlsbad Redevelopment Agency.

The legal level of **Budgetary Control** is the fund level, and expenditures should not exceed budgeted amounts at the fund level. Budgetary control is maintained through the city's accounting system, as well as through monthly reporting on all revenue and expenditure accounts and other special reports summarizing the financial position of the city. The City Council adopts the formal budget for all funds prior to the beginning of each fiscal year and may amend the budget, as necessary by City Council action, throughout the year. All unencumbered, unspent appropriations expire at year-end unless specifically carried into the new fiscal year in accordance with **Council Policy No. 87 – General Fund Surplus Policy**.

**Internal Controls** exist with the accounting system to ensure safety of assets from misappropriation, unauthorized use or disposition, and to maintain the accuracy of financial record keeping. These internal controls must be established consistent with the sound management practices based on the cost and benefit of the controls imposed. The cost of a control should not be excessive in relation to its benefit as viewed by city management. The internal controls in existence within the city's system are sufficient to ensure, in all material aspects, both the safety of the city's assets and the accuracy of the financial record keeping system.

Controls on the use and transfers of budget funds are outlined in the adopted budget resolution in the appendix of this document.

# BUDGETARY FUND STRUCTURE

The budget of the city is organized based on funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures.

Detailed descriptions of each fund and a department/fund budget relationship matrix can be found in the appendix of this document. The various funds are grouped as follows:

## GOVERNMENTAL FUNDS

### General Fund

#### Special Revenue Funds

- Affordable Housing
- Agricultural Mitigation Fee
- Buena Vista Channel Maintenance District
- Citizens' Option for Public Safety (COPS)
- Community Activity Grants
- Community Development Block Grant
- Cultural Arts Donations
- Habitat Mitigation Fee
- Library and Arts Endowments
- Library Gifts and Bequests
- Lighting and Landscaping District 2
- Local Cable Infrastructure
- Median Maintenance District
- Police Asset Forfeiture
- Public Safety Grants
- Recreation Donations
- Rental Assistance/Section 8 Program
- Senior Program Donations
- Street Lighting Maintenance District
- Street Tree Maintenance District
- Tyler Court Apartments

#### Capital Project Funds

- Bridge and Thoroughfare District 2 --Poinsettia Lane/Aviara Parkway
- Bridge and Thoroughfare District 3 – Cannon Road West
- Community Facilities District 1
- Gas Tax
- Gas Tax-Road Maintenance and Rehabilitation
- General Capital Construction (GCC)
- Grants-Federal
- Industrial Corridor Park Fees
- Infrastructure Replacement (IRF)
- Park in-Lieu Fees (PIL)
- Parking in-Lieu Fees
- Planned Local Drainage Area Fees (PLD)
- Public Facilities Fees (PFF)
- Technology Investment Capital
- Transportation Development Act (TDA)
- Traffic Impact Fees (TIF)
- TransNet

## PROPRIETARY FUNDS

### Internal Service Funds

- Workers' Compensation
- Risk Management
- Vehicle Maintenance
- Vehicle Replacement
- Information Technology Operations
- Information Technology Replacement

### Enterprise Funds

- Potable Water Operations
- Potable Water Connection
- Potable Water Replacement
- Recycled Water Operations
- Recycled Water Connection
- Recycled Water Replacement
- Wastewater Operations
- Wastewater Connection
- Wastewater Replacement
- Solid Waste Management
- Watershed Protection
- The Crossings Golf Course

## FIDUCIARY FUND

### Private Purpose Trust Fund

- Successor Agency to the Redevelopment Agency

# California Society of Municipal Finance Officers

*Certificate of Award*

## **Operating Budget Excellence Award Fiscal Year 2021-2022**

*Presented to the*

### **City of Carlsbad**

For meeting the criteria established to achieve the CSMFO Excellence Award in Budgeting.

**February 28, 2022**



*Marcus Pimentel*

*Marcus Pimentel*  
CSMFO President

*Michael Manno*

*Michael Manno, Chair*  
Recognition Committee

*Dedicated Excellence in Municipal Financial Reporting*

The California Society of Municipal Finance Officers, or CSMFO, recognizes those entities with highly professional budget documents with two levels of certificates. The first level is the "Meritorious Budget Award," which requires the entity to meet a very specific list of criteria defined by CSMFO. The second level is the "Operating Budget Excellence Award," which requires that the organization meet even higher criteria which effectively enhances the usability of the document.

In preparing the budget for fiscal year 2022-23, the city has once again followed CSMFO's award criteria. This budget document will be submitted to CSMFO for the fiscal year 2022-23 budget award program.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Carlsbad  
California**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director

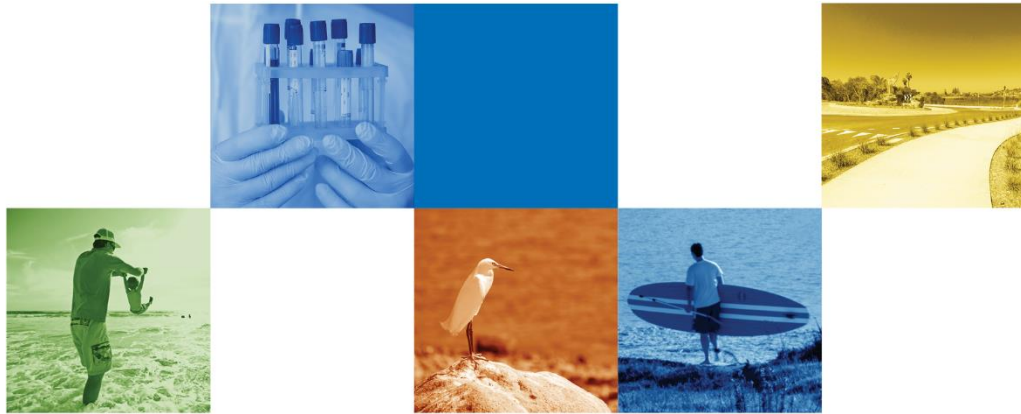
Government Finance Officers Association of the United States and Canada, or GFOA, presented a Distinguished Budget Presentation Award to City of Carlsbad, California, for its Annual Budget for the fiscal year beginning July 1, 2021. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

This award is valid for a period of one year only. In preparing the budget for fiscal year 2022-23, the city has once again followed GFOA's award criteria. This budget document will be submitted to GFOA for the fiscal year 2022-23 budget award program.



# OPERATING BUDGET OVERVIEW

This section includes a summary of the revenues and expenditures included in the fiscal year 2022-23 operating budget. Spending is presented by funding source, department and type, such as personnel or maintenance and operations. For context, previous years' spending levels are often presented alongside this information.



Detailed summaries of department services and expenditures are included within the five main sections of the operating budget following this overview. The five city branches include:

- Public Safety
- Public Works
- Community Services
- Administrative Services
- Policy & Leadership

Information about the city's approach to planning for and funding digital transformation efforts throughout the city is included in the Strategic Digital Transformation Investment Program section.

Information about capital projects, such as construction of roads and pipelines, the development of parks and construction and maintenance of city facilities, is included in the Capital Improvement Program section.

# OPERATING BUDGET REVENUE SUMMARY

The Operating Budget for fiscal year 2022-23 totals \$342.3 million, with revenues for the year estimated at \$339.8 million. General Fund revenues are estimated at \$198.8 million and General Fund budgeted expenditures are \$198.4 million, which includes \$2.7 million in one-time expenditures funded from General Fund revenues to operationalize the City Council’s goals and priorities. Excluding the one-time expenditures, the General Fund budgeted operating expenditures are \$195.7 million.



Revenue estimates for the Operating Budget indicate the city will receive a total of \$339.8 million in fiscal year 2022-23, a change of 0.1% or \$0.4 million below the estimated fiscal year 2021-22 revenues. General Fund revenues are expected to increase by \$20 million compared to the prior year’s adopted revenues and decrease \$6.2 million or 3% compared to fiscal year 2021-22 estimates. Special Revenue funds are projected to decrease by 5.0% or \$1.0 million over fiscal year 2021-22 estimates. Enterprise Fund revenues are projected to increase by 5.6% or \$4.7 million in the upcoming fiscal year. Internal service funds are increasing consistently with service level additions in other departments. The Successor Agency Housing Trust revenues are expected to decrease by \$0.6 million as the loan owed to the General Fund was fully repaid by the end of fiscal year 2020-21. More detailed information on the city’s revenue sources is provided in the following discussion.

The following table shows the total operating revenues anticipated to be received by the city for fiscal year 2021-22, as well as those budgeted for fiscal year 2022-23.

## REVENUE SUMMARY BY FUND TYPE

(in Millions)

Fund	Estimated 2021-22	Budgeted 2022-23	\$ Change	% Change
General Fund	\$ 204.9	\$ 198.8	\$ (6.2)	-3.0%
Special Revenue	18.9	17.9	(1.0)	-5.0%
Enterprise	84.8	89.6	4.7	5.6%
Internal Service	30.5	33.1	2.6	8.4%
Successor Agency Housing Trust	1.1	0.5	(0.6)	-52.2%
<b>Total</b>	<b>\$ 340.2</b>	<b>\$ 339.8</b>	<b>\$ (0.4)</b>	<b>-0.1%</b>

## General Fund

General Fund revenues provide a representative picture of the local economy. These revenues are of particular interest as they fund basic city services such as Police, Fire, Library & Cultural Arts, Street and Park Maintenance and Recreation programs. The table below provides a summarized outlook of the General Fund revenues.

### GENERAL FUND REVENUES (In Millions)

	Estimated 2021-22	Budgeted 2022-23	\$ Change	% Change
Property Tax	\$ 79.7	\$ 81.5	\$ 1.8	2.3%
Sales Tax	50.3	49.1	(1.2)	-2.4%
Transient Occupancy Tax	28.1	28.8	0.7	2.5%
Franchise Taxes	6.3	7.0	0.7	11.4%
Business License Tax	6.8	6.2	(0.6)	-8.6%
Development Revenues	3.7	2.9	(0.9)	-23.5%
All Other Revenue	30.0	23.3	(6.7)	-22.4%
<b>Total</b>	<b>\$ 204.9</b>	<b>\$ 198.8</b>	<b>\$ (6.2)</b>	<b>-3.0%</b>

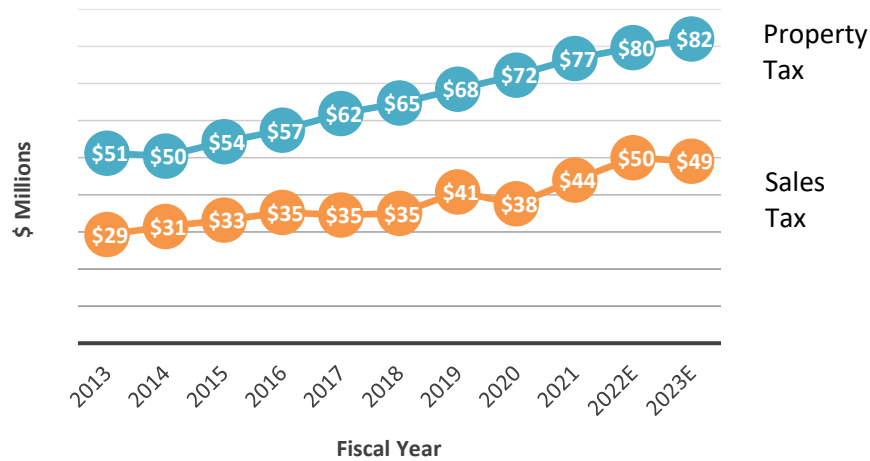
The COVID-19 pandemic has created immense uncertainty in the city's revenues, most notably in sales tax and transient occupancy tax. The fiscal year 2021-22 adopted budget had anticipated continued adverse impacts from the pandemic with moderate recovery; however, current estimations indicate sales tax and transient occupancy tax will reach historically high levels. While sales tax revenues were budgeted at \$43.9 million and transient occupancy tax was budgeted at \$18.4 million, actual revenues are estimated at \$50.3 million and \$28.1 million, respectively. This was mainly due to the staggered lessening of COVID-19 restrictions coupled with pent-up demand and inflationary increases. While recovery from the pandemic was accelerated compared to original estimates, new uncertainty surrounding the economy is rising. Significant inflationary increases and its impacts on disposable income, tourism and the housing market indicate that maintaining a conservative outlook for the city's revenues in the future is most prudent.

Just over 80% of General Fund revenues are derived from three sources – property tax, sales tax, and transient occupancy tax. Sales tax receipts and TOT revenues tend to be much more sensitive to changes in economic conditions, unlike property tax revenues, which remain relatively stable because of the mitigating effect of Proposition 13, which limits annual growth in assessed values.

**Property tax**, the largest source of General Fund revenues, is expected to grow by 6% over last year's adopted budget and 2.3% over the fiscal year 2021-22 estimated amount. While the residential real estate market in Carlsbad has seen significant increases in values, commercial property assessed values are still expected to remain relatively flat. Due to the uncertainty and slowdown of economic activity created from the COVID-19 pandemic, commercial property transactions have been limited during the prior year. Proposition 8 allows owners to have their property temporarily revalued if market value is lower than the factored base year value, posing a risk that commercial property values could temporarily decrease. While recovery from the pandemic has commenced, new uncertainties have grown surrounding the economy, specifically inflation and impacts on disposable income and the housing market. Commercial property prices are not anticipated to increase significantly on an annual basis.

Assessed values on the residential real estate are expected to grow modestly, capped by California’s Proposition 13. Proposition 13, adopted in 1978, limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more than 2% per year. The value upon which the tax is based is only increased to the full market value upon the sale of a property. The maximum increase of assessed values when properties are not sold is by the change in California’s Consumer Price Index, which was 1.036% in 2021-22 – below the 2% cap for the first time since 2016-17. Residential activity has been driven by low interest rates on mortgages, pent-up demand that built during the shutdown and an increase in the ability to work remotely. Increasing rates and diminishing pent-up demand as we exit the pandemic will have an impact compared to past experience. The median price of a single family residence in Carlsbad based on resale data from Zillow is \$1.4 million, up by 28.5% year over year in March 2022.

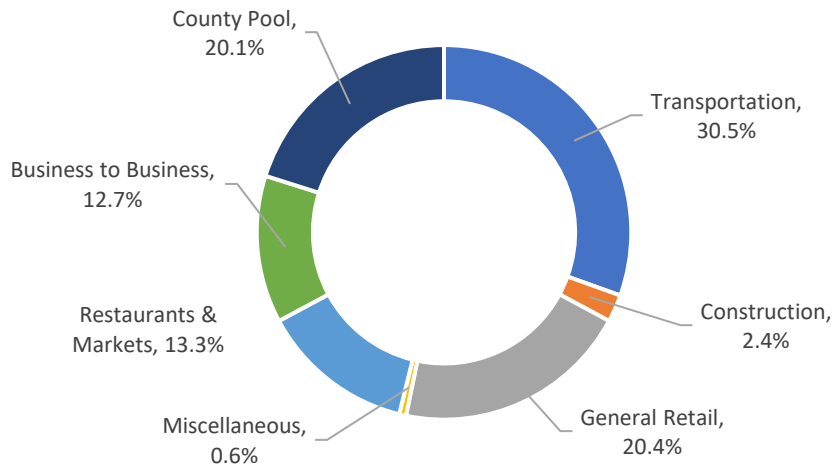
## Property and Sales Tax Revenues



Changes in property tax revenues lag behind changes in the housing market, as the tax revenue for the upcoming fiscal year is based on assessed values from the previous January. Thus, the taxes to be received for fiscal year 2022-23 are based on assessed values as of January 1, 2022.

Property taxes tend to grow slowly unless there is a significant amount of development-related activity. In past decades the city has seen robust growth in property tax revenue due to new development, high turnover of existing homes, and double-digit growth in housing prices. However, as opportunities for new development and growth lessen, development-related revenues have slowed. In addition to recent interest rate increases, slower development combined with minimal commercial property transactions and tax reform has caused a slowing in property tax growth in the city.

## Sales Tax by Category Fourth Quarter 2021



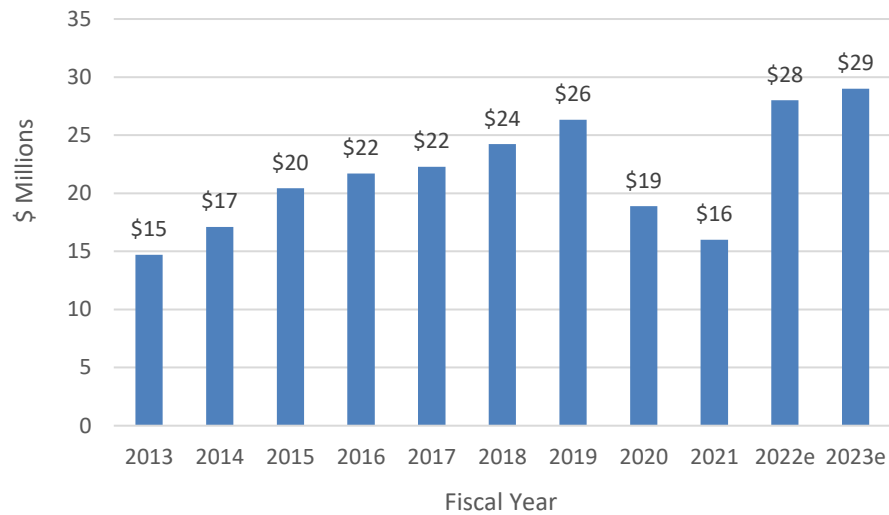
**Sales Tax** revenues generally move in step with economic conditions and overall Carlsbad's economy has been neutral during the pandemic. The restrictions resulting from the COVID-19 pandemic have led to increases in segments like auto sales, construction, drug store sales, chemical products, food markets and recreational products, while others like restaurants and general retail took a major hit. The city has also benefitted from sales tax revenues on internet sales generated as a result of the Wayfair or AB147 law that went into effect in October 2019.

Until fiscal year 2019-20 sales tax revenues had improved markedly, peaking in fiscal year 2018-19 at \$40.8 million. The onset of the pandemic in March 2020 resulted in swift reductions in sales tax revenues and the city ended the year with \$38 million in sales tax revenues. During fiscal year 2020-21, impacts of COVID-19 on sales tax generally correlated with shelter-in-place mandates. As restrictions were lifted, recovery was realized as fiscal year 2020-21 ended with \$44 million in sales tax revenues. However, fiscal year 2021-22 experienced the most accelerated recovery—the city is estimated to end the year at a historic high of \$50 million in sales tax revenues. Much of this recovery resulted from the easing of restrictions and pent-up demand. As we move forward into fiscal year 2022-23, much uncertainty remains surrounding market and economic conditions like inflation and impacts to disposable income. As a result, a conservative estimate of \$49.1 million is budgeted for fiscal year 2022-23 which represents a decrease of \$0.9 million, or 2%, over fiscal year 2021-22 estimates.

As indicated in the chart above, the city's sales tax base is heavily weighted in the transportation (comprised heavily of new auto sales) and general retail sectors, which combined account for over half of taxable sales in Carlsbad. New auto sales are highly elastic—or responsive to changes in price—in comparison to economic trends, and tax revenues from new auto sales fell precipitously during the recession, from \$6.7 million in 2007 to \$4.4 million in 2009. Since that dip, auto sales tax revenues hit a high of \$12.2 million for the four quarters ended December 31, 2021. With general retail sales tax suffering for the year ended December 31, 2020, the most recent four quarters have shown full recovery increasing nearly 75% and reaching historic levels.

Revenues received under Proposition 72, a 0.5 cent increase in California sales tax for the funding of local public safety services, is included in sales tax revenues.

## Transient Occupancy Taxes



The third highest General Fund revenue source is **Transient Occupancy Tax**, also known as TOT or hotel tax. TOT was the revenue category most adversely impacted by COVID-19. From historic highs of \$26 million in fiscal year 2018-19, year-over-year decreases of 27% and 16% were experienced. As of last year, TOT was expected to increase approximately 47%, marking the beginning of an anticipated 3-year recovery. However, this recovery was accelerated with the easing of restrictions and pent-up demand which resulted in TOT revenues reaching new historic highs. In fiscal year 2021-22 TOT is estimated at approximately \$28 million. While group business travel has yet to fully return to pre-pandemic levels, uncertainty around rising inflation and diminishing pent up demand drive a more conservative estimate in fiscal year 2022-23.

TOT has historically increased as new hotels—such as the two hotels at the Legoland California Resort, Cape Rey Carlsbad Beach Resort and the Westin Hotel—have opened. The city saw the opening of the Home2Suites and the Springhill Suites hotels during fiscal year 2021-22, but the impact of new openings has been overshadowed by the COVID-19 disease containment and suppression measures. As we navigate through the pandemic, TOT revenues are anticipated to increase.

According to a report from Tourism Economics, San Diego County tourism will see significant growth in visitation demand of around 36% in calendar year 2022 and another 9% in calendar year 2023. The projected rebound is driven by lifted travel restrictions and the regions attractiveness for leisure travel, offset by weak group and business travel. The following few years are expected to increase steadily as group and business travel become more prevalent and increases in available rooms continue. The City of Carlsbad currently has approximately 4,812 hotel rooms, 668 timeshares, and over 357 registered vacation rentals.

**Franchise Tax** revenue has stabilized in recent years and is projected at \$7.0 million in fiscal year 2022-23. Franchise taxes are paid by certain industries that use the city's right-of-way to conduct their business. The city currently has franchise agreements for cable TV service, solid waste services, cell sites, fiber optic antenna systems and gas and electric services. The solid waste franchise fee experienced minor revenue increases that mirror growth in population and changes in rate structures. Cable TV franchise revenue is expected to decrease by 5% from \$1.44 million to \$1.36 million over the next fiscal year due to decreases in the number of paid subscription services. This

trend will most likely continue in future years as more subscribers cut cable services and move to online streaming services.

In April 2021, a new franchise agreement for solid waste was approved with Republic Services of San Diego. The General Fund receives 7.5% of revenues collected. Revenue is expected to increase overall to reflect the increased costs associated with a new organics composting program mandated by state law and to provide new services based on feedback from the community.

San Diego Gas & Electric pays franchise taxes for the use of the public land over which they transport gas and electricity. The city also receives an “in-lieu” franchise tax based on the value of gas and electricity transported on SDG&E lines, but purchased from another source. The “in-lieu” tax captures the franchise taxes on gas and electricity that is transported using public lands, which would not otherwise be included in the calculations for franchise taxes due to deregulation of the power industry. This revenue source is expected to remain flat over the next several years.

**Business license taxes** are closely tied to the health of the local economy and are projected to increase to \$6.2 million in fiscal year 2022-23. This represents growth of \$0.4 million or 7% when compared to last year’s adopted budget. Increases in business license taxes are in line with projected sales tax revenue increase as businesses either pay taxes based on the amount of their gross receipts or based on set fees. There are currently about 9,591 licensed businesses in the City of Carlsbad, 77 more than in the prior year with 6,327 of them located in the city.

**Development-related revenues** are derived from fees for planning, engineering and building permits, and fees paid by developers to cover the cost of reviewing and monitoring development activities, such as plan checks and inspections. These revenues are difficult to predict as many of the planning and engineering activities occur months or years before any actual development.

Over the last 10 years development-related revenues have fluctuated in line with increases and decreases in residential, commercial and industrial development. In fiscal year 2022-23 the city expects a 24% decrease in development related revenues to approximately \$2.9 million. This follows higher than anticipated development activity occurring in fiscal year 2021-22. The projected decrease in development-related revenues is tied to the volume and type of development projected to be permitted, multi-family versus single-family, and a drop in the revenues derived from building fees which occur in the early stages of development.



**Interdepartmental charges** are generated through engineering services charged to capital projects, reimbursed work from other funds and miscellaneous interdepartmental expenses charged to funds outside the General Fund for services performed by departments within the General Fund. Miscellaneous interdepartmental charges are expected to decrease by 1%.

**Income from investments and property** include interest earnings as well as rental income from city-owned land and facilities. The city is expected to earn about \$2.8 million in interest on its General Fund investments for fiscal year 2022-23 and another \$2.7 million in rental and lease income. The yield on the city’s portfolio is forecasted to average 1.5% and cash balances are expected to

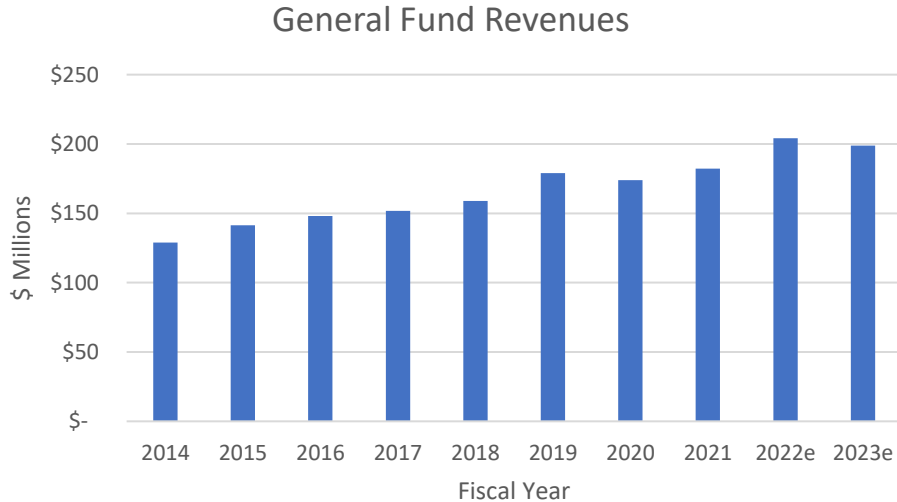
remain flat as increases in receipts are projected to be offset by increases in expenditures as the City Council’s goals are operationalized.

**Ambulance fee** revenues are estimated to increase \$1.3 million over last year’s adopted budget. This increase is due to the Fire Department’s addition of two new ambulances as approved in the Standards of Cover, which will enable the Fire Department to transport more patients.

**Transfer taxes** are those taxes paid to the county upon the transfer of interests in real estate. The tax is \$1.10 per \$1,000 of property value, split equally between the county and the city. Carlsbad expects to receive approximately \$1.6 million in transfer taxes for fiscal year 2022-23 which is a 22% increase from the fiscal year 2021-22 adopted budget and relatively consistent with current year estimates. The residential real estate market continues remains strong; however, this will likely be influenced by rising interest rates. Housing prices are continuing to increase in Carlsbad and inventories remain low.

**Other intergovernmental revenues** include miscellaneous receipts received from the state or federal governments as well as local school districts. The city received its two annual American Rescue Plan Act payments in fiscal year 2020-21 and fiscal year 2021-22 totaling \$12.6 million. With the funding ending in fiscal year 2021-22, intergovernmental revenues will decrease substantially in fiscal year 2022-23.

**All other revenues** include recreation fees, other licenses and fees, fines and forfeitures, transfers in and other charges and fees. The estimate for fiscal year 2022-23 totals \$5 million and is expected to remain relatively flat over the previous fiscal year.



Overall and as reflected in the bar chart above, General Fund revenues are expected to be down \$6.2 million or 3% from fiscal year 2021-22 estimates. This is largely due to the final American Rescue Plan Act payment of \$6.3 million received in fiscal year 2021-22 and the recovery from COVID-19 exceeded original timing expectations. As the city moves out of the pandemic, uncertainty surrounding inflation, diminishing pent-up demand and impacts to the housing market contribute to a conservative outlook that will be monitored into the future.



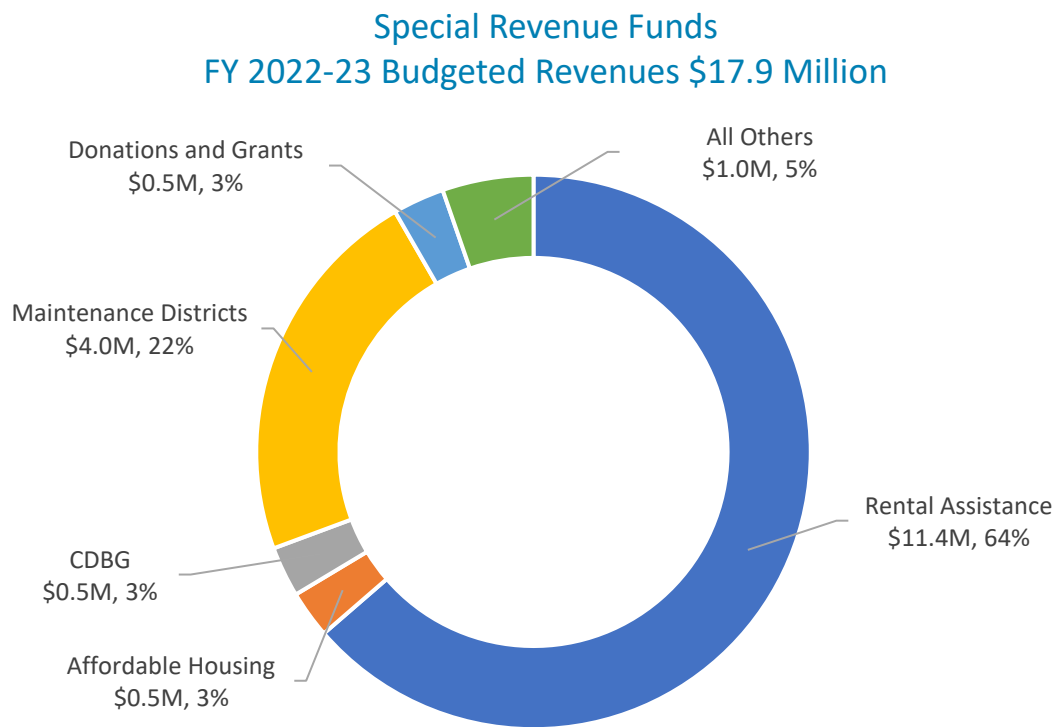
In the late 1990s the city experienced revenue growth between 9% and 17% due to the opening of new hotels, restaurants, retail centers and new home development. Those levels of planned growth were not sustainable. As new development slows, it will be increasingly more difficult to produce double-digit growth in revenues. In fact, revenue growth has now slowed to 4% over the last ten years. A recovering economy is certainly driving General Fund revenues higher, but this growth comes from a lower revenue base due to the impacts of the COVID-19 crisis. The city’s revenues, excluding COVID-19 related subsidies, are not projected to fully recover to pre-COVID-19 levels until fiscal year 2022-23 and then revenue growth is forecasted to stabilize at between 2-4% in the following years.

City staff develop 5-year and 10-year forecasts as part of the budget process. While long-term projections are inherently less reliable than short-term projections, they can help detect potential budget issues early and help the city plan for the future. Details on the city’s General Fund forecast, including information on both revenue and expenditure assumptions, are available in an appendix to this document.

### Other Funds

Revenues from **Special Revenue** funds are expected to total \$17.9 million, an increase of \$4.0 million or 29% from the fiscal year 2021-22 adopted budget. Funds collected in this category are restricted to specified purposes. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

- Federal Grants (Rental Assistance and Community Development Block Grants)
- Special fees and assessments (Affordable Housing and Maintenance Assessment Districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)

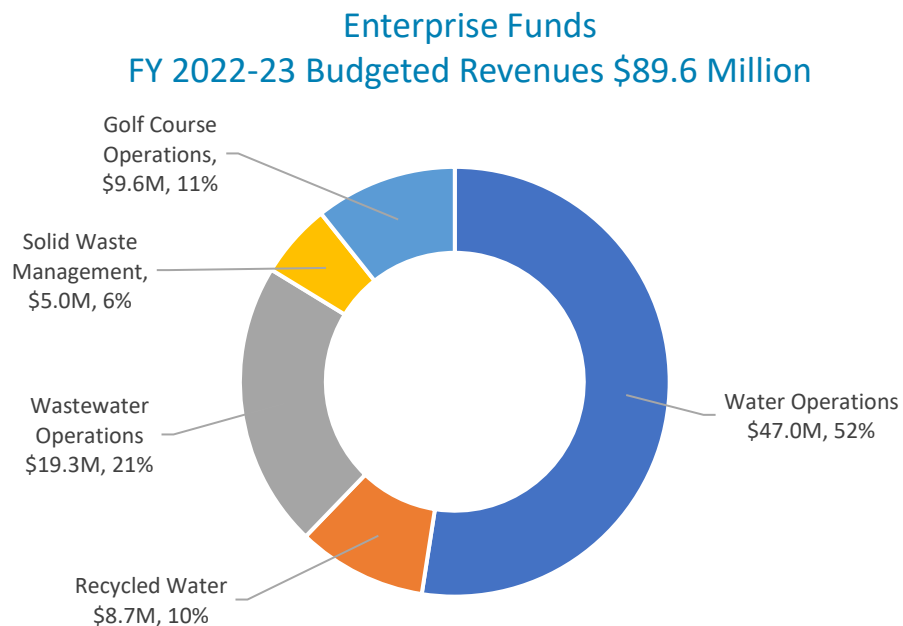


Compared to the fiscal year 2021-22 adopted budget, the most noteworthy changes in the Special Revenue funds occurred in the Rental Assistance Fund where increases of \$3.9 million are expected to occur. These revenues are federally funded and tend to fluctuate from year-to-year.

The **Successor Agency Housing Trust Fund** revenues are budgeted at \$0.5 million which represents a 52% decrease over fiscal year 2021-22 estimates. Although the Carlsbad Redevelopment Agency has been dissolved, the California Department of Finance has approved the repayment of the approximately \$8.1 million (plus accrued interest) loaned to both the city’s former redevelopment areas by the General Fund as well as debt service payments remaining on the former agency’s 1993 Tax Allocation Refunding Bonds. All outstanding loans and interest accrued will have been paid to the city by the end of fiscal year 2020-21 and only debt service payments remain. Payments are distributed annually from available property tax revenues allocated by the state to the successor agency.

**Enterprise** fund revenues for fiscal year 2022-23 are projected at \$89.6 million representing an increase of 5.6% or \$4.7 million over the current year estimates. The revenue breakdown by activity is shown in the graph below.

Enterprise funds are similar to a business in that rates are charged to support the operations that supply the good and/or service. Carlsbad enterprise funds include water and recycled water delivery, wastewater services, solid waste management and the operation of a municipal golf course. The fiscal year 2022-23 operating budget reflects additions for an updated sewer master plan as well as significant increases for Water Authority rate increases for purchases water.



The **Water** Enterprise Fund revenue for fiscal year 2022-23 is estimated at \$47.0 million representing a decrease of \$0.7 million or 1.5% when compared to current year revenue estimates. This decrease is driven by one-time SDCWA refunds received in fiscal year 2021-22 that are not expected in fiscal year 2022-23. Projected revenues for **Recycled Water** of \$8.7 million are expected to increase by \$0.2 million or 2% as minor customer growth is expected and a 1% increase in rates is forecasted.

Forecasted revenues for **Wastewater** are \$19.3 million representing a 24% or \$3.8 million increase over the current year estimate. This estimated increase is largely driven by rate increases of 20% in both 2022 and 2023 to support rising treatment costs and aging infrastructure costs.

Estimated revenues from operations of the **Golf Course** of \$9.6 million are expected to increase slightly by \$0.6 million or 7% when compared to current year estimates. \$7.5 million was conservatively budgeted in fiscal year 2021-22; however, outdoor activities such as golf experienced tremendous growth throughout the pandemic.

**Solid Waste Management** revenues are projected to increase by 22% to \$5.0 million when compared to current year estimates. This increase is mainly driven by a storm water reimbursement of \$1.3 million from the city's new waste hauler contract.



**Internal Service** funds project estimated revenues of \$33.1 million for fiscal year 2022-23 representing an 8.4% or \$2.6 million increase over fiscal year 2021-22 projections.

Internal Service funds account for services provided within the city itself, from one department to another and on a cost reimbursement basis. These include programs such as the self-insurance funds for Workers' Compensation and General Liability (Risk Management), as well as Vehicle Maintenance and Replacement, and Information Technology. Departments pay for these services and therefore the rates charged are based on the cost to provide the service. The goal of an Internal Service fund is to match budgeted expenses with charges to the departments.

A recent actuarial review of the **Workers' Compensation** fund determined that the city should continue to set aside cash reserves in anticipation of future Workers' Compensation claims. To achieve this, charges to city departments need to increase by 10-15% annually over the next several years. These planned increases went into effect in fiscal year 2021-22 and are continuing into fiscal year 2022-23. The fiscal year 2022-23 operating budget includes \$5.3 million for Workers' Compensation and \$4.0 million for Risk Management. This represents a \$0.4 million and \$0.6 million increase over the previous fiscal year estimates, respectively.

**Vehicle Maintenance** and **Replacement** charges are budgeted at \$3.3 million and \$4.0 million, respectively. Vehicle replacement costs rise when the number of vehicles and the price of new vehicles or the cost to maintain those vehicles increases. For example, many older generation sedans at the end of their useful life are now being replaced with hybrid and plug-in hybrids at a higher per unit cost. There have also been significant cost increases over the last several years in specialized vehicles such as fire trucks and ambulances. The total number of vehicles that the Replacement charge is collecting on has increased for two additional reasons: the city added vehicles to its fleet, largely in the Fire and Police departments; and vehicles previously deferred for replacement were replaced thereby restarting the collection cycle.

**Information Technology** charges to departments have increased by 11.0% or \$1.6 million when compared to fiscal year 2021-22 estimates. The main reason for this increase is due to a reorganization of personnel within the city. Employees within the Business Systems Associate series

(9.49 total FTE) were transferred from various departments citywide to the Information Technology Department. Consequently, the Information Technology budget and corresponding charges have increased to account for these new personnel costs.

### Internal Service Fund Allocation Methodology

Most of the revenue for the city's internal service funds are generated from internal services charges. The expenses of each fund are budgeted for and then allocated to other funds on an annual basis.

Each fund uses a different allocation basis to charge other funds for its costs, summarized below.

- Vehicle Replacement – Based on equipment assigned to departments.
- Vehicle Maintenance – A combination of fixed and variable maintenance charges. Fixed maintenance charges are based on a three-year average of maintenance costs in combination with budgeted labor costs. Variable maintenance charges are based on actuals.
- Information Technology Operations – Based on a combination of computers per department as a percentage of citywide computers for citywide maintenance/licensing and costs charged directly to individual departments for items specific to a department.
- Information Technology Replacement – Based on a combination of equipment and hardware specifically assigned to a department and for infrastructure hardware an allocation based on computers per department as a percentage of citywide computers.
- Workers' Compensation – Based on a combination of personnel count and five-year average claims costs by department.
- General Liability – Based on a combination of personnel count, five-year average claims costs by department and vehicles assigned to departments.

The city also contracts with an outside consultant to develop a professionally prepared cost allocation plan. The goal of this effort is to define the total cost of applicable administrative or "indirect services" overhead costs to various departments, revenue funds, and grant funded programs. For the purposes of budgeting, the city uses the full cost allocation plan to allocate all reasonably identifiable administrative overhead costs to receivers of these services within the organization. This internal budgeting tool establishes overhead support costs at the department level and allows the city to charge out overhead costs incurred in the General Fund to non-General Fund departments on an annual basis. In years where a new cost allocation plan is not developed, chargebacks are increased by a percentage factor based on a weighted average of salary increases and the West Urban CPI.

### General fees and charges for services

The city conducts a comprehensive cost of service study every five to seven years—most recently in May 2021—to update the calculations and confirm that fees and charges for service do not exceed the updated cost. Additionally, each year city staff evaluate and propose changes to fees and charges for services not included in the comprehensive fee study, such as ambulance fees and trash service fees, in the city's Master Fee Schedule. Notable changes in fiscal year 2022-23 include: consolidating special events application processing fees into a single fee, regardless of event size; making affordable housing in-lieu fees based on amount per single-family market rate unit on a single-family lot, plus a separate amount per square foot of net building area per unit for residential development projects including between two and six units; increasing streetlight energizing fees significantly by 21% to 34%, reflecting increases in energy prices; adding a fee for those who don't obtain a required permit before beginning construction; and eliminating library late fines. Increases to the city's trash collection rates are set by the contracted service provider and go into effect July 1, 2022. Details on these rates can be found in the Master Fee Schedule. There were no new taxes implemented affecting the budget for fiscal year 2022-23.

# OPERATING BUDGET EXPENDITURE SUMMARY

The city's Operating Budget for fiscal year 2022-23 totals \$342.3 million, which represents an increase of about \$25.2 million or 8.0% as compared to the adopted fiscal year 2021-22 budget. A summary of the changes in each of the city's programs will be discussed below. Further information about each program can be found in the individual program summary pages.

## BUDGET EXPENDITURE SUMMARY

### By Fund Type (In Millions)

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
General Fund	\$ 184.6	\$ 198.4	\$ 13.8	7.5%
Special Revenue	15.4	17.3	1.9	12.3%
Enterprise	86.4	92.9	6.5	7.5%
Internal Service	29.6	32.6	3.0	10.1%
Successor Agency Housing Trust	1.1	1.1	-	0.0%
<b>Total</b>	<b>\$ 317.1</b>	<b>\$ 342.3</b>	<b>\$ 25.2</b>	<b>8.0%</b>

The General Fund contains most of the discretionary revenues that support basic core city services. However, this should not diminish the importance of the other operating funds as they also contribute to the array of services available within Carlsbad. The remainder of this section will provide more information about the budgeted expenditures by fund and program.

The total Operating Budget for the **General Fund** for fiscal year 2022-23 is \$198.4 million which is \$13.8 million or 7.5% more than the previous year's Adopted Budget of \$184.6 million. These changes are discussed in more detail on the following pages.

## GENERAL FUND SUMMARY

### By Expenditure Type (In Millions)

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Personnel	\$ 116.3	\$ 124.1	\$ 7.8	6.7%
<i>Personnel, gross</i>	116.3	126.1	9.8	8.4%
<i>Vacancy Savings</i>	-	(2.0)	(2.0)	0.0%
Maintenance & Operations	60.3	59.2	(1.1)	-1.8%
Capital Outlay	0.9	1.5	0.6	71.9%
Transfers	7.1	13.6	6.5	90.3%
<b>Subtotal</b>	<b>\$ 184.6</b>	<b>\$ 198.4</b>	<b>\$ 13.8</b>	<b>7.5%</b>

**Personnel** costs make up approximately 62.6% of the General Fund budget. The total personnel budget for fiscal year 2022-23 is \$124.1 million which is \$7.8 million or 6.7% greater than the previous year's total personnel budget of \$116.3 million. In fiscal year 2022-23, the budget proposes including a line item for "vacancy savings." This represents the estimated amount of budgeted personnel savings that will be realized by the end of the fiscal year. Vacancy savings are realized when vacant or new positions take longer than expected to fill or when they are filled at a lower cost than budgeted.

This mechanism is being proposed for multiple reasons. (1) Budgeting for vacancy savings reduces the total amount of the General Fund budget, (2) budgeted personnel costs more closely align with actual personnel costs over the course of the fiscal year, (3) historically, the city would bring recommendations to repurpose budget savings at the mid-year point of the fiscal year; this mechanism pre-emptively achieves that objective, and (4) budgeting vacancy savings will achieve alignment with the city’s 10-year forecast which has historically included a line for vacancy savings.

**GENERAL FUND  
Personnel Costs  
(In Millions)**

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Salaries and Wages	\$ 79.8	83.3	3.5	4.5%
<i>Salaries and Wages, gross</i>	79.8	85.3	5.5	6.9%
<i>Vacancy Savings</i>	-	(2.0)	(2.0)	0.0%
Retirement Benefits	19.8	23.0	3.2	16.0%
Health Insurance	10.4	10.7	0.3	3.3%
Other Personnel	6.3	7.1	0.8	12.2%
<b>Total</b>	<b>\$ 116.3</b>	<b>\$ 124.1</b>	<b>\$ 7.8</b>	<b>6.8%</b>

The table above shows the breakdown of personnel costs for the General Fund. General Fund salaries include full and part-time staff costs and are expected to increase in fiscal year 2022-23 by \$3.5 million or 4.5%. The increase is primarily due to 24.0 new full-time positions and 3.4 full-time equivalent part-time positions proposed for the next fiscal year.

The full-time additions include:

- General Fund
  - Twelve Emergency Medical Technicians (Fire)
  - Strategic Plan Analyst (Innovation & Economic Development), with part-time reduction
  - Four Senior Lifeguards (Parks & Recreation), with part-time reduction
  - Parks Planner – 5 year limited term (Parks & Recreation)
  - Management Analyst (Police)
  - Senior Engineer – 5 year limited term (Fleet & Facilities)
- Non-General Fund
  - Housing Assistant (Housing & Homeless Services)
  - Management Analyst (Utilities)
  - Utility Locator (Utilities)
  - Client Systems Associate Administrator (Information Technology), with part-time reduction

The part-time additions include:

- Three Emergency Medical Technicians (Fire)
- Building Maintenance Worker (Fleet & Facilities)
- An Administrative Secretary FTE increase (Administrative Services Administration)
- Three counseling associates and one counseling supervisor totaling 1.18 full-time equivalents (Police)

In addition, costs have increased due to contracted and anticipated wage and benefit increases for budgeted positions in fiscal year 2022-23. Staff made one change between the proposed to adopted budget to add required funding and part-time personnel to the Police Department’s budget request to maintain the GUIDE Program as an in-house program, as directed by the City Council.

## Retirement Benefits Cost

CalPERS administers the city's defined benefit pension plan and costs have been increasing in past years as CalPERS addresses a structural shortfall in plan assets to cover unfunded liabilities. As part of CalPERS' strategy to ensure the plan's sustainability, CalPERS deliberately raised participating agencies' contributions over several years to improve the plan's long-term funded status. The pension system continues to pursue tactics in support of its strategy to ensure plan sustainability such as investing in assets with the objective of achieving a long-term rate of return that meets or exceeds 7%. While pension costs are increasing, there is some downward pressure on costs as new employees receive lower pension benefits. CalPERS has taken significant steps to ensuring plan sustainability, but still poses a significant risk on the city's cost profile.

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*In support of CalPERS strategies for plan sustainability, and as part of the city's strategic, long-term approach to financial management, the city actively manages its unfunded pension liability.*

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In support of CalPERS strategies for plan sustainability and as part of the city's strategic, long-term approach to financial management, the city actively manages its unfunded pension liability. Since fiscal year 2016-17, the City Council has approved additional discretionary contributions of \$56.4 million to decrease future costs of the city's unfunded actuarial liability and strive to achieve a funded status of 80% in accordance with City Council Policy Statement No. 86. This active management helps ensure that resources are available to fulfill the city's contractual promises to its employees and minimizes the chance that funding these pension benefits will interfere with the city's ability to provide essential public services.

General Fund **Health Insurance** costs in the General Fund are increasing by \$0.3 million or 3.3% over the prior year. This increase is largely due to estimating maximum health insurance coverage and associated costs for new and current employees. **Other Personnel Costs** include workers' compensation expenses and other miscellaneous costs such as Medicare, unemployment and disability which are increasing collectively by \$0.8 million or 12.2%.

**Maintenance and Operations** costs represent about 29.8% of the total General Fund budget and include the budgets for all program expenses other than personnel, capital outlay and transfers. Overall, total maintenance and operations costs are projected at \$59.2 million which represents a decrease of about \$1.1 million or 1.8% for fiscal year 2022-23 when compared to fiscal year 2021-22.

To ensure the city maintains a balanced budget and continuously analyzes its use of taxpayer dollars, departments were asked to reduce their existing budget for fiscal year 2022-23 and decrease discretionary spending wherever possible. Even with the approval of additional budget items, General Fund departments were able to reduce their maintenance and operations budget requests by 1.8% overall. This was accomplished despite the increase in costs for certain mandatory fees and unavoidable costs such as SDG&E rate increases and other rising contracted services costs.

**Capital Outlay** includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$1.5 million are budgeted in the General Fund for fiscal year 2022-23. The majority is associated with the purchase of a fire engine in the Fire Department and is related to the City Council goal to bring the Fire Department into conformance with Standards of Cover evaluation.

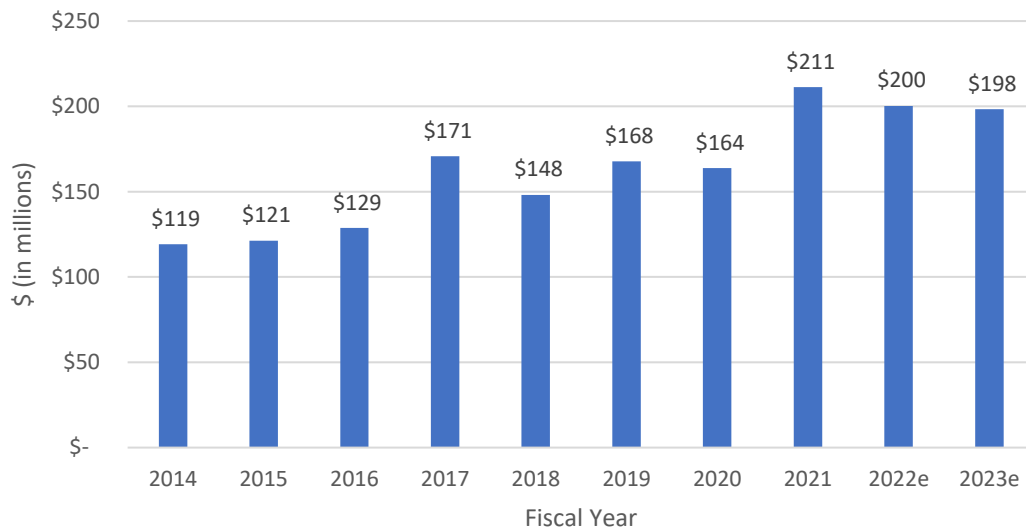
## Operating Costs Associated with Capital Investments

As the city completes major capital projects, the costs of maintaining and operating the facilities and improvements, including additional personnel if necessary, are added to departmental operating budgets. In this budget cycle, two five-year limited term positions were added for a senior engineer and parks planner to assist with the capital improvement project workload in the near future. The total annual cost for these two positions included in the city's operating budget is \$301,126.

## Advances

Advances and repayments of prior advances are amounts anticipated to be transferred from the General Fund to other city funds and are expected to be repaid to the General Fund in future years. No General Fund advances are included in this year's Operating Budget.

History of General Fund Expenditures



Expenditures in the General Fund remained flat until fiscal year 2015-16 budget reflected an 8.2% increase in expenditures due primarily to increased personnel costs, and the fiscal year 2016-17 expenditures included \$25.3 million in one-time costs, including \$10.5 million for a transfer to the Capital Improvement Program for Fire Station 2 replacement, and \$14.8 million to pay of the golf course construction bonds.

The expenditures for fiscal year 2017-18 reflect a substantial decrease due to the one-time costs reflected in fiscal year 2016-17 for the defeasance of the golf course bonds of \$14.8 million and the transfer of \$10.5 million to the General Capital Construction Fund for the reconstruction of Fire Station 2. These cost reductions were partially offset by an additional one-time payment to CalPERS to address the city's unfunded pension liability, the addition of nine staff members, additional legal and expert costs associated with the county airport expansion and the Safety Training Center lawsuit, higher personnel costs due to normal salary and benefit increases, higher mutual aid costs, and the filling of prior year vacancies.

Expenditures in fiscal year 2018-19 reflect an additional one-time \$20 million payment to CalPERS to further bring down the city's unfunded pension liability. Fiscal year 2019-20 included the addition of 34 new full-time employees but was largely offset due to the city's response to the COVID-19 pandemic and the need to reduce discretionary spending as much as possible during the unprecedented time.



Fiscal year 2020-21 expenditures reflect an additional one-time \$10 million payment to CalPERS to further bring down the city’s unfunded pension liability. The increase was largely offset by the continuation COVID-19 pandemic and the city’s efforts to curb and defer expenditures.

Fiscal year 2021-22 expenditures reflect the plan to reinstate city services back to pre-pandemic levels and operationalize the City Council’s goals. The increase includes \$5.9 million in one-time costs associated with the goals, and the addition of 18 new full-time and 6.7 part-time employees which are mostly associated with the goals. The city also made an additional one-time \$6.4 million payment to CalPERS to bring down the city’s unfunded pension liability.

**Program Expenditures** Another way of looking at the General Fund budget is by program. The chart below compares the total fiscal year 2022-23 budget to those amounts adopted in the previous year. A detailed description of each department, its services, budget summary and department accomplishments and priorities can be found in the department program summary pages.

*A detailed description of each department’s budget can be found in the department program summaries.*

**GENERAL FUND EXPENDITURES  
By Department  
(In Millions)**

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Policy & Leadership Group	\$ 8.1	\$ 8.5	\$ 0.4	4.2%
Administrative Services - Administration	0.5	0.6	0.1	31.5%
Administrative Services - Finance	5.6	5.5	(0.1)	-2.8%
Administrative Services - Human Resources	5.0	5.3	0.3	6.2%
Administrative Services - Innovation & Economic Dev.	1.2	2.5	1.3	104.5%
Community Services - Administration	0.7	0.7	-	3.0%
Community Services - Community Development	10.5	10.4	(0.1)	-1.1%
Community Services - Housing & Homeless Services	5.9	3.1	(2.8)	-46.9%
Community Services - Library & Cultural Arts	13.8	14.1	0.3	2.2%
Community Services - Parks & Recreation	19.2	21.2	2.0	10.5%
Public Safety - Fire	33.5	37.8	4.3	12.6%
Public Safety - Police	48.8	51.2	2.4	5.1%
Public Works - Administration	1.9	1.4	(0.5)	-25.8%
Public Works - Construction Mgmt. & Inspection	3.0	3.3	0.3	9.1%
Public Works - Environmental Management	1.3	1.2	(0.1)	-9.6%
Public Works - Facilities	6.6	6.8	0.2	3.3%
Public Works - Transportation	8.4	9.7	1.3	15.5%
Non-Departmental	10.6	15.1	4.5	43.1%
<b>Total</b>	<b>\$ 184.6</b>	<b>\$ 198.4</b>	<b>\$ 13.8</b>	<b>7.5%</b>

**Transfers** are amounts anticipated to be transferred from the General Fund to another city fund. The transfers included in the adopted budget are as follows:

\$11.9 million split evenly between the Infrastructure Replacement Fund, General Capital Construction Fund and the Technology Investment Capital Fund (\$3.96 million each). This will fund major new construction, maintenance and/or replacement of city infrastructure and facilities and the city's future technology needs. This represents 6% of budgeted General Fund revenues and is in line with the requirements set forth in Council Policy No. 91 – Long Term General Fund Capital Funding Policy.

\$332,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.

\$1.4 million to the Median Maintenance and Street Tree Maintenance Special Revenue Funds to cover cash shortfalls as annual assessments collected from property owners do not cover annual operating expenditures. Annual assessments can only be increased with a majority vote of the property owners.

### General Fund Summary

The Operating Budget for fiscal year 2022-23 provides a balanced General Fund budget for the coming fiscal year with General Fund revenue estimates exceeding General Fund budgeted expenditures by \$0.5 million. This projected surplus will be added to city reserves to be used in accordance with the city's adopted reserve policy.

#### Fiscal Year 2022-23 General Fund Operating Surplus

General Fund fiscal year 2022-23 revenue estimates	\$198.8 million
General Fund fiscal year 2022-23 proposed expenditures	<u>\$198.4 million</u>
Projected operating surplus for fiscal year 2022-23	\$ 0.4 million

#### General Fund Reserves

Projected unassigned balance at June 30, 2022	\$115.7 million
Plus: projected fiscal year 2022-23 surplus	<u>\$ 0.4 million</u>
Equals: projected unassigned balance at June 30, 2023	\$116.1 million

### Changes in Other Funds

**Special Revenue** funds, budgeted at \$17.3 million show an increase in expenditures of 12.3% or \$1.9 million when compared to fiscal year 2021-22. Spending in most programs is expected to remain at similar or slightly higher levels over the prior year.

Expenditure increases of \$2.5 million or 31.8% are planned in the Rental Assistance Fund largely because of program expansion and corresponding increase in rental assistance payments. This reflects additional revenue received from federally funded programs to assist more lower-income households in Carlsbad.

**Enterprise** funds total \$92.9 million which represents an increase of \$6.5 million or 7.5% over the fiscal year 2021-22 adopted budget. The Potable Water and Recycled Water funds continue to operate and maintain critical infrastructure systems and provides the safe delivery of drinking water, conservation outreach and treated irrigation water. The Wastewater fund provides reliable wastewater collection services.

The **Internal Service** funds total \$32.6 million and represents an overall increase of \$3.0 million or 10.1% over fiscal year 2021-22. Much of the increase in Workers' Compensation and Risk Management costs is attributable to rising insurance liability rates, claims filed and administrative costs. Vehicle Maintenance and Replacement and Information Technology expenditure increases correspond with the city's efforts to continue to modernize, upgrade and invest in needed equipment, systems and applications. More detail regarding the increase in Information Technology due to the reorganization of personnel can be found in the internal service fund piece of the revenue summary section earlier in this document.

The budget for the **Successor Agency Housing** Trust Fund for fiscal year 2022-23 is approximately the same as the prior year's adopted budget of \$1.1 million. The Recognized Obligation Payments Schedule (ROPS) identifies financial commitments of the former Redevelopment Agency, including the remaining scheduled debt service payments on the Redevelopment Agency bond issue, the outstanding loan from the city's General Fund and minor allowable administrative costs. The last debt service payment on the bond issue is scheduled for September 2023 and the city loan will be paid off by the end of fiscal year 2021-22. These obligations are to be paid from semi-annual property tax increment revenue received by the Successor Agency.

### Changes to Fund Balance

While the projected cumulative change in the city's non-major funds' ending balances is not significant, several major funds are projected to see changes in their fund balances greater than 10 percent. The Water Operations Fund is expected to decrease by approximately 12% by the end of fiscal year 2021-22 and another 10% by the end of fiscal year 2022-23. This is largely due to increasing operations costs and cash transfers to account for depreciation. The Recycled Water Operations Fund is expected to decrease significantly by the end of fiscal years 2021-22 and 2022-23. This decrease includes timing of capital projects that are completed prior to an opportunity to apply for a reimbursement grant, including a low interest State Revolving Fund loan which would be awarded in subsequent years. The Golf Course Fund is anticipated to increase by nearly 78% by the end of fiscal year 2021-22 and 10% at the end of fiscal year 2022-23. This is largely due to the strong performance of The Crossings during the pandemic. Lastly, the Wastewater Operations Fund will increase by almost 30% by the end of fiscal year 2022-23, mainly due to revenue from rate increases structured to meet capital improvement goals.

## PERSONNEL ALLOCATIONS

Department	Adopted Budget 2019-20	Adopted Budget 2020-21	Adopted Budget 2021-22	Final* Budget 2021-22	Adopted Budget 2022-23
City Attorney	8.00	8.00	8.00	8.00	8.00
City Clerk Services	7.00	7.00	7.00	7.00	7.00
City Council	2.00	2.00	2.00	2.00	2.00
City Manager	12.00	7.00	7.00	7.00	7.00
City Treasurer	1.00	1.00	1.00	1.00	1.00
Communication & Engagement	7.00	7.00	7.00	9.00	9.00
Administrative Services - Administration	0.00	0.00	3.00	3.00	3.00
Finance	31.00	31.00	28.00	28.00	26.00
Human Resources	17.00	17.00	17.00	18.00	18.00
Information Technology	35.00	37.00	37.00	37.00	43.00
Innovation & Economic Development	2.00	4.00	4.00	4.00	9.00
Community Services - Administration	0.00	3.00	3.00	3.00	3.00
Community Development	63.75	61.75	53.00	52.00	52.00
Housing & Homeless Services	0.00	0.00	14.00	15.00	16.00
Library & Cultural Arts	52.50	52.50	52.50	53.00	51.00
Parks & Recreation	55.00	55.00	55.00	55.00	59.00
Fire	97.75	97.75	111.00	112.00	123.00
Police	184.00	184.00	186.00	186.00	187.00
Public Works	172.75	172.75	177.75	182.75	182.75
<b>Total Full-Time Personnel</b>	<b>747.75</b>	<b>747.75</b>	<b>773.25</b>	<b>782.75</b>	<b>806.75</b>
<b>Hourly Full-Time Equivalent Personnel</b>	<b>199.97</b>	<b>186.59</b>	<b>193.81</b>	<b>185.65</b>	<b>180.90</b>
<b>Total</b>	<b>947.72</b>	<b>934.34</b>	<b>967.06</b>	<b>968.40</b>	<b>987.65</b>

\*The ending budget for 2021-22 takes into account full-time personnel changes approved mid-year, including: the transfers of (1.0) FTE from Community Development to Housing & Homeless Services and (1.0) FTE from Utilities to Human Resources, the addition of (6.0) FTE in Environmental Sustainability and (1.0) FTE in Fire, and the conversion of hourly FTE to add (0.50) FTE to Library & Cultural Arts and (2.0) FTE to Communications & Engagement.

**Notes:**

The adopted budgets for fiscal years 2019-20 to 2021-22 include various reorganizations and personnel transfers between departments. The proposed budget for 2022-23 includes reorganization of (9.0) FTE from various departments to Information Technology and (4.0) FTE from Information Technology to Innovation & Economic Development.



## SCHEDULE OF PROJECTED FUND BALANCES

Fund	Beginning Fund Balance July 1, 2021	Estimated Revenues	Estimated Expenditures	Projected Ending Fund Balance June 30, 2022	Projected Change as % of July 1, 2021 Fund Balance
<b>General Fund</b>	\$ 110,998,762 *	\$ 204,922,372	\$ 200,223,160	\$ 115,697,974 *	4.2%
<b>Special Revenue Funds</b>					
Affordable Housing	16,702,385	1,815,000	200,000	18,317,385	9.7%
Agricultural Mitigation Fee	1,025,623	223,100	-	1,248,723	21.8%
Buena Vista Channel Maintenance District	1,502,960	115,000	106,500	1,511,460	0.6%
Citizens' Option for Public Safety	304,670	186,034	266,106	224,598	-26.3%
Community Activity Grants	1,125,132	12,000	15,000	1,122,132	-0.3%
Community Development Block Grant	266,637	1,492,368	1,548,299	210,706	-21.0%
Cultural Arts Donations	338,366	51,826	82,491	307,701	-9.1%
Habitat Mitigation Fee	-	65,100	-	65,100	0.0%
Library and Arts Endowments	270,832	2,800	6,000	267,632	-1.2%
Library Gifts and Bequests	1,654,623	200,816	216,363	1,639,076	-0.9%
Lighting and Landscaping District 2	4,615,763	687,680	398,124	4,905,319	6.3%
Local Cable Infrastructure	941,429	288,600	467,962	762,067	-19.1%
Median Maintenance District	84,768	1,315,000	1,160,000	239,768	182.9%
Parking In Lieu Fee	1,200,349	12,000	49,675	1,162,674	-3.1%
Police Asset Forfeiture	259,469	918	20,000	240,387	-7.4%
Public Safety Grants	-	196,696	196,696	-	0.0%
Recreation Donations	292,508	28,234	45,782	274,960	-6.0%
Rental Assistance	235,713	9,682,700	9,597,000	321,413	36.4%
Senior Donations	336,216	14,037	19,000	331,253	-1.5%
Street Lighting Maintenance District	2,862,534	927,000	849,000	2,940,534	2.7%
Street Tree Maintenance District	159,543	910,000	950,000	119,543	-25.1%
Tyler Court Apartments	330,598	641,000	485,000	486,598	47.2%
<b>Total Special Revenue Funds</b>	<b>34,510,118</b>	<b>18,867,909</b>	<b>16,678,998</b>	<b>36,699,029</b>	<b>6.3%</b>
<b>Enterprise Funds</b>					
Water Operations	30,390,857	47,723,538	51,321,219	26,793,176	-11.8%
Recycled Water Operations	5,652,330	8,537,611	11,403,789	2,786,152	-50.7%
Wastewater Operations	8,184,603	15,526,500	16,057,474	7,653,629	-6.5%
Solid Waste Management	11,991,468	4,084,447	4,017,239	12,058,676	0.6%
Golf Course	2,119,080	8,957,000	7,306,826	3,769,254	77.9%
<b>Total Enterprise Funds</b>	<b>58,338,338</b>	<b>84,829,096</b>	<b>90,106,547</b>	<b>53,060,887</b>	<b>-9.1%</b>
<b>Internal Service Funds</b>					
Workers' Compensation	5,935,084	4,891,730	4,246,463	6,580,351	10.9%
Risk Management	2,668,730	3,392,080	3,740,520	2,320,290	-13.1%
Vehicle Maintenance	1,026,378	3,356,062	3,510,000	872,440	-15.0%
Vehicle Replacement	19,141,279	3,999,451	4,540,000	18,600,730	-2.8%
Information Technology	8,320,615	14,858,482	13,892,500	9,286,597	11.6%
<b>Total Internal Service Funds</b>	<b>37,092,086</b>	<b>30,497,805</b>	<b>29,929,483</b>	<b>37,660,408</b>	<b>1.5%</b>
<b>Successor Agency Housing Trust Fund</b>	<b>1,431,269</b>	<b>1,067,000</b>	<b>1,038,500</b>	<b>1,459,769</b>	<b>2.0%</b>
<b>Total Operating Funds</b>	<b>\$ 242,370,573</b>	<b>\$ 340,184,182</b>	<b>\$ 337,976,688</b>	<b>\$ 244,578,067</b>	<b>0.9%</b>

\* For the General Fund only, this represents unassigned fund balance.

## SCHEDULE OF PROJECTED FUND BALANCES

Fund	Beginning Fund Balance June 30, 2022	Estimated Revenues	Adopted Budget	Projected Ending Fund Balance June 30, 2023	Projected Change as % of June 30, 2022 Fund Balance
<b>General Fund</b>	\$ 115,697,974 *	\$ 198,764,175	\$ 198,445,022	\$ 116,017,127 *	0.3%
<b>Special Revenue Funds</b>					
Affordable Housing	18,317,385	495,000	393,385	18,419,000	0.6%
Agricultural Mitigation Fee	1,248,723	15,000	-	1,263,723	1.2%
Buena Vista Channel Maintenance District	1,511,460	116,000	195,245	1,432,215	-5.2%
Citizens' Option for Public Safety	224,598	201,000	265,705	159,893	-28.8%
Community Activity Grants	1,122,132	13,500	30,000	1,105,632	-1.5%
Community Development Block Grant	210,706	527,154	636,728	101,132	-52.0%
Cultural Arts Donations	307,701	25,500	131,750	201,451	-34.5%
Habitat Mitigation Fee	65,100	-	-	65,100	0.0%
Library and Arts Endowments	267,632	-	6,000	261,632	-2.2%
Library Gifts and Bequests	1,639,076	264,900	394,467	1,509,509	-7.9%
Lighting and Landscaping District 2	4,905,319	730,000	338,070	5,297,249	8.0%
Local Cable Infrastructure	762,067	260,000	395,006	627,061	-17.7%
Median Maintenance District	239,768	1,315,000	1,329,900	224,868	-6.2%
Parking In Lieu Fee	1,162,674	15,000	53,000	1,124,674	-3.3%
Police Asset Forfeiture	240,387	-	125,000	115,387	-52.0%
Public Safety Grants	-	-	-	-	0.0%
Recreation Donations	274,960	31,539	81,009	225,490	-18.0%
Rental Assistance	321,413	11,403,180	10,409,089	1,315,504	309.3%
Senior Donations	331,253	16,000	50,500	296,753	-10.4%
Street Lighting Maintenance District	2,940,534	920,000	1,065,393	2,795,141	-4.9%
Street Tree Maintenance District	119,543	920,000	880,235	159,308	33.3%
Tyler Court Apartments	486,598	648,637	540,716	594,519	22.2%
<b>Total Special Revenue Funds</b>	<b>36,699,029</b>	<b>17,917,410</b>	<b>17,321,198</b>	<b>37,295,241</b>	<b>1.6%</b>
<b>Enterprise Funds</b>					
Water Operations	26,793,176	46,990,138	49,715,832	24,067,482	-10.2%
Recycled Water Operations	2,786,152	8,730,496	11,206,521	310,127	-88.9%
Wastewater Operations	7,653,629	19,276,500	16,999,568	9,930,561	29.8%
Solid Waste Management	12,058,676	4,999,230	5,801,402	11,256,504	-6.7%
Golf Course	3,769,254	9,574,000	9,195,000	4,148,254	10.1%
<b>Total Enterprise Funds</b>	<b>53,060,887</b>	<b>89,570,364</b>	<b>92,918,323</b>	<b>49,712,928</b>	<b>-6.3%</b>
<b>Internal Service Funds</b>					
Workers' Compensation	6,580,351	5,314,620	4,507,014	7,387,957	12.3%
Risk Management	2,320,290	3,993,370	3,780,570	2,533,090	9.2%
Vehicle Maintenance	872,440	3,297,355	3,506,140	663,655	-23.9%
Vehicle Replacement	18,600,730	3,969,367	5,293,745	17,276,352	-7.1%
Information Technology	9,286,597	16,487,619	15,477,967	10,296,249	10.9%
<b>Total Internal Service Funds</b>	<b>37,660,408</b>	<b>33,062,331</b>	<b>32,565,436</b>	<b>38,157,303</b>	<b>1.3%</b>
<b>Successor Agency Housing Trust Fund</b>	<b>1,459,769</b>	<b>510,000</b>	<b>1,068,845</b>	<b>900,924</b>	<b>-38.3%</b>
<b>Total Operating Funds</b>	<b>\$ 244,578,067</b>	<b>\$ 339,824,280</b>	<b>\$ 342,318,824</b>	<b>\$ 242,083,523</b>	<b>-1.0%</b>

\* For the General Fund only, this represents unassigned fund balance.

## SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
<b>General Fund</b>					
<b>Taxes</b>					
Property Tax	\$ 76,822,535	\$ 79,710,000	\$ 81,508,000	2.3%	\$ 1,798,000
Sales Tax	43,726,520	50,323,000	49,123,000	-2.4%	(1,200,000)
Transient Occupancy Tax	15,583,688	28,091,000	28,803,000	2.5%	712,000
Franchise Tax	5,773,811	6,245,589	6,958,000	11.4%	712,411
Business License Tax	5,704,577	6,827,000	6,242,000	-8.6%	(585,000)
Transfer Tax	1,786,174	1,697,000	1,570,000	-7.5%	(127,000)
<b>Total Taxes</b>	<b>149,397,305</b>	<b>172,893,589</b>	<b>174,204,000</b>	<b>0.8%</b>	<b>1,310,411</b>
<b>Intergovernmental</b>					
Homeowners Exemption	346,499	350,000	353,000	0.9%	3,000
Other Intergovernmental	9,496,508	7,156,915	617,309	-91.4%	(6,539,606)
<b>Total Intergovernmental</b>	<b>9,843,007</b>	<b>7,506,915</b>	<b>970,309</b>	<b>-87.1%</b>	<b>(6,536,606)</b>
<b>Licenses and Permits</b>					
Building Permits	1,355,056	1,400,000	900,000	-35.7%	(500,000)
Other Licenses and Permits	1,043,924	1,095,700	963,000	-12.1%	(132,700)
<b>Total Licenses And Permits</b>	<b>2,398,980</b>	<b>2,495,700</b>	<b>1,863,000</b>	<b>-25.4%</b>	<b>(632,700)</b>
<b>Charges for Services</b>					
Planning Fees	365,766	682,500	456,000	-33.2%	(226,500)
Building Department Fees	808,485	761,000	895,317	17.7%	134,317
Engineering Fees	477,352	895,500	608,900	-32.0%	(286,600)
Ambulance Fees	2,781,450	3,500,000	3,850,000	10.0%	350,000
Recreation Fees	1,604,571	2,007,840	2,315,500	15.3%	307,660
Other Charges or Fees	1,465,765	1,601,199	1,504,300	-6.1%	(96,899)
<b>Total Charges For Services</b>	<b>7,503,389</b>	<b>9,448,039</b>	<b>9,630,017</b>	<b>1.9%</b>	<b>181,978</b>
<b>Fines and Forfeitures</b>	<b>423,380</b>	<b>216,170</b>	<b>210,750</b>	<b>-2.5%</b>	<b>(5,420)</b>
<b>Income from Investments and Property</b>	<b>5,639,681</b>	<b>5,600,795</b>	<b>5,481,000</b>	<b>-2.1%</b>	<b>(119,795)</b>
<b>Interdepartmental Charges</b>	<b>5,146,044</b>	<b>5,290,471</b>	<b>5,236,449</b>	<b>-1.0%</b>	<b>(54,022)</b>
<b>Other Revenue Sources</b>	<b>1,887,817</b>	<b>1,470,693</b>	<b>1,168,650</b>	<b>-20.5%</b>	<b>(302,043)</b>
<b>Total General Fund</b>	<b>\$ 182,239,603</b>	<b>\$ 204,922,372</b>	<b>\$ 198,764,175</b>	<b>-3.0%</b>	<b>\$ (6,158,197)</b>

\* Interest is calculated on an amortized cost basis.



## SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
<b>Special Revenue Funds</b>					
<b>Affordable Housing</b>					
Affordable Housing Fees	\$ 273,120	\$ 467,000	\$ 120,000	-74.3%	\$ (347,000)
Property Tax	-	-	-	0.0%	-
Interest Income	245,794	448,000	345,000	-23.0%	(103,000)
Other Revenue	22,727	900,000	30,000	-96.7%	(870,000)
<b>Total Affordable Housing</b>	<b>541,641</b>	<b>1,815,000</b>	<b>495,000</b>	<b>-72.7%</b>	<b>(1,320,000)</b>
<b>Agricultural Mitigation Fee</b>					
Agricultural Mitigation Fees	4,696	210,100	-	-100.0%	(210,100)
Interest Income	1,903	13,000	15,000	15.4%	2,000
<b>Total Agricultural Mitigation Fee</b>	<b>6,599</b>	<b>223,100</b>	<b>15,000</b>	<b>-93.3%</b>	<b>(208,100)</b>
<b>Buena Vista Channel Maintenance</b>					
Assessment Fees	138,603	100,000	100,000	0.0%	-
Interest Income	3,414	15,000	16,000	6.7%	1,000
<b>Total Buena Vista Channel Maintenance</b>	<b>142,017</b>	<b>115,000</b>	<b>116,000</b>	<b>0.9%</b>	<b>1,000</b>
<b>Citizens' Option for Public Safety</b>					
State Funding (AB3229)	292,465	185,000	200,000	8.1%	15,000
Interest Income	1,354	1,034	1,000	-3.3%	(34)
<b>Total Citizens' Option For Public Safety</b>	<b>293,819</b>	<b>186,034</b>	<b>201,000</b>	<b>8.0%</b>	<b>14,966</b>
<b>Community Activity Grants</b>					
Interest Income	2,036	12,000	13,500	12.5%	1,500
<b>Total Community Activity Grants</b>	<b>2,036</b>	<b>12,000</b>	<b>13,500</b>	<b>12.5%</b>	<b>1,500</b>
<b>Community Development Block Grant</b>					
Federal Grant	1,440,502	1,322,368	527,154	-60.1%	(795,214)
Interest Income	27	-	-	0.0%	-
Other Revenue	166,185	170,000	-	-100.0%	(170,000)
<b>Total Community Dev. Block Grant</b>	<b>1,606,714</b>	<b>1,492,368</b>	<b>527,154</b>	<b>-64.7%</b>	<b>(965,214)</b>
<b>Cultural Arts Donations</b>					
Donations	58,342	48,000	25,000	-47.9%	(23,000)
Interest Income	1,132	3,826	500	-86.9%	(3,326)
<b>Total Cultural Arts Donations</b>	<b>59,474</b>	<b>51,826</b>	<b>25,500</b>	<b>-50.8%</b>	<b>(26,326)</b>
<b>Habitat Mitigation Fee</b>					
Mitigation Fees	16,962	64,500	-	-100.0%	(64,500)
Interest Income	(351)	600	-	-100.0%	(600)
<b>Total Habitat Mitigation Fee</b>	<b>16,611</b>	<b>65,100</b>	<b>-</b>	<b>-100.0%</b>	<b>(65,100)</b>

## SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
<b>Special Revenue Funds - Continued</b>					
<b>Library And Arts Endowment Fund</b>					
Interest Income	\$ 490	\$ 2,800	\$ -	-100.0%	\$ (2,800)
<b>Total Library And Arts Endowment Fund</b>	<b>490</b>	<b>2,800</b>	<b>-</b>	<b>-100.0%</b>	<b>(2,800)</b>
<b>Library Gifts/Bequests</b>					
Gifts and Bequests	243,427	183,232	250,800	36.9%	67,568
Interest Income	3,900	17,584	14,100	-19.8%	(3,484)
<b>Total Library Gifts/Bequests</b>	<b>250,001</b>	<b>200,816</b>	<b>264,900</b>	<b>31.9%</b>	<b>64,084</b>
<b>Lighting And Landscaping District 2</b>					
Assessment Fees	663,794	645,500	680,000	5.3%	34,500
Interest Income	10,257	42,180	50,000	18.5%	7,820
<b>Total Lighting And Landscaping Dist. 2</b>	<b>674,051</b>	<b>687,680</b>	<b>730,000</b>	<b>6.2%</b>	<b>42,320</b>
<b>Local Cable Infrastructure Fund</b>					
Cable Fees	302,404	280,000	260,000	-7.1%	(20,000)
Interest Income	343	8,600	-	-100.0%	(8,600)
<b>Total Local Cable Infrastructure Fund</b>	<b>302,747</b>	<b>288,600</b>	<b>260,000</b>	<b>-9.9%</b>	<b>(28,600)</b>
<b>Median Maintenance</b>					
Assessment Fees	349,925	365,000	365,000	0.0%	-
Other	700,267	950,000	950,000	0.0%	-
<b>Total Median Maintenance</b>	<b>1,050,192</b>	<b>1,315,000</b>	<b>1,315,000</b>	<b>0.0%</b>	<b>-</b>
<b>Parking In Lieu</b>					
Parking In Lieu Fees	44,960	-	-	0.0%	-
Interest Income	2,477	12,000	15,000	25.0%	3,000
<b>Total Parking In Lieu</b>	<b>47,437</b>	<b>12,000</b>	<b>15,000</b>	<b>25.0%</b>	<b>3,000</b>
<b>Police Asset Forfeiture</b>					
Asset Forfeitures	5,751	-	-	0.0%	-
Interest Income	(288)	918	-	-100.0%	(918)
<b>Total Police Asset Forfeiture</b>	<b>5,463</b>	<b>918</b>	<b>-</b>	<b>-100.0%</b>	<b>(918)</b>
<b>Public Safety Grants</b>					
Federal Grant	123,843	196,696	-	-100.0%	(196,696)
<b>Total Police Grants</b>	<b>123,843</b>	<b>196,696</b>	<b>-</b>	<b>-100.0%</b>	<b>(196,696)</b>
<b>Recreation Donations</b>					
Donations	16,444	23,050	31,000	34.5%	7,950
Interest Income	373	5,184	539	-89.6%	(4,645)
<b>Total Recreation Donations</b>	<b>16,817</b>	<b>28,234</b>	<b>31,539</b>	<b>11.7%</b>	<b>3,305</b>

## SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
<b>Special Revenue Funds - Continued</b>					
<b>Rental Assistance</b>					
Federal Grant	\$ 8,745,835	\$ 8,984,000	\$ 10,072,680	12.1%	\$ 1,088,680
Other Revenue	383,582	698,700	1,330,500	90.4%	631,800
<b>Total Rental Assistance</b>	<b>9,129,417</b>	<b>9,682,700</b>	<b>11,403,180</b>	<b>17.8%</b>	<b>1,720,480</b>
<b>Senior Donations</b>					
Donations	3,000	2,000	4,000	100.0%	2,000
Interest Income	568	2,037	2,000	-1.8%	(37)
Other Revenue	-	10,000	10,000	0.0%	-
<b>Total Senior Donations</b>	<b>3,568</b>	<b>14,037</b>	<b>16,000</b>	<b>14.0%</b>	<b>1,963</b>
<b>Street Lighting</b>					
Assessment Fees	686,395	740,000	740,000	0.0%	-
Other Revenue	162,059	157,000	150,000	-4.5%	(7,000)
Interest Income	4,956	30,000	30,000	0.0%	-
<b>Total Street Lighting</b>	<b>853,410</b>	<b>927,000</b>	<b>920,000</b>	<b>-0.8%</b>	<b>(7,000)</b>
<b>Street Tree Maintenance</b>					
Assessment Fees	471,086	470,000	470,000	0.0%	-
Other Revenue	354	440,000	450,000	2.3%	10,000
<b>Total Street Tree Maintenance</b>	<b>471,440</b>	<b>910,000</b>	<b>920,000</b>	<b>1.1%</b>	<b>10,000</b>
<b>Tyler Court Apartments</b>					
Rental Income	604,339	640,000	646,672	1.0%	6,672
Other Revenue	2,127	1,000	1,965	96.5%	965
Interest Income	1	-	-	0.0%	-
<b>Total Tyler Court Apartments</b>	<b>606,467</b>	<b>641,000</b>	<b>648,637</b>	<b>1.2%</b>	<b>7,637</b>
<b>Total Special Revenue Funds</b>	<b>\$ 16,204,254</b>	<b>\$ 18,867,909</b>	<b>\$ 17,917,410</b>	<b>-5.0%</b>	<b>\$ (950,499)</b>

## SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
<b>Enterprise Funds</b>					
<b>Water Operations</b>					
Water Sales	\$ 28,691,928	\$ 28,500,000	\$ 29,000,000	1.8%	\$ 500,000
Ready-to-Serve charge	12,301,894	12,300,000	12,300,000	0.0%	-
Property Tax	4,469,981	4,418,344	4,418,344	0.0%	-
New Account Charges	130,028	130,000	130,000	0.0%	-
Back-Flow Program Fees	167,089	175,000	175,000	0.0%	-
Penalty Fees	5,815	74,150	161,750	118.1%	87,600
Interest Income	48,949	354,500	354,500	0.0%	-
Engineering Overhead	20,822	40,000	42,000	5.0%	2,000
Service Connection Fees	43,351	20,000	20,000	0.0%	-
Other Revenue	3,260,648	1,711,544	388,544	-77.3%	(1,323,000)
<b>Total Water Operations</b>	<b>49,140,505</b>	<b>47,723,538</b>	<b>46,990,138</b>	<b>-1.5%</b>	<b>(733,400)</b>
<b>Recycled Water Operations</b>					
Water Sales	7,151,961	7,200,000	7,366,000	2.3%	166,000
Ready-to-Serve charge	1,209,044	1,300,000	1,339,000	3.0%	39,000
Interest Income	(91,990)	(64,000)	(64,000)	0.0%	-
Other Revenue	276,035	101,611	89,496	-11.9%	(12,115)
<b>Total Recycled Water Operations</b>	<b>8,545,050</b>	<b>8,537,611</b>	<b>8,730,496</b>	<b>2.3%</b>	<b>192,885</b>
<b>Wastewater Operations</b>					
Service Charges	14,007,136	15,304,000	19,000,000	24.2%	3,696,000
Misc. Sewer	19,614	(19,000)	-	-100.0%	19,000
Engineering Overhead	16,199	19,000	25,000	31.6%	6,000
Penalty Fees	(11)	43,000	65,000	51.2%	22,000
Interest Income	(11,915)	95,000	95,000	0.0%	-
Other Revenue	1,499,601	84,500	91,500	8.3%	7,000
<b>Total Wastewater Operations</b>	<b>15,530,624</b>	<b>15,526,500</b>	<b>19,276,500</b>	<b>24.2%</b>	<b>3,750,000</b>
<b>Solid Waste Management</b>					
Recycling Fees (AB939)	337,133	360,000	800,000	122.2%	440,000
Penalty Fees	(7)	19,000	19,000	0.0%	-
Trash Surcharge	3,049,951	3,000,000	2,100,000	-30.0%	(900,000)
Interest Income	16,881	140,200	160,100	14.2%	19,900
Other Revenue	730,663	565,247	1,920,130	239.7%	1,354,883
<b>Total Solid Waste Management</b>	<b>4,134,621</b>	<b>4,084,447</b>	<b>4,999,230</b>	<b>22.4%</b>	<b>914,783</b>
<b>Golf Course Operations</b>					
Charges for Services	8,105,675	8,830,000	9,466,000	7.2%	636,000
Interest Income	10,852	30,000	19,000	-36.7%	(11,000)
Other Revenue	55,544,802	97,000	89,000	-8.3%	(8,000)
<b>Total Golf Course Operations</b>	<b>63,661,329</b>	<b>8,957,000</b>	<b>9,574,000</b>	<b>6.9%</b>	<b>617,000</b>
<b>Total Enterprise Funds</b>	<b>\$ 141,012,129</b>	<b>\$ 84,829,096</b>	<b>\$ 89,570,364</b>	<b>5.6%</b>	<b>\$ 4,741,268</b>

## SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
<b>Internal Service Funds</b>					
<b>Workers' Compensation</b>					
Interdepartmental Charges	\$ 1,880,304	\$ 4,524,730	\$ 5,174,620	14.4%	\$ 649,890
Interest Income	39,441	142,000	140,000	-1.4%	(2,000)
Other Revenue	2,212,056	225,000	-	-100.0%	(225,000)
<b>Total Workers' Compensation</b>	<b>4,131,801</b>	<b>4,891,730</b>	<b>5,314,620</b>	<b>8.6%</b>	<b>422,890</b>
<b>Risk Management</b>					
Interdepartmental Charges	2,308,836	3,306,080	3,946,370	19.4%	640,290
Interest Income	1,928	46,000	47,000	2.2%	1,000
Other Revenue	59,053	40,000	-	-100.0%	(40,000)
<b>Total Risk Management</b>	<b>2,369,817</b>	<b>3,392,080</b>	<b>3,993,370</b>	<b>17.7%</b>	<b>601,290</b>
<b>Vehicle Maintenance</b>					
Interdepartmental Charges	3,207,532	3,291,562	3,272,355	-0.6%	(19,207)
Interest Income	839	6,500	5,000	-23.1%	(1,500)
Other Revenue	33,250	58,000	20,000	-65.5%	(38,000)
<b>Total Vehicle Maintenance</b>	<b>3,241,621</b>	<b>3,356,062</b>	<b>3,297,355</b>	<b>-1.8%</b>	<b>(58,707)</b>
<b>Vehicle Replacement</b>					
Interdepartmental Charges	2,872,200	3,574,451	3,575,367	0.0%	916
Interest Income	49,260	200,000	194,000	-3.0%	(6,000)
Other Revenue	1,522,556	225,000	200,000	-11.1%	(25,000)
<b>Total Vehicle Replacement</b>	<b>4,444,016</b>	<b>3,999,451</b>	<b>3,969,367</b>	<b>-0.8%</b>	<b>(30,084)</b>
<b>Information Technology</b>					
Interdepartmental Charges	12,530,344	14,752,389	16,408,619	11.2%	1,656,230
Interest Income	(28,270)	59,393	79,000	33.0%	19,607
Other Revenue	1,243,014	46,700	-	-100.0%	(46,700)
<b>Total Information Technology</b>	<b>13,745,088</b>	<b>14,858,482</b>	<b>16,487,619</b>	<b>11.0%</b>	<b>1,629,137</b>
<b>Total Internal Service Funds</b>	<b>\$ 27,932,343</b>	<b>\$ 30,497,805</b>	<b>\$ 33,062,331</b>	<b>8.4%</b>	<b>\$ 2,564,526</b>
<b>Trust Funds</b>					
<b>Successor Agency Housing Fund</b>					
Property Tax Increment	3,013,484	1,060,000	500,000	-52.8%	(560,000)
Interest Income	768,871	7,000	10,000	42.9%	3,000
<b>Total Successor Agency Housing Fund</b>	<b>3,782,355</b>	<b>1,067,000</b>	<b>510,000</b>	<b>-52.2%</b>	<b>(557,000)</b>
<b>Total Trust Funds</b>	<b>\$ 3,782,355</b>	<b>\$ 1,067,000</b>	<b>\$ 510,000</b>	<b>-52.2%</b>	<b>\$ (557,000)</b>
<b>Total Operating Funds</b>	<b>\$ 371,170,684</b>	<b>\$ 340,184,182</b>	<b>\$ 339,824,280</b>	<b>-0.1%</b>	<b>\$ (359,902)</b>

## SCHEDULE OF BUDGET EXPENDITURES

Department	2019-20 Actuals	2020-21 Actuals	2021-22 Estimated Expenditures	2021-22 Budget	2022-23 Budget	Change as % of 2021-22 Budget
<b>General Fund</b>						
<b>Policy And Leadership Group</b>						
City Council	\$ 466,528	\$ 487,977	\$ 632,975	\$ 649,975	\$ 652,220	0.3%
City Attorney	1,910,060	2,036,466	2,033,136	2,037,136	2,033,508	-0.2%
City Clerk	1,126,417	1,207,035	1,436,264	1,300,469	1,394,162	7.2%
City Manager	2,574,961	1,939,537	2,042,542	2,112,097	2,156,145	2.1%
City Treasurer	215,784	235,400	278,000	250,752	249,945	-0.3%
Communication & Engagement	1,651,700	1,493,938	2,031,550	1,771,173	1,979,186	11.7%
<b>Total Policy And Leadership Group</b>	<b>7,945,450</b>	<b>7,400,353</b>	<b>8,454,467</b>	<b>8,121,602</b>	<b>8,465,166</b>	<b>4.2%</b>
<b>Administrative Services</b>						
Administration	-	-	525,745	568,883	747,797	31%
Finance	5,617,702	5,810,863	5,950,000	5,632,387	5,472,176	-2.8%
Human Resources	4,302,513	4,359,159	4,542,911	4,959,011	5,264,775	6.2%
Innovation & Economic Development	1,097,395	1,427,603	1,252,000	1,264,626	2,585,951	104.5%
<b>Total Administrative Services</b>	<b>11,017,610</b>	<b>11,597,625</b>	<b>12,270,656</b>	<b>12,424,907</b>	<b>14,070,699</b>	<b>13.2%</b>
<b>Community Services</b>						
Community Services Administration	-	654,001	862,511	656,221	675,917	3.0%
Community Development	10,328,444	10,715,350	9,893,000	10,502,061	10,384,700	-1.1%
Housing & Homeless Services	-	-	1,488,217	5,901,431	3,134,115	-4.7%
Library & Cultural Arts	13,030,148	12,344,689	14,030,250	13,780,555	14,088,425	2.2%
Parks & Recreation	17,584,182	16,786,632	20,629,095	19,159,380	21,167,014	10.5%
<b>Total Community Services</b>	<b>40,942,774</b>	<b>40,500,672</b>	<b>46,903,073</b>	<b>49,999,648</b>	<b>49,450,171</b>	<b>-1.1%</b>
<b>Public Safety</b>						
Fire	25,620,353	30,712,871	34,651,000	33,521,412	37,756,943	12.6%
Police	44,841,600	47,615,546	48,936,163	48,756,017	51,240,884	5.1%
<b>Total Public Safety</b>	<b>70,461,953</b>	<b>78,328,417</b>	<b>83,587,163</b>	<b>82,277,429</b>	<b>88,997,827</b>	<b>8.2%</b>
<b>Public Works</b>						
Public Works Administration	1,768,613	1,808,997	1,800,000	1,941,613	1,440,649	-25.8%
Construction Management & Inspection	2,944,509	2,728,545	2,760,000	2,990,665	3,262,768	9.1%
Environmental Management	758,852	1,030,453	844,297	1,282,225	1,159,789	-9.5%
Fleet & Facilities	5,537,243	5,341,736	5,830,000	6,555,934	6,768,736	3.2%
Transportation	7,583,250	7,553,800	9,230,700	8,405,466	9,707,559	15.5%
<b>Total Public Works</b>	<b>18,592,467</b>	<b>18,463,531</b>	<b>20,464,997</b>	<b>21,175,903</b>	<b>22,339,501</b>	<b>5.5%</b>
<b>Miscellaneous Non-Departmental Expenditures</b>						
Community Contributions	7,983	2,595	-	-	-	-
Dues & Subscriptions	71,519	72,714	75,000	80,000	80,000	0.0%
Legal Services	697,114	755,312	500,000	1,200,000	1,000,000	-16.7%
Professional Services	39,195	34,194	35,000	42,000	41,658	-0.8%
Other Miscellaneous Expenditures	3,860,320	1,055,650	55,000	-	100,000	-
Personnel Related	152,582	184,337	200,000	850,000	1,050,000	23.5%
COVID-related	910,211	245,579	150,000	-	-	-
Vacancy savings	-	-	-	-	(2,000,000)	-
Property Tax & Other Administration	658,895	759,165	750,000	750,000	750,000	0.0%
<b>Total Miscellaneous Non-Departmental Expenditures</b>	<b>6,397,819</b>	<b>3,109,546</b>	<b>1,765,000</b>	<b>2,922,000</b>	<b>1,021,658</b>	<b>-65.0%</b>

## SCHEDULE OF BUDGET EXPENDITURES

Department	2019-20	2020-21	2021-22	2021-22	2022-23	Change as %
	Actuals	Actuals	Estimated Expenditures	Budget	Budget	of 2021-22 Budget
<b>General Fund - Continued</b>						
<b>Transfers</b>						
Transfer to General Capital Construction Fund	\$ 5,111,500	\$ 4,500,000	\$ 13,133,056	\$ 5,353,000	\$ 3,956,000	-59.2%
Transfer to Infrastructure Replacement Fund	5,111,500	4,500,000	5,353,000	5,353,000	3,956,000	0.0%
Transfer from Infrastructure Replacement Fund	-	-	(5,070,000)	(5,070,000)	-	0.0%
Transfer to Technology Investment Capital Fund	-	-	10,656,000	-	3,956,000	
Transfer To LLD#1 (Medians & Trees)	950,000	700,000	1,390,000	1,190,000	1,400,000	-14.4%
Transfer To Storm Water Program	303,052	281,040	322,000	322,000	332,000	0.0%
Other Miscellaneous Transfers	2,090,114	47,031,506	993,748	-	-	-100.0%
<b>Total Transfers</b>	<b>13,566,166</b>	<b>57,012,546</b>	<b>26,777,804</b>	<b>7,148,000</b>	<b>13,600,000</b>	<b>90.3%</b>
<b>Total Miscellaneous Non-Departmental</b>	<b>19,963,985</b>	<b>60,122,092</b>	<b>28,542,804</b>	<b>10,070,000</b>	<b>14,621,658</b>	<b>45.2%</b>
<b>Subtotal General Fund</b>	<b>168,924,239</b>	<b>216,412,690</b>	<b>200,223,160</b>	<b>184,069,489</b>	<b>197,945,022</b>	<b>7.5%</b>
<b>Contingencies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>0.0%</b>
<b>Total General Fund</b>	<b>\$ 168,924,239</b>	<b>\$ 216,412,690</b>	<b>\$ 200,223,160</b>	<b>\$ 184,569,489</b>	<b>\$ 198,445,022</b>	<b>7.5%</b>
<b>Special Revenue Funds</b>						
Affordable Housing	\$ 868,053	\$ 4,674,625	\$ 200,000	\$ 811,197	\$ 393,385	-51.5%
Agricultural Mitigation Fee	-	-	-	-	-	-
Buena Vista Channel Maintenance	71,738	80,982	106,500	195,245	195,245	0.0%
Citizens' Option For Public Safety	247,072	263,590	266,106	266,106	265,705	-0.2%
Community Activity Grants	-	-	15,000	30,000	30,000	0.0%
Community Development Block Grant	324,153	936,783	1,548,299	638,299	636,728	-0.2%
Cultural Arts Donations	29,510	25,447	82,491	131,750	131,750	0.0%
Flower Fields Grant Program	943,272	-	-	-	-	-
Habitat Mitigation Fee	1,115,129	16,961	-	-	-	-
Library And Arts Endowment Fund	-	-	6,000	6,000	6,000	0.0%
Library Gifts/Bequests	217,268	144,279	216,363	384,270	394,467	2.7%
Lighting And Landscaping District 2	353,503	287,307	398,124	376,001	338,070	-10.1%
Local Cable Infrastructure Fund	207,119	336,001	467,962	345,000	395,006	14.5%
Median Maintenance	1,077,147	1,036,374	1,160,000	1,369,415	1,329,900	-2.9%
Parking In Lieu	47,547	48,244	49,675	50,000	53,000	6.0%
Police Asset Forfeiture	122,365	54,225	20,000	170,000	125,000	-26.5%
Public Safety Grants	126,353	117,267	196,696	-	-	-
Recreation Donations	28,289	26,165	45,782	82,591	81,009	-1.9%
Rental Assistance	7,832,253	9,024,886	9,597,000	7,898,443	10,409,089	31.8%
Senior Donations	20,592	5,367	19,000	79,600	50,500	-36.6%
Street Lighting	633,162	777,332	849,000	971,246	1,065,393	9.7%
Street Tree Maintenance	575,205	750,272	950,000	943,555	880,235	-6.7%
Tyler Court Apartments	497,143	474,209	485,000	640,987	540,716	-15.6%
<b>Total Special Revenue Funds</b>	<b>\$ 15,336,873</b>	<b>\$ 19,080,316</b>	<b>\$ 16,678,998</b>	<b>\$ 15,389,705</b>	<b>\$ 17,321,198</b>	<b>12.6%</b>

## SCHEDULE OF BUDGET EXPENDITURES

Department	2019-20 Actuals	2020-21 Actuals	2021-22 Estimated Expenditures	2021-22 Budget	2022-23 Budget	Change as % of 2021-22 Budget
<b>Enterprise Funds</b>						
Water Operations	\$ 45,018,846	\$ 47,685,382	\$ 51,321,219	\$ 47,821,220	\$ 49,715,832	4.0%
Recycled Water Operations	8,103,913	7,603,103	11,403,789	10,103,790	11,206,521	10.9%
Wastewater Operations	13,504,660	13,053,207	16,057,474	16,057,473	16,999,568	5.9%
Solid Waste Management	4,508,618	5,003,349	4,017,239	5,183,474	5,801,402	11.9%
Golf Course Operations	7,715,414	6,832,769	7,306,826	7,231,000	9,195,000	27.2%
<b>Total Enterprise Funds</b>	<b>\$ 78,851,451</b>	<b>\$ 80,177,810</b>	<b>\$ 90,106,547</b>	<b>\$ 86,396,957</b>	<b>\$ 92,918,323</b>	<b>7.5%</b>
<b>Internal Service Funds</b>						
Workers' Compensation	\$ 3,714,494	\$ 3,408,864	\$ 4,246,463	\$ 3,933,699	\$ 4,507,014	14.6%
Risk Management	2,515,711	2,675,135	3,740,520	3,207,702	3,780,570	17.9%
Self-Insured Benefits	66,103	1,834,163	-	-	-	-
Vehicle Maintenance	2,951,752	3,239,389	3,510,000	3,516,373	3,506,140	-0.3%
Vehicle Replacement	2,165,563	2,342,065	4,540,000	4,546,033	5,293,745	16.4%
Information Technology	10,153,198	13,917,753	13,892,500	14,369,778	15,477,967	7.7%
<b>Total Internal Service Funds</b>	<b>\$ 21,566,821</b>	<b>\$ 27,417,369</b>	<b>\$ 29,929,483</b>	<b>\$ 29,573,585</b>	<b>\$ 32,565,436</b>	<b>10.1%</b>
<b>Trust Funds</b>						
Successor Agency Housing Fund	\$ 398,597	\$ 239,902	\$ 1,038,500	\$ 1,067,495	\$ 1,068,845	0.1%
<b>Total Trust Funds</b>	<b>\$ 398,597</b>	<b>\$ 239,902</b>	<b>\$ 1,038,500</b>	<b>\$ 1,067,495</b>	<b>\$ 1,068,845</b>	<b>0.1%</b>
<b>Total Operating Funds</b>	<b>\$ 285,077,981</b>	<b>\$ 343,328,087</b>	<b>\$ 337,976,688</b>	<b>\$ 316,997,231</b>	<b>\$ 342,318,824</b>	<b>8.0%</b>



# PUBLIC SAFETY

The City of Carlsbad's public safety services create and maintain a safe community for all who live, work and play in our city. This important work is carried out by the dedicated men and women of the Police and Fire departments. Highly specialized divisions cover all aspects of modern law enforcement, fire prevention, response and recovery, emergency medical services, and emergency preparedness and operations.

We are proud to serve the Carlsbad community, working in partnership to deliver on the city mission at the highest possible level every day.

Michael Calderwood  
Fire Chief

442-339-2141  
[FireMail@carlsbadca.gov](mailto:FireMail@carlsbadca.gov)

Mickey Williams  
Chief of Police

442-339-2100  
[police@carlsbadca.gov](mailto:police@carlsbadca.gov)



## PUBLIC SAFETY SERVICES

Public Safety

Police

Fire

5750

CITY OF CARLSBAD  
SAFETY TRAINING CENTER



PUBLIC SAFETY |  
FIRE DEPARTMENT: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 13,153,994	\$ 15,933,650	\$ 16,999,835	\$ 18,570,048
Retirement Benefits	4,300,847	5,984,047	4,691,363	5,879,146
Health Insurance	1,429,979	1,675,972	2,219,351	2,296,419
Other Personnel Expenses	1,123,689	846,659	1,634,029	1,789,390
<b>Personnel Services Subtotal</b>	<b>20,008,509</b>	<b>24,440,328</b>	<b>25,544,578</b>	<b>28,535,003</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,580,819	1,534,169	1,794,255	1,863,645
Supplies & Materials	961,736	720,270	1,151,247	1,154,382
Repair & Maintenance	64,630	95,569	75,360	91,623
Interdepartmental Charges	2,197,374	3,131,180	3,837,054	4,361,857
Other Operating Expenses	282,528	184,161	240,918	281,933
Capital Outlay	524,757	607,194	878,000	1,468,500
<b>Operating Expenses Subtotal</b>	<b>5,611,844</b>	<b>6,272,543</b>	<b>7,976,834</b>	<b>9,221,940</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 25,620,353</b>	<b>\$ 30,712,871</b>	<b>\$ 33,521,412</b>	<b>\$ 37,756,943</b>
Full Time Positions	97.75	97.75	111.00	123.00
Hourly/FTE Positions	5.50	5.50	10.00	11.50

**FIRE**

- Fire Administration
- Emergency Operations
- Community Risk Reduction & Resiliency

PUBLIC SAFETY |  
FIRE DEPARTMENT: ADMINISTRATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$695,613	\$639,039	\$651,125	\$594,716
Retirement Benefits	181,407	259,731	160,039	119,010
Health Insurance	80,967	81,704	90,006	70,744
Other Personnel Expenses	40,160	44,937	81,234	76,379
<b>Personnel Services Subtotal</b>	<b>998,147</b>	<b>1,025,411</b>	<b>982,404</b>	<b>860,849</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,007,505.00	1,112,072	1,284,590	1,372,150
Supplies & Materials	35,817	48,304	83,161	83,486
Repair & Maintenance	700	23	400	475
Interdepartmental Charges	1,787,324	2,653,052	3,132,663	3,615,605
Other Operating Expenses	11,769	12,704	1,900	1,400
Capital Outlay	107,544	79,321.00	-	-
<b>Operating Expenses Subtotal</b>	<b>2,950,659</b>	<b>3,905,476</b>	<b>4,502,714</b>	<b>5,073,116</b>
<b>TOTAL EXPENDITURES</b>	<b>\$3,948,806</b>	<b>\$4,930,887</b>	<b>\$5,485,118</b>	<b>\$5,933,965</b>
Full Time Positions	5.00	5.00	5.00	4.00
Hourly/FTE Positions	0.00	1.00	0.50	0.50
	<i>Account:</i> 0012200		<i>Fund:</i> General	
	0012210			
	0012251			
	0012253			

## ABOUT

The Fire Department enhances the quality of life for all who live, work and play in the city through excellence in emergency and support services. Fire Administration provides leadership, strategic planning and organizational support across all department programs.

## SERVICES

- Administer directives, policies and procedures
- Monitor budgets, contracts, procurement and accounting processes
- Oversee mutual aid reimbursement
- Research and support grant programs and opportunities
- Maintain records management
- Compile data and analyze business intel
- Manage webpage and social media content

## RECENT ACCOMPLISHMENTS

- Completed Standards of Cover Work Plan Objective 1 to support City Council goal
- Developed new mission, values and motto statements
- Maintained COVID-19 Task Force to address city personnel needs and concerns
- Launched online request and payment system for fire incident and medical record reports
- Relocated administration personnel to temporary trailers during office renovations
- Provided city-issued mobile phones to all full-time fire personnel

## GOALS

- Implement Standards of Cover Work Plan Objective 2 to support City Council goal
- Adopt best practice-based response time policy by type of risk
- Acquire property for permanent Fire Station 7
- Initiate Fire Station Master Plan
- Oversee Ambulance Service Fee Study
- Evaluate First Responder Feasibility Study
- Revise Memorandum of Understanding for Emergency Medical Services with the County of San Diego

PUBLIC SAFETY |  
FIRE DEPARTMENT: EMERGENCY OPERATIONS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$11,522,735	\$13,968,465	\$15,013,507	\$16,604,025
Retirement Benefits	3,841,669	5,207,222	4,139,927	5,327,255
Health Insurance	1,239,745	1,425,175	1,935,145	2,017,162
Other Personnel Expenses	1,005,506	712,311	1,364,798	1,536,207
<b>Personnel Services Subtotal</b>	<b>17,609,655</b>	<b>21,313,173</b>	<b>22,453,377</b>	<b>25,484,649</b>
<b>Operating Expenses</b>				
Professional & Contract Services	408,093	200,794	229,985	227,315
Supplies & Materials	847,181	637,130	996,159	999,469
Repair & Maintenance	60,777	92,615	74,960	91,148
Interdepartmental Charges	75,691	184,478	239,790	338,955
Other Operating Expenses	231,617	164,002	227,518	259,033
Capital Outlay	260,876	527,873	878,000	1,468,500
<b>Operating Expenses Subtotal</b>	<b>1,884,235</b>	<b>1,806,892</b>	<b>2,646,412</b>	<b>3,384,420</b>
<b>TOTAL EXPENDITURES</b>	<b>\$19,493,890</b>	<b>\$23,120,065</b>	<b>\$25,099,789</b>	<b>\$28,869,069</b>
Full Time Positions	82.00	82.00	94.00	107.00
Hourly/FTE Positions	4.00	3.50	8.50	10.50
	<i>Account:</i> 0012220		<i>Fund:</i> General	
	0012229			
	0012250			
	0012252			

## ABOUT

Emergency Operations is an all-hazard first responder agency safeguarding lives, property and the environment.

## SERVICES

- Extinguish structure and wildland fires
- Deploy mutual aid assistance across the state
- Organize response and support operations for natural or man-made disasters
- Investigate and mitigate hazardous materials
- Deliver emergency medical services
- Perform high-risk technical search and rescues
- Offer SWAT Medic Program to support law enforcement agencies
- Provide lifeguard services at North Beach and Agua Hedionda Lagoon
- Maintain state-mandated professional licenses, certificates and continuing education credits
- Develop and supervise health and wellness programs
- Coordinate Fire Explorer Program for high school and college students

## RECENT ACCOMPLISHMENTS

- Established Emergency Medical Technician Program, creating an entry-level position for emergency operations
- Procured, outfitted and deployed two new ambulances
- Hired additional paramedic firefighters and EMTs to deploy two new ambulances
- Converted one ambulance to new staffing model consisting of one paramedic firefighter and one EMT instead of two paramedic firefighters consistent with Standard of Cover work plan
- Retained aerial ladder truck as reserve apparatus
- Ordered second utility terrain vehicle to support open space emergency responses
- Accepted donation for second rescue watercraft to support lifeguard emergency responses
- Operationalized temporary Fire Station 2 during rebuild of new station
- Completed office-to-bedroom conversion at Fire Station 6
- Installed carport to create additional apparatus storage at Fire Station 6
- Remodeled storage room for personal protective equipment at Fire Station 5
- Replaced all fire station mattresses
- Recruited and onboarded first community health nurse
- Disposed of and purchased new firefighting foam in compliance with health and environmental laws
- Created and managed in-house COVID-19 testing program for all city employees
- Modified medical priority dispatching to improve resource availability and response times
- Coordinated onsite mobile clinic offering specialized medical tests and exams for firefighters
- Attained United Lifesaving Association Lifeguard Program Accreditation
- Sponsored Assembly Bill 1672 allowing USLA certified open water lifeguards to work at swimming pools
- Co-sponsored Assembly Bill 1682 allowing lifeguard water vessels to travel over five mph near swimmers and beaches while performing rescues

## GOALS

- Recruit additional EMTs to convert all ambulances to new staffing model
- Operationalize temporary Fire Station 7
- Retrofit fire station plymovent systems with magnetic couplers
- Procure, outfit and deploy new engine
- Finalize plans and specifications for new urban search and rescue apparatus
- Execute quarterly training plan for North Zone Technical Rescue Team
- Submit congressional funding proposal for North Zone Technical Rescue Team
- Replace Very High Frequency radios required for large incidents
- Implement automated narcotic tracking system to comply with recordkeeping requirements
- Respond to at least 90% of requests for assistance within 2 minutes
- Maintain EMS satisfaction rating above 95%

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Time from request to first unit being en-route (90th percentile)	01:57	01:58	01:59
EMS customer survey overall satisfaction rating	95.5%	94.5%	95%

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Added 12 full-time EMT positions and three part-time EMT positions to meet City Council Standards of Cover goal in accordance with approved work plan

PUBLIC SAFETY |

FIRE DEPARTMENT: COMMUNITY RISK REDUCTION & RESILIENCY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$935,646	\$1,326,146	\$1,335,203	\$1,371,307
Retirement Benefits	277,771	517,094	391,397	432,881
Health Insurance	109,267	169,093	194,200	208,513
Other Personnel Expenses	78,023	89,411	187,997	176,804
<b>Personnel Services Subtotal</b>	<b>1,400,707</b>	<b>2,101,744</b>	<b>2,108,797</b>	<b>2,189,505</b>
<b>Operating Expenses</b>				
Professional & Contract Services	165,221	221,303	279,680	264,180
Supplies & Materials	78,738	34,836	71,927	71,427
Repair & Maintenance	3,153	2,931	0	-
Interdepartmental Charges	334,359	293,650	464,601	407,297
Other Operating Expenses	39,142	7,455	11,500	21,500
Capital Outlay	156,337	0	-	-
<b>Operating Expenses Subtotal</b>	<b>776,950</b>	<b>560,175</b>	<b>827,708</b>	<b>764,404</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,177,657</b>	<b>\$2,661,919</b>	<b>\$2,936,505</b>	<b>\$2,953,909</b>
Full Time Positions	10.75	10.75	12.00	12.00
Hourly/FTE Positions	1.50	1.00	1.00	0.50

Account: 0012240-0012243 Fund: General

**ABOUT**

Community Risk Reduction & Resiliency mitigates all types of hazardous conditions and ensures incident response readiness.

**SERVICES**

- Oversee Hazard Reduction Program with identification and abatement of brush fire hazards
- Respond to hazard inquires and complaints
- Coordinate outreach and education programs promoting fire safety tips and prevention
- Install and test smoke alarms in Carlsbad homes
- Investigate cause and origin for suspicious or large loss fires
- Review code compliance on construction plan submittals
- Complete construction inspections for new buildings and remodeling projects
- Conduct code compliance inspections for schools, care facilities, hotels, motels and apartment complexes
- Manage Emergency Operations Center resources and operations to maintain hazard environment and threat situational awareness
- Disseminate public emergency notifications and conduct large-scale emergency evacuations
- Provide mass care and sheltering training and capability
- Create and manage emergency planning and training for city staff



- Manage emergency planning, training and engagement activities with businesses, community groups and other agencies
- Coordinate Carlsbad Community Emergency Response Team volunteer program
- Lead Carlsbad Emergency Management Administrative Team
- Represent Carlsbad in Unified San Diego County Emergency Services Organization
- Co-chair Ready Carlsbad Business Alliance Committee of Carlsbad Chamber of Commerce

## RECENT ACCOMPLISHMENTS

- Reclassed wildland urban interface inspector as full-time position to support expanded year-round hazard reduction program
- Created hazard reduction webpage on city website with fire hazard severity zone map in accordance with Assembly Bill 38
- Formed internal Arson Investigation Program
- Provided smoke alarm installations within all city mobile home parks
- Completed state-mandated annual fire inspections in accordance with Senate Bill 1205
- Implemented new cost recovery fees and billing process for state-mandated fire inspections
- Maintained year-round COVID-19 and wildfire situational awareness and support in EOC
- Assisted in reopening city facilities and return of volunteers following COVID-19 restrictions
- Coordinated marine oil spill incident response for beach inspections and cleanup support
- Implemented EOC virtual capability for off-site incident response operations
- Obtained certification to issue Wireless Emergency Alert messages in accordance with Senate Bill 833
- Updated Emergency Operations and Continuity of Operations plans

## GOALS

- Develop Wildland Fire Homeowners Association Education Program
- Format fuel modification plans—plans requiring landscaped areas adjacent to new buildings be dedicated for permanent vegetation management activities to improve community safety and reduce property loss during wildfire emergencies—for GIS programs used in field operations
- Conduct community risk assessments for emergency planning of natural, technological and man-made hazards and threats
- Extend smoke alarm installation program to all Carlsbad residents
- Adopt 2022 California Fire Code with local amendments
- Complete audit of Knox Box Program—a program that provides first responders with safe and immediate access to a residential property in the event of an alarm or an emergency—and update city key issuance policy
- Coordinate with Information Technology to develop cybersecurity training and exercises
- Initiate structural and technology upgrades for EOC
- Expand emergency shelter staffing to sustain an additional mass-care shelter
- Participate in countywide Multi-Jurisdiction Hazard Mitigation Plan update
- Maintain 100% compliance with mandated inspections under Senate Bill 1205
- Work with property owners to reduce the number potential fire hazards on private property and achieve increased compliance with applicable safety requirements

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Compliance with Senate Bill 1205-mandated inspections	100%	100%	100%
Parcels notified of potential fire hazards	150	142	150
Noncompliant parcels requiring weed abatement by city	3	3	3

PUBLIC SAFETY |  
POLICE DEPARTMENT: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 22,752,120	\$ 23,442,173	\$ 24,974,039	\$ 25,853,833
Retirement Benefits	7,281,652	10,176,003	7,408,450	8,353,791
Health Insurance	2,403,416	2,533,373	2,948,776	2,942,943
Other Personnel Expenses	1,954,328	1,494,433	3,084,193	3,593,209
<b>Personnel Services Subtotal</b>	<b>34,391,516</b>	<b>37,645,982</b>	<b>38,415,458</b>	<b>40,743,776</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,882,137	2,209,244	1,824,038	1,816,720
Supplies & Materials	773,126	454,203	479,273	469,405
Repair & Maintenance	223,380	185,356	291,920	260,425
Interdepartmental Charges	6,648,956	6,548,607	7,730,391	7,723,463
Other Operating Expenses	523,438	319,389	447,893	614,600
Capital Outlay	894,837	601,499	3,150	3,200
<b>Operating Expenses Subtotal</b>	<b>10,945,874</b>	<b>10,318,298</b>	<b>10,776,665</b>	<b>10,887,813</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 45,337,390</b>	<b>\$ 47,964,280</b>	<b>\$ 49,192,123</b>	<b>\$ 51,631,589</b>
<b>TOTAL FUNDING</b>				
General Fund	\$ 44,841,600	\$ 47,615,546	\$ 48,756,017	\$ 51,240,884
Special Revenue Fund	495,790	435,082	436,106	390,705
<b>TOTAL FUNDING</b>	<b>\$ 45,337,390</b>	<b>\$ 48,050,628</b>	<b>\$ 49,192,123</b>	<b>\$ 51,631,589</b>
Full Time Positions	184.00	184.00	186.00	187.00
Hourly/FTE Positions	2.00	2.00	2.00	3.18

**POLICE**

- Administration
- Field Operations
- Support Operations
- Professional Services
- Police Grants & Asset Forfeiture

PUBLIC SAFETY |  
POLICE DEPARTMENT: ADMINISTRATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 821,721	\$ 787,934	\$ 784,994	\$ 882,956
Retirement Benefits	220,721	364,243	248,162	229,062
Health Insurance	67,641	75,338	83,327	100,384
Other Personnel Expenses	60,964	44,743	100,331	117,598
<b>Personnel Services Subtotal</b>	<b>1,171,047</b>	<b>1,272,258</b>	<b>1,216,814</b>	<b>1,330,000</b>
<b>Operating Expenses</b>				
Professional & Contract Services	989,252	975,152	1,005,741	949,000
Supplies & Materials	53,123	20,810	42,800	38,250
Repair & Maintenance	10,812	7,829	9,540	9,000
Interdepartmental Charges	3,980,129	3,801,221	3,963,301	4,273,139
Other Operating Expenses	296,796	254,782	269,050	360,550
Capital Outlay	387,738	24,651	-	3,200
<b>Operating Expenses Subtotal</b>	<b>5,717,850</b>	<b>5,084,445</b>	<b>5,290,432</b>	<b>5,633,139</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,888,897</b>	<b>\$ 6,356,703</b>	<b>\$ 6,507,246</b>	<b>\$ 6,963,139</b>
Full Time Positions	6.00	5.00	6.00	7.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
	<i>Account: 0012110 0012122</i>		<i>Fund: General</i>	

## ABOUT

This division includes personnel who develop and administer functions and programs that support the city's and the Police Department's statement of values in a manner responsive to the city and its residents. This division also establishes policies and long-range plans to meet department goals and city needs.

## SERVICES

- Develop and manage programs that reduce crime, encourage resident engagement and improve community safety
- Assist staff with individual and team development
- Provide support to divisions to assist with meeting goals
- Respond to residents' concerns, City Council inquiries and public records requests

## RECENT ACCOMPLISHMENTS

- Began remodel of the Police & Fire Headquarters
- Conducted six Police Citizens Academy sessions and one city Citizens Academy
- Developed a teambuilding workshop for supervisors
- Implemented a weekly command staff video to effectively relay relevant information within the department

## GOALS

- Respond to growing number of calls for service while maintaining current level of service
- Use more innovative technology to provide the most efficient and effective service
- Reach more community members through the department's social media platforms

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Added one Management Analyst position to support the administration division in budget preparations, contract and grant administration, purchasing, records requests and other tasks.

PUBLIC SAFETY |  
POLICE DEPARTMENT: FIELD OPERATIONS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 12,465,034	\$ 12,759,559	\$ 14,026,507	\$ 13,676,425
Retirement Benefits	4,363,257	5,894,379	4,367,113	4,643,888
Health Insurance	1,282,302	1,348,171	1,650,258	1,492,109
Other Personnel Expenses	1,067,474	807,276	1,661,386	1,847,458
<b>Personnel Services Subtotal</b>	<b>19,178,067</b>	<b>20,809,385</b>	<b>21,705,264</b>	<b>21,659,880</b>
<b>Operating Expenses</b>				
Professional & Contract Services	383,518	399,966	452,713	507,620
Supplies & Materials	285,787	200,037	145,870	167,230
Repair & Maintenance	21,700	17,224	21,500	21,400
Interdepartmental Charges	2,020,193	2,049,500	2,994,818	2,725,205
Other Operating Expenses	120,622	24,550	101,750	135,950
Capital Outlay	492,153	504,118	3,150	-
<b>Operating Expenses Subtotal</b>	<b>3,323,973</b>	<b>3,195,395</b>	<b>3,719,801</b>	<b>3,557,405</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,502,040</b>	<b>\$ 24,004,780</b>	<b>\$ 25,425,065</b>	<b>\$ 25,217,285</b>
Full Time Positions	97.00	99.50	102.00	96.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account: 0012115-2121 Fund: General</i> <i>0012123-2125</i>				

**ABOUT**

The Field Operations Division includes patrol, traffic, canines, lagoon patrol and police rangers. The Police Department compares its average response time to different priority level calls to national averages. The national average response time for Priority 1 calls is less than six minutes. The average response time for Priority 1 calls in the city is 5.2 minutes.

The FBI Index is used to measure crime in the city. The FBI Index includes homicide, rape, robbery, aggravated assault, burglary, larceny/theft and motor vehicle theft. In 2021, the city’s violent crime rate was 2.18 per 1,000 population and the property crime rate was 17.39 per 1,000 population. The county average is 3.74 for violent crime and 16.14 for property crime.

**SERVICES**

- Respond to calls for emergency and non-emergency services
- Utilize new and existing resources to address complaints and quality of life issues
- Provide emergency services, preventative patrol, traffic enforcement and special enforcement in the community
- Take reports at incidents including crimes, arrests, collisions and conduct field interviews
- Enforce laws and ordinances, preserve the peace, and provide for the protection of life and property through proactive programs of enforcement and prevention

Police Activity	CY 2017	CY 2018	CY 2019	CY 2020	CY 2021
Police activities/Calls for service	90,760	99,562	112,323	110,448	107,156
Number of cases	8,643	8,705	8,774	8,222	8,704
9-1-1 calls	29,144	32,509	33,061	31,642	36,154
Total phone calls	149,715	156,488	157,587	162,055	162,541

## RECENT ACCOMPLISHMENTS

- Instituted a program to comply with Assembly Bill 481 regarding use, acquisition and funding of military equipment
- Implemented a daily activities log to enhance communication between all divisions within the police department
- Adopted new de-escalation policy
- Executed a Memorandum of Understanding with the Mobile Crisis Response Team for as-needed cooperation on mental health calls
- Received an approval rating of 4.45 out of 5, based on 1,257 crime victims surveyed, when asked if they felt their crime report was handled effectively
- Achieved average response times as follows, including maintaining a response time under the national average of six minutes for Priority 1 calls:
  - Priority 1: 5.2 minutes
  - Priority 2: 16.8 minutes
  - Priority 3: 22.1 minutes

## GOALS

- Partner with outside agencies to increase security and awareness and address traffic complaints for the city's special events
- Continue to work on department's technology foundation to be more effective and efficient, acquire more timely and accurate data, and support a data-driven approach to policing
- Implement the new computer-aided dispatch system, including integration with current system, for effective interoperability

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Suspects arrested with License Plate Recognition*	91	115	--
Vehicles recovered with License Plate Recognition*	66	117	--

*\*Automated license plate reader technology, also known as License Plate Recognition, is used by the Police Department to convert data associated with vehicle license plates for official law enforcement purposes, including identifying stolen or wanted vehicles, stolen license plates and missing persons. License Plate Recognition may also be used to gather information related to active warrants, homeland security, electronic surveillance, suspect interdiction and stolen property recovery. The statistics above show the number of suspects apprehended and vehicles recovered using license plate readers. Figures cannot be projected or estimated for upcoming fiscal years.*

PUBLIC SAFETY |  
POLICE DEPARTMENT: SUPPORT OPERATIONS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	8,770,923	9,094,750	9,421,936	10,337,845
Retirement Benefits	2,484,212	3,649,345	2,596,604	3,203,873
Health Insurance	1,006,231	1,036,172	1,134,731	1,234,254
Other Personnel Expenses	760,993	590,381	1,225,238	1,495,059
<b>Personnel Services Subtotal</b>	<b>13,022,359</b>	<b>14,370,648</b>	<b>14,378,509</b>	<b>16,271,031</b>
<b>Operating Expenses</b>				
Professional & Contract Services	333,919	701,550	219,584	158,100
Supplies & Materials	188,682	131,782	101,685	106,225
Repair & Maintenance	152,667	123,598	210,155	184,750
Interdepartmental Charges	627,478	661,781	739,416	688,898
Other Operating Expenses	89,170	24,218	41,050	91,100
Capital Outlay	9,538	44,857	-	-
<b>Operating Expenses Subtotal</b>	<b>1,401,454</b>	<b>1,687,786</b>	<b>1,311,890</b>	<b>1,229,073</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 14,423,813</b>	<b>\$ 16,058,434</b>	<b>\$ 15,690,399</b>	<b>\$ 17,500,104</b>
Full Time Positions	77.00	73.50	73.00	78.00
Hourly/FTE Positions	1.00	1.00	1.00	2.18

Account: 0012126-2138 Fund: General  
0012142-2145

## ABOUT

The Support Operations Division includes the Crime Suppression Team, Homeless Outreach Team, SWAT Team, Crisis Negotiation Team, Investigations Division, Family Services, Communications and Records.

## SERVICES

- Provide public safety communication including answering 9-1-1 and other calls and dispatching appropriate emergency personnel
- Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of crimes
- Collect and process evidence collected in the field by police employees
- Provide support to divisions to assist with meeting goals
- Assist in the preservation of all life and ensure a safe resolution to critical incidents
- Investigate and follow up on crime and incident reports as they relate to the family
- Assist in the coordination of diversion, prevention and education activities

	CY 2017	CY 2018	CY 2019	CY 2020	CY 2021
Violent crime clearance rate	48%	46%	55%	59%	46%
Property crime clearance rate	10%	11%	9%	10%	11%

## RECENT ACCOMPLISHMENTS

- Responded to 6,010 transient-related calls for service last year
- Implemented the Hotel Voucher Pilot Program and provide vouchers through the department's Homeless Outreach Team
- Implemented the Homeless Engagement Leading to Progress, or HELP, mobile application
- Created a storefront for the Homeless Outreach Team at the Visitor's Center in the downtown area in response to increasing transient issues
- Executed a Memorandum of Understanding with the District Attorney's Office and North County allied agencies for the North County Family Justice Center program, which will be an integrated service for victims of domestic violence, abuse, sexual assault and related crimes to seek therapy, forensic evidentiary exams, case management and other support
- Solved each of the city's two homicides and one attempted homicide
- Received an approval rating of 4.17 out of 5, based on 1,217 crime victims surveyed, when asked about satisfaction of their case being reviewed

## GOALS

- Reduce the homeless unsheltered population in line with City Council goals
- Initiate grant-funded program for several detectives to work directly out of the North County Family Justice Center to improve cross-coordination between law enforcement agencies, prosecutors, victim advocacy and criminal justice

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Number of individuals contacted through outreach activities	New	3,060	3,060
Percent of contacts that accept services	New	38%	38%
Number of individuals that are provided housing	New	161	161



PUBLIC SAFETY |  
POLICE DEPARTMENT: PROFESSIONAL SERVICES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 503,843	\$ 630,925	\$ 605,257	\$ 826,783
Retirement Benefits	176,752	217,449	159,444	240,880
Health Insurance	40,062	66,100	67,863	99,534
Other Personnel Expenses	53,656	44,399	80,661	114,163
<b>Personnel Services Subtotal</b>	<b>774,313</b>	<b>958,873</b>	<b>913,225</b>	<b>1,281,360</b>
<b>Operating Expenses</b>				
Professional & Contract Services	115,827	114,576	86,000	142,000
Supplies & Materials	95,531	76,962	73,918	87,700
Repair & Maintenance	6,701	480	5,725	275
Interdepartmental Charges	17,628	32,349	28,396	32,021
Other Operating Expenses	16,850	12,389	26,043	17,000
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>252,537</b>	<b>236,756</b>	<b>220,082</b>	<b>278,996</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,026,850</b>	<b>\$ 1,195,629</b>	<b>\$ 1,133,307</b>	<b>\$ 1,560,356</b>
Full Time Positions	3.00	5.00	4.00	5.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00
<i>Account: 0012140</i>		<i>Fund: General</i>		

## ABOUT

The Professional Services Division supports the Police Department in the form of training, internal affairs, professional standards and personnel recruitment and hiring.

## SERVICES

- Recruit new employees, organize testing programs and conduct mandated pre-employment investigations and Peace Officer Standards and Training
- Establish, maintain and enforce department professional standards and coordinate all department training
- Investigate resident complaints
- Provide information to the media to inform the public regarding crime activity in the city
- Help improve the quality of life for city residents through crime prevention awareness and education, and help reduce the fear of crime through the dissemination of information

## RECENT ACCOMPLISHMENTS

- Installed new software program Veritone to track data in accordance with the Racial and Identity Profiling Act
- Installed new software program DogPro to track canine training and activities

- Instituted a new comprehensive Internal Affairs policy
- Received an approval rating of 4.61 out of 5, based on 1,312 crime victims surveyed, when asked if their call was handled in a respectful, attentive, and expeditious manner

## GOALS

- Eliminate personnel vacancies in the police department

PUBLIC SAFETY |

POLICE DEPARTMENT: POLICE GRANTS & ASSET FORFEITURE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 190,599	\$ 169,005	\$ 135,345	\$ 129,824
Retirement Benefits	36,710	50,587	37,127	36,088
Health Insurance	7,180	7,592	12,597	16,662
Other Personnel Expenses	11,241	7,634	16,577	18,931
<b>Personnel Services Subtotal</b>	<b>245,730</b>	<b>234,818</b>	<b>201,646</b>	<b>201,505</b>
<b>Operating Expenses</b>				
Professional & Contract Services	59,621	18,000	60,000	60,000
Supplies & Materials	150,003	110,960	115,000	70,000
Repair & Maintenance	31,500	36,225	45,000	45,000
Interdepartmental Charges	3,528	3,756	4,460	4,200
Other Operating Expenses	-	3,450	10,000	10,000
Capital Outlay	5,408	27,873	-	-
<b>Operating Expenses Subtotal</b>	<b>250,060</b>	<b>200,264</b>	<b>234,460</b>	<b>189,200</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 495,790</b>	<b>\$ 435,082</b>	<b>\$ 436,106</b>	<b>\$ 390,705</b>
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
	<i>Account: 121-122</i>	<i>Fund: Special Revenue-Asset Forfeiture</i>		
	<i>123</i>	<i>Special Revenue-COPS Fund</i>		
	<i>124</i>	<i>Special Revenue-Public Safety Grants</i>		

**ABOUT**

Police grants include federal and state asset forfeiture, the Citizens’ Option for Public Safety, the Justice Assistance Grant, and the Urban Areas Security Initiatives Program.

**SERVICES**

- Grants are used to purchase police equipment, supplement staffing costs and assist with training

**RECENT ACCOMPLISHMENTS**

- Used the Citizens’ Option for Public Safety grant to fund one full-time sworn officer position
- Used the Homeland Security Grant to purchase police radios and field equipment
- Used the Justice Assistance Grant to purchase electric bicycles for Homeless Outreach Team

**GOALS**

- Continue to seek grant funding for necessary equipment



# PUBLIC WORKS

Public Works is responsible for planning, providing and maintaining the infrastructure that supports a high quality of life in the City of Carlsbad. From buildings and vehicles to roads and habitat, to safe, reliable water supplies and more — Public Works oversees responsible and sustainable management practices for a wide variety of city assets.

This includes administration of the Capital Improvement Program, a 15-year plan that encompasses road and traffic improvements; storm drain systems; major facilities maintenance, repairs and renovation; water and wastewater infrastructure; construction of civic buildings and other infrastructure projects. Public Works plays a key role in promoting environmental sustainability, enhancing transportation options and protecting public health and safety.

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# PUBLIC WORKS BRANCH

Public Works

Administration

Facilities & Fleet

Environmental Management

Transportation

Construction Management & Inspection

Utilities



## PUBLIC WORKS | ADMINISTRATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$869,253	\$907,628	\$961,907	\$782,418
Retirement Benefits	192,616	294,482	212,352	182,988
Health Insurance	93,826	100,656	111,713	72,660
Other Personnel Expenses	40,863	26,532	35,412	29,465
<b>Personnel Services Subtotal</b>	<b>1,196,558</b>	<b>1,329,298</b>	<b>1,321,384</b>	<b>1,067,531</b>
<b>Operating Expenses</b>				
Professional & Contract Services	224,989	261,134	243,078	94,078
Supplies & Materials	33,999	19,291	42,139	18,301
Repair & Maintenance	43,340	11,916	61,087	2,100
Interdepartmental Charges	234,074	178,004	250,925	236,729
Other Operating Expenses	35,653	9,354	23,000	21,910
Capital Outlay	0	-	-	-
<b>Operating Expenses Subtotal</b>	<b>572,055</b>	<b>479,699</b>	<b>620,229</b>	<b>373,118</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,768,613</b>	<b>\$1,808,997</b>	<b>\$1,941,613</b>	<b>\$1,440,649</b>
Full Time Positions	7.60	7.85	7.85	5.90
Hourly/FTE Positions	1.00	1.00	1.50	1.60

Account: 0018310      Fund: General

### ABOUT

Public Works Administration provides leadership and strategic vision for the entire Public Works Branch, which is comprised of the Construction Management & Inspection, Fleet & Facilities, Environmental Sustainability, Transportation and Utilities departments. It provides administrative support services with a focus on strategic alignment to the Community Vision and City Council goals.

### SERVICES

- Provide leadership and management support, operating budget oversight, CIP oversight, contract administration and records management
- Support communications and outreach activities for major CIP projects

### RECENT ACCOMPLISHMENTS

- Transitioned internal contract status reports to on-demand dashboards
- Expanded functionality of DocuSign to facilitate expedited contract execution
- Updated contract templates to facilitate use of anticipated federal funding
- Partnered with GIS staff to continually improve and update the internal project submittal app, public dashboard and reporting for the CIP
- Facilitated an update of the city's engineering manual and other relevant engineering standards
- Received the American Public Works Association, San Diego and Imperial Counties Chapter Award of Merit for outstanding public service

## GOALS

- Complete an update of the city's procurement policy and administrative order
- Digitize the processing of bonds related to contracts
- Continue to update and streamline standard contract language and processes
- Continue to develop and operationalize formal consultant and contractor performance evaluation processes
- Engage in the planning, design and implementation of a citywide portfolio project management system, including CIP project management
- Engage in planning, design and implementation of an enterprise asset management system
- Continue implementing a strategy to digitize all Public Works records per the city's records retention schedule
- Continue to focus on employee coaching, development and training for staff at all levels throughout the department



## PUBLIC WORKS | CONSTRUCTION MANAGEMENT & INSPECTION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,616,877	\$ 1,561,351	\$ 1,540,617	\$ 1,744,289
Retirement Benefits	363,304	553,180	354,060	430,099
Health Insurance	206,541	215,154	253,932	266,138
Other Personnel Expenses	76,561	46,267	60,268	68,741
<b>Personnel Services Subtotal</b>	<b>2,263,283</b>	<b>2,375,952</b>	<b>2,208,877</b>	<b>2,509,267</b>
<b>Operating Expenses</b>				
Professional & Contract Services	236,426	21,836	323,519	321,130
Supplies & Materials	21,498	22,538	51,732	13,027
Repair & Maintenance	1,713	54	6,314	314
Interdepartmental Charges	397,784	303,752	385,963	404,770
Other Operating Expenses	23,186	4,413	14,260	14,260
Capital Outlay	619	-	-	-
<b>Operating Expenses Subtotal</b>	<b>681,226</b>	<b>352,593</b>	<b>781,788</b>	<b>753,501</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,944,509</b>	<b>\$ 2,728,545</b>	<b>\$ 2,990,665</b>	<b>\$ 3,262,768</b>
Full Time Positions	17.70	15.20	15.20	16.20
Hourly/FTE Positions	1.00	1.00	0.50	0.50
<i>Account: 00185XX</i>		<i>Fund: General</i>		

### ABOUT

Construction Management & Inspection ensures safe construction of CIP and private development projects in compliance with legal, regulatory and contractual requirements.

### SERVICES

- Manage construction of CIP projects and public works contracts for all city asset-managing departments
- Inspect and oversee private development grading
- Inspect and oversee stormwater and improvements
- Oversee all construction activity in the public right of way

### RECENT ACCOMPLISHMENTS

- Implemented COVID-19 safety measures to allow all inspectors and project managers to operate remotely or semi-remotely while still providing a full range of essential construction management and inspection services
- Developed and implemented a comprehensive inspection tracking and data management system following treatment control best management practices that has received regional and national industry recognition

- Provided construction management and inspection services on several significant CIP projects, including water valve replacements and pipelines, El Camino Real and College Boulevard intersection improvements, El Camino Real and Cannon Road bridge, Calavera Hills Community Park Gateway Improvements, Poinsettia Park dog park, Barrio Lighting Project, and various traffic-calming projects
- Provided construction inspection services for private development projects such as Carlsbad Village Lofts, Springhill Suites hotel, and ensured safe work in the right of way for 5G communications infrastructure installation throughout the city
- Maintained stormwater compliance through training, education, outreach and enforcement actions resulting in zero construction-related notices of violation from the Regional Water Quality Control Board to date
- Developed and implemented a certified in-house Qualified Stormwater Pollution Prevention Plan Developer and Practitioner Program for eligible city staff to achieve cost savings and maintain compliance with state stormwater permit program

## GOALS

- Continue to provide construction management services for parks, transportation, water, sewer and storm drain infrastructure projects
- Continue to partner with the City Attorney’s Office on development of a contractor performance evaluation process to improve accountability during e of a public works project
- Continue to leverage project management tools and processes to improve efficiency and effectiveness within the department
- Continue to partner with property owners to reduce pollution and improve water quality through the city’s Treatment Control Best Management Practices program
- Continue a strong commitment to stormwater regulation compliance and preservation of the natural environment by avoiding violations levied by regional regulatory agencies at city construction sites

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Response rate for Treatment Control Best Management Practices Verification of Maintenance	75%	82%	75%
Construction stormwater violations on CIP projects	0	0	0

PUBLIC WORKS |  
ENVIRONMENTAL SUSTAINABILITY: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,051,026	\$ 1,087,903	\$ 1,146,936	\$ 1,657,905
Retirement Benefits	227,608	372,361	262,396	400,937
Health Insurance	147,367	163,946	182,971	324,381
Other Personnel Expenses	78,150	(28,258)	46,921	68,964
<b>Personnel Services Subtotal</b>	<b>1,504,151</b>	<b>1,595,952</b>	<b>1,639,224</b>	<b>2,452,187</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,309,916	1,815,862	2,179,279	1,596,311
Supplies & Materials	169,537	55,053	65,661	70,161
Repair & Maintenance	32	18	580	80
Interdepartmental Charges	499,019	554,598	710,499	842,129
Other Operating Expenses	39,804	21,564	21,121	29,021
Capital Outlay	-	-	-	135,000
<b>Operating Expenses Subtotal</b>	<b>2,018,308</b>	<b>2,447,095</b>	<b>2,977,140</b>	<b>2,672,702</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,522,459</b>	<b>\$ 4,043,047</b>	<b>\$ 4,616,364</b>	<b>\$ 5,124,889</b>
<b>FUNDING</b>				
General Fund	758,852	1,030,453	1,282,225	1,159,789
Enterprise Fund	2,763,607	3,012,594	3,334,139	3,965,100
<b>TOTAL FUNDING</b>	<b>\$ 3,522,459</b>	<b>\$ 4,043,047</b>	<b>\$ 4,616,364</b>	<b>\$ 5,124,889</b>
Full Time Positions	11.05	11.95	11.95	17.60
Hourly/FTE Positions	1.50	1.50	1.50	1.50

**ENVIRONMENTAL SUSTAINABILITY**

- Climate Action Plan & Habitat Management
- Sustainable Materials Management
- Watershed Protection

**ABOUT**

The General Fund portion of the Environmental Sustainability Department budget includes the Climate Action Plan & Habitat Management Division, and coordination of the municipal component of the National Pollutant Discharge Elimination System Municipal Stormwater Permit in the Watershed Protection Division. These divisions integrate components of the Environmental and Sustainability Guiding Principles and support the Carlsbad Community Vision areas of open space and the natural environment, sustainability and access to recreation and active, healthy lifestyles.

PUBLIC WORKS |  
ENVIRONMENTAL SUSTAINABILITY: CLIMATE ACTION PLAN &  
HABITAT MANAGEMENT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 291,260	\$ 280,637	\$ 305,009	\$ 309,498
Retirement Benefits	68,038	97,879	68,734	72,550
Health Insurance	31,793	33,130	38,654	36,087
Other Personnel Expenses	10,134	8,461	11,954	12,152
<b>Personnel Services Subtotal</b>	<b>401,225</b>	<b>420,107</b>	<b>424,351</b>	<b>430,287</b>
<b>Operating Expenses</b>				
Professional & Contract Services	292,711	529,967	751,738	299,750
Supplies & Materials	11,832	20,354	11,807	12,607
Repair & Maintenance	22	9	50	50
Interdepartmental Charges	41,114	59,536	87,011	97,342
Other Operating Expenses	11,948	480	7,268	6,668
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>357,627</b>	<b>610,346</b>	<b>857,874</b>	<b>416,417</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 758,852</b>	<b>\$ 1,030,453</b>	<b>\$ 1,282,225</b>	<b>\$ 846,704</b>
Full Time Positions	2.55	2.65	2.65	2.55
Hourly/FTE Positions	0.50	0.50	0.50	0.50
<i>Account: 0015110</i>		<i>Fund: General</i>		
<i>0015130</i>				

**SERVICES**

- Coordinate with multiple city departments to oversee CAP implementation, collect CAP implementation monitoring data and prepare an annual report
- Coordinate preparation of a communitywide greenhouse gas inventory and forecast
- Coordinate updates to the CAP document, as directed by City Council
- Perform outreach and education related to CAP activities and respond to public inquiries
- Oversee and coordinate implementation of the Home Energy Score Assessment program and Carlsbad Green Business Network
- Participate in groups such as the SANDAG Regional Energy Working Group, Climate Science Alliance and ReCAP Stakeholder Working Group
- Monitor GHG emissions data from SANDAG and incorporate into CAP; data is released every two years and the department is currently awaiting 2020 data
- Research and monitor upcoming regulations, funding opportunities, and activities related to climate mitigation and adaptation
- Monitor regional climate change preparedness activities
- Provide leadership and citywide coordination to ensure compliance with Habitat Management Plan regulations

- Coordinate with various city departments on regulatory requirements for private development projects and CIP projects
- Serve as liaison between city staff and regulatory agencies
- Oversee preserve managers to ensure Habitat Management Plan-compliant biological management, monitoring and reporting
- Maintain collaborative relationships with the U.S. Fish and Wildlife Service, California Department of Fish and Wildlife and California Coastal Commission staff to ensure solutions-oriented Habitat Management Plan implementation
- Work with other city staff to ensure that projects are implemented in a manner consistent with the Habitat Management Plan

### RECENT ACCOMPLISHMENTS

- Began comprehensive update of the CAP
- Served as a board member for the San Diego Regional Climate Collaborative
- Served on the Technical Advisory Group for the Connecting Wildlands and Communities Project and Environmental Mitigation Program Working Group for SANDAG
- Conducted required stormwater inspections at municipal facilities

### GOALS

- Continue implementation of the Carlsbad Green Business Network and Home Energy Score Assessment Program
- Increase number of participants in the Green Business Network
- Meet annual goal for acres added to Habitat Management Plan area
- Continue implementation and monitoring of adopted CAP, and complete a comprehensive CAP update
- Implement an inspection program to identify potential threats to native species and habitats
- Coordinate with local and regional stakeholders to monitor, manage and conduct outreach for shot hole borer and Ward’s weed, the highest priority threats to the preserve system
- Expand volunteer program to protect high priority species and habitats
- Continue implementing wildlife movement program

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Green Business Network participants	6	15	30
Acreage goal added to Habitat Management Plan area	96%	96%	96%

PUBLIC WORKS |  
ENVIRONMENTAL SUSTAINABILITY: SUSTAINABLE MATERIALS  
MANAGEMENT

	2019-20 Actual		2020-21 Actual		2021-22 Budget		2022-23 Budget
<b>Personnel Services</b>							
Salaries & Wages	\$ 228,125	\$	259,845	\$	277,837	\$	825,400
Retirement Benefits	46,319		92,946		61,719		202,509
Health Insurance	27,028		36,237		40,560		193,662
Other Personnel Expenses	7,919		7,920		11,340		35,238
<b>Personnel Services Subtotal</b>	<b>309,391</b>		<b>396,948</b>		<b>391,456</b>		<b>1,256,809</b>
<b>Operating Expenses</b>							
Professional & Contract Services	520,799		894,703		834,447		785,547
Supplies & Materials	152,884		29,339		35,013		39,213
Repair & Maintenance	-		-		-		-
Interdepartmental Charges	115,212		136,392		217,584		322,694
Other Operating Expenses	14,731		15,723		3,833		12,833
Capital Outlay	-		-		-		135,000
<b>Operating Expenses Subtotal</b>	<b>803,626</b>		<b>1,076,157</b>		<b>1,090,877</b>		<b>1,295,287</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,113,017</b>	\$	<b>1,473,105</b>	\$	<b>1,482,333</b>	\$	<b>2,552,096</b>
<b>FUNDING</b>							
General Fund	-		-		-		313,085
Enterprise Fund	1,113,017		1,473,105		1,482,333		2,239,011
<b>TOTAL FUNDING</b>	<b>\$ 1,113,017</b>	\$	<b>1,473,105</b>	\$	<b>1,482,333</b>	\$	<b>2,552,096</b>
Full Time Positions	2.80		2.80		2.80		9.65
Hourly/FTE Positions	0.50		0.50		0.50		0.50
			<i>Account: 0015120</i>		<i>Fund: General</i>		
			<i>520XXXX</i>		<i>Enterprise</i>		

**ABOUT**

This budget includes oversight and coordination of the city’s Sustainable Materials Management Division. Consistent with the General Plan, this division coordinates the implementation of a citywide waste reduction and recycling program to maintain compliance with rigorous state regulations related to diversion and disposal of solid waste. The Sustainable Materials Management Division staff oversee the franchise agreement for waste hauling and recycling services, Palomar Transfer Station agreement for disposal services, composting service contract, various waste reduction and diversion outreach and education contracts, and proper disposal of household hazardous waste.

**SERVICES**

- Represent the city at meetings with CalRecycle, businesses, residents and other stakeholders
- Work with other staff to improve the city’s waste reduction, diversion and recycling program
- Prepare state and county grant applications with the City Council’s approval, appropriate funds, implement grant activities, track expenses and submit reports

- Coordinate outreach and education targeted at increasing recycling for residents, businesses, municipal employees and the public
- Coordinate annual Earth Month and Earth Day events promoting recycling, proper disposal of household hazardous waste, composting and beach cleanup
- Conduct annual rate analysis to determine cost-effective practices
- Prepare and submit required annual recycling, composting, and disposal reports to CalRecycle as required by Senate Bill 1016
- Participate in regional activities with SANDAG Solid Waste Technical Advisory Committee
- Engage businesses and residents to decrease waste and increase recycling

## RECENT ACCOMPLISHMENTS

- Completed the Sustainable Materials Management Implementation Plan
- Executed the Palomar Transfer Station contract amendment extension
- Facilitated the Carlsbad Food Recovery focus group to learn about best practices and barriers to food recovery in the city
- Participated in food recovery and organics recycling conferences to learn about best practices for successful program implementation
- Increased outreach and education by developing a multi-family guide, commercial organic and recycling brochures, and other outreach materials, including social media posts
- Reviewed special event applications for compliance with recycling and trash best practices

## GOALS

- Review, prioritize and implement improvements based on feedback from CalRecycle in the mandatory commercial recycling and construction and demolition recycling programs
- Plan, prepare and arrange for a seamless transition to a new franchise hauler for solid waste collection, disposal and recycling processing, which will become effective on July 1, 2022
- Provide outreach and implement a new solid waste collection program for food waste for residential and commercial customers
- Monitor newly negotiated waste diversion and recycling programs at Palomar Transfer Station targeting self-haulers
- Increase waste diversion in the commercial sector by implementing outreach to targeted high trash-generating businesses with low diversion rates
- Work with partners to increase outreach to construction companies to improve diversion of construction and demolition material
- Continue tracking per capita disposal rate in pounds per person per day to verify accuracy
- Reduce number of businesses without recycling services to zero

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Per capita disposal rate	7.7 lbs.	7.7 lbs.	7.5 lbs.
Businesses without recycling services	37	13	0

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Added six new full-time positions and implementation funding for the City Council-approved sustainable materials management plan, funded largely by the city's new solid waste franchise agreement

PUBLIC WORKS |

ENVIRONMENTAL SUSTAINABILITY: WATERSHED PROTECTION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 531,641	\$ 547,421	\$ 564,090	\$ 523,007
Retirement Benefits	113,251	181,536	131,943	125,878
Health Insurance	88,546	94,579	103,757	94,632
Other Personnel Expenses	60,097	(44,639)	23,627	21,574
<b>Personnel Services Subtotal</b>	<b>793,535</b>	<b>778,897</b>	<b>823,417</b>	<b>765,091</b>
<b>Operating Expenses</b>				
Professional & Contract Services	496,406	391,192	593,094	511,014
Supplies & Materials	4,821	5,360	18,841	18,341
Repair & Maintenance	10	9	530	30
Interdepartmental Charges	342,693	358,670	405,904	422,093
Other Operating Expenses	13,125	5,361	10,020	9,520
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>857,055</b>	<b>760,592</b>	<b>1,028,389</b>	<b>960,998</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,650,590</b>	<b>\$ 1,539,489</b>	<b>\$ 1,851,806</b>	<b>\$ 1,726,089</b>
Full Time Positions	5.70	6.50	6.50	5.40
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 5215110      Fund: Enterprise

### ABOUT

This budget includes leadership and stewardship of the city’s resources, specifically protecting our creeks, lagoons and ocean. The Environmental Sustainability Department’s Watershed Protection Division coordinates the citywide watershed protection program and helps the city maintain compliance with the National Pollutant Discharge Elimination System Municipal Stormwater Permit issued by the San Diego Regional Water Quality Control Board.

### SERVICES

- Support residents’ quality of life by responsibly managing environmental resources
- Participate with neighboring cities in the Carlsbad Watershed as the Principal Co-permittee, serving as a liaison with the Regional Board, ensuring submittal of annual reports and participating in the San Diego County Co-permittees Regional Program Planning Committee
- Represent the city at meetings with the Environmental Protection Agency, Regional Board, San Diego County Co-permittees, Carlsbad Watershed, environmental nonprofit groups and other stakeholders
- Assess businesses to ensure the use of proper best management practices and pollution prevention activities, prevent discharges into the MS4, and protect receiving waters; this may require follow-up visits, targeted education or enforcement



- Conduct illicit discharge detection and elimination into the MS4 as required by the Municipal Stormwater Permit, including responding to and investigating potential illicit discharges in the city, performing field screening at major outfalls, and managing a public hotline
- Compile the annual Jurisdictional Runoff Management Program report and prepare new program documents at the beginning of each Municipal Stormwater Permit cycle
- Act as the lead division for planning and implementation of the statewide Trash Amendments and incorporate them into the next Municipal Stormwater Permit

## RECENT ACCOMPLISHMENTS

- Worked inter-departmentally to implement the Municipal Stormwater Permit
- Managed the contract for a watershed coordinator to assist the watershed agencies with updating and implementing the Water Quality Improvement Plan and report to optimize the watershed’s compliance with the Municipal Stormwater Permit
- Submitted the Carlsbad Watershed Management Area Water Quality Improvement Plan and the Jurisdictional Runoff Management Program Annual Reports to the Regional Board
- Worked inter-departmentally to coordinate on National Pollutant Discharge Elimination System MS4 Trash Amendments implementation
- Participated virtually in Creek to Bay Cleanup, Coastal Cleanup Day and other outreach and education activities within the city and regionally

## GOALS

- Implement a monitoring program to evaluate Municipal Separate Storm Sewer System or MS4 discharges, including receiving water monitoring, MS4 outfall discharge monitoring, sediment quality monitoring and various special studies
- Implement a public outreach program to promote behavior changes that reduce the discharge of pollutants into the MS4 and protect water quality in our receiving waters
- Implement all required strategies and numeric goals of the Water Quality Improvement Plan
- Incorporate innovative methods to implement the city’s Jurisdictional Runoff Management Program in conjunction with the Carlsbad Watershed Water Quality Improvement Plan and submit required reports to the San Diego Regional Water Quality Control Board
- Plan for implementation of the revised Municipal Stormwater Permit which will include new requirements to control trash
- Conduct all annual inspections of existing development and water quality monitoring required by the Municipal Stormwater Permit
- Implement additional water quality monitoring of the Agua Hedionda Lagoon in coordination with the City of Vista and the County of San Diego, as required by the San Diego Regional Water Quality Control Board
- Respond to at least 90% of illicit discharge emergencies within 45 minutes
- Detect and eliminate 100% of illicit discharges

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Emergency response times under 45 minutes for illicit discharges	100%	100%	90%
Illicit discharges detected and eliminated	100%	100%	100%

PUBLIC WORKS |  
FLEET & FACILITIES: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 2,341,840	\$ 2,496,346	\$ 2,850,454	\$ 2,954,275
Retirement Benefits	494,036	800,794	599,384	644,987
Health Insurance	377,635	447,104	605,990	595,308
Other Personnel Expenses	147,381	24,440	123,948	127,194
<b>Personnel Services Subtotal</b>	<b>3,360,892</b>	<b>3,768,684</b>	<b>4,179,776</b>	<b>4,321,764</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,213,791	980,637	926,458	887,571
Supplies & Materials	2,039,396	1,984,228	2,264,266	2,168,528
Repair & Maintenance	988,080	988,227	1,501,669	1,510,660
Interdepartmental Charges	456,089	545,549	845,389	790,453
Other Operating Expenses	386,241	354,678	403,614	645,900
Capital Outlay	3,689,692	1,737,056	4,547,168	5,296,745
<b>Operating Expenses Subtotal</b>	<b>8,773,289</b>	<b>6,590,375</b>	<b>10,488,564</b>	<b>11,299,857</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,134,181</b>	<b>\$ 10,359,059</b>	<b>\$ 14,668,340</b>	<b>\$ 15,621,621</b>
<b>TOTAL FUNDING</b>				
General Fund	\$ 5,537,243	\$ 5,341,736	\$ 6,555,934	\$ 6,768,736
Internal Service Fund	\$ 5,117,315	\$ 5,581,454	\$ 8,062,406	\$ 8,799,885
Special Revenue Fund	\$ 47,547	\$ 48,244	\$ 50,000	\$ 53,000
<b>TOTAL FUNDING</b>	<b>\$ 10,702,105</b>	<b>\$ 10,971,434</b>	<b>\$ 14,668,340</b>	<b>\$ 15,621,621</b>
Full Time Positions	30.15	31.90	35.10	34.95
Hourly/FTE Positions	9.50	9.50	7.75	6.90

**FLEET & FACILITIES**

- Facilities
- Fleet Maintenance & Replacement

PUBLIC WORKS |  
FLEET & FACILITIES: FACILITIES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,675,451	\$ 1,707,594	\$ 2,000,062	\$ 2,108,360
Retirement Benefits	347,710	534,701	410,206	444,822
Health Insurance	271,227	294,081	416,216	406,963
Other Personnel Expenses	81,643	55,957	88,341	90,811
<b>Personnel Services Subtotal</b>	<b>2,376,031</b>	<b>2,592,333</b>	<b>2,914,825</b>	<b>3,050,956</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,159,427	928,046	887,115	848,228
Supplies & Materials	660,540	486,622	689,973	629,735
Repair & Maintenance	606,276	647,211	1,117,575	1,100,566
Interdepartmental Charges	331,450	383,863	600,750	561,904
Other Operating Expenses	356,117	324,331	394,561	627,347
Capital Outlay	94,949	27,574	1,135	3,000
<b>Operating Expenses Subtotal</b>	<b>3,208,759</b>	<b>2,797,647</b>	<b>3,691,109</b>	<b>3,770,780</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,584,790</b>	<b>\$ 5,389,980</b>	<b>\$ 6,605,934</b>	<b>\$ 6,821,736</b>
General Fund	\$ 5,537,243	\$ 5,341,736	\$ 6,555,934	\$ 6,768,736
Special Revenue Fund	47,547	48,244	50,000	53,000
<b>Total Funding</b>	<b>\$ 5,584,790</b>	<b>\$ 5,389,980</b>	<b>\$ 6,605,934</b>	<b>\$ 6,821,736</b>
Full Time Positions	20.45	21.65	24.85	24.85
Hourly/FTE Positions	8.50	8.50	6.75	5.90
<i>Account:</i>	0015310 0015320 3155110	<i>Fund:</i>	General  Special Revenue-Parking in Lieu	

## ABOUT

The Facilities Division provides safe and comfortable working spaces at city facilities and maintains quality indoor public spaces. Additionally, this division oversees the design and construction work for new city facilities and building renovation projects and operates the Safety Training Center.

## SERVICES

- Maintain city-owned facilities including building exteriors, interiors, cleaning and custodial services, as well as set-up of offices and meeting rooms
- Provide building construction, improvements, renovations, repairs and relocations
- Operate and lease the Safety Training Center for public safety personnel training

## RECENT ACCOMPLISHMENTS

- Completed the Fire Station 6 dorm conversion project
- Replaced lighting fixtures to energy efficient LED fixtures at the MiraCosta Las Palmas Facility, State Street parking lots, City of Carlsbad Faraday Center and the Carlsbad Recycled Water Facility
- Completed 1,539 work orders as of April 2022, including reconfiguration of Faraday Center to accommodate changing space needs
- Began construction of the Police and Fire Headquarters renovation project
- Obtained a conditional use permit for Temporary Fire Station 7
- Awarded revised citywide contracted custodial services contracts that leverage technology to ensure contractor performance
- Provided facilities and support for 152 Fire Department training days and 104 Police Department training days
- Supported 183 training days for 17 outside law enforcement agency leases
- Retrofitted 86 fluorescent can light fixtures to energy efficient LED fixtures and added 68 new LED light fixtures to both indoor shooting ranges, increasing lighting on the range for safety
- Recycled 3,218 pounds of brass shell casings, 5,315 pounds of lead and copper from indoor shooting range activities, and 4,967 pounds of scrap metal

## GOALS

- Continue the city facility and parking lot light pole and fixture replacement project
- Perform a facilities conditions assessment throughout the city and continue development of a Facility Asset Management System
- Obtain a conditional use permit for planned new Public Works headquarters
- Complete the Fire Station 2 replacement and Carlsbad City Library fire alarm system replacement
- Begin construction on the Calavera Hills Community Park roof replacement project
- Complete plans and specifications for the Senior Center roof replacement project
- Increase the city's investment in custodial and building maintenance to meet industry standards for high quality facilities
- Initiate various refurbishment and repair projects at the Safety Training Center

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Custodial cost (\$/square foot)	\$2.66	\$2.43	\$3.00
Building maintenance (\$/square foot)	\$2.25	\$2.25	\$2.58

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Added one limited-term Senior Engineer position to facilitate delivery capital projects
- Added one part-time building maintenance worker position to provide opportunities for entry-level experience

PUBLIC WORKS |

FLEET & FACILITIES: FLEET MAINTENANCE & REPLACEMENT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	666,389	\$ 788,752	\$ 850,392	\$ 845,915
Retirement Benefits	146,326	266,093	189,178	200,165
Health Insurance	106,408	153,023	189,774	188,345
Other Personnel Expenses	65,738	(31,517)	35,607	36,383
<b>Personnel Services Subtotal</b>	<b>984,861</b>	<b>1,176,351</b>	<b>1,264,951</b>	<b>1,270,808</b>
<b>Operating Expenses</b>				
Professional & Contract Services	54,364	52,591	39,343	39,343
Supplies & Materials	1,378,856	1,497,606	1,574,293	1,538,793
Repair & Maintenance	381,804	341,016	384,094	410,094
Interdepartmental Charges	124,639	161,686	244,639	228,549
Other Operating Expenses	30,124	30,347	9,053	18,553
Capital Outlay	3,594,743	1,709,482	4,546,033	5,293,745
<b>Operating Expenses Subtotal</b>	<b>5,564,530</b>	<b>3,792,728</b>	<b>6,797,455</b>	<b>7,529,077</b>
<b>TOTAL EXPENDITURES \$</b>	<b>\$ 6,549,391</b>	<b>\$ 4,969,079</b>	<b>\$ 8,062,406</b>	<b>\$ 8,799,885</b>
Full Time Positions	9.70	10.25	10.25	10.10
Hourly/FTE Positions	1.00	1.00	1.00	1.00
Account:	6205460	Fund:	Vehicle Maintenance Fund	
	6215461		Vehicle Replacement Fund	

**ABOUT**

The city’s fleet consists of 456 vehicles and equipment necessary to complete the city’s mission of delivering quality and efficient services. The fleet maintenance & replacement programs enable departments to achieve their operational mission in a safe, efficient manner.

The fleet maintenance program funds labor, parts, services, fuel and oil necessary to maintain the city’s fleet of vehicles and equipment. The fleet maintenance program is funded through charges based on vehicle type and utilization.

The fleet vehicle replacement program is funded through a replacement charge for each vehicle or equipment in service, determined by actual costs of vehicle procurement divided by the expected life of the vehicle. This program funds asset replacement and vehicle outfitting. Cost-effective vehicle procurement is achieved through cooperative purchasing agreements and bidding processes. Revenue is collected from the sale of retired city fleet assets at auction.

## SERVICES

- Provide safe and appropriately maintained vehicles for use by city staff, inspect vehicles per requirements of the biennial inspection of terminals and smog programs, and maintain 24/7 road call services for emergency vehicles
- Provide reliable, cost-effective fuel management by maintaining sufficient fuel supplies for emergencies and monitoring fuel tanks in accordance with state and county regulations
- Maintain records related to fleet asset inventory and work order history through management of the AssetWorks fleet maintenance database
- Evaluate the city fleet on an annual basis to identify units eligible for replacement in accordance with Administrative Order No. 3 and calculate estimated acquisition costs
- Manage the Fleet Replacement Committee, made up of city staff from various departments, to make recommendations for unit replacement, retention or disposal
- Advise on development of specifications for purchase of replacement units that satisfy client department performance requirements while optimizing life cycle return on investment in alignment with the CAP
- Purchase replacement units through the public bidding process or through cooperative purchasing programs

## RECENT ACCOMPLISHMENTS

- Achieved recognition from Government Fleet magazine and the American Public Works Association as one of the Top 50 Leading Fleets in the nation
- Executed an agreement with SDG&E to leverage the Power Your Drive for Fleets Make-Ready Infrastructure Program, which is anticipated to install up to 26 level 3 DC fast chargers at the fleet maintenance facility over the next five years
- Activated 42 new vehicles and equipment, including five hybrid compact light duty trucks
- Completed an update of Administrative Order No. 3

## GOALS

- Annually assess vehicles for conversion to alternative fuel options in support of the CAP goal to increase the proportion of fleet low and zero-emissions vehicle miles traveled to 25% of all city-related vehicle miles traveled by 2035
- Implement a pilot GPS/vehicle telematics system in the city's fleet of police vehicles
- Assess and improve fleet database and data management systems and techniques

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Fleet vehicles ready for active service	95%	95.4%	95%
Vehicle miles traveled by low/zero emission vehicles	7%	18%	25%

PUBLIC WORKS |  
TRANSPORTATION: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 3,342,066	\$ 3,507,800	\$ 3,862,555	\$ 4,066,074
Retirement Benefits	844,103	1,283,466	912,785	1,037,649
Health Insurance	552,389	582,340	721,562	671,050
Other Personnel Expenses	190,282	111,136	158,902	170,886
<b>Personnel Services Subtotal</b>	<b>4,928,840</b>	<b>5,484,742</b>	<b>5,655,804</b>	<b>5,945,659</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,192,636	1,052,886	1,414,487	1,970,070
Supplies & Materials	307,500	313,052	491,620	486,620
Repair & Maintenance	1,523,237	1,545,047	1,461,074	1,573,574
Interdepartmental Charges	1,809,816	1,656,409	2,078,913	2,426,231
Other Operating Expenses	601,699	597,981	693,495	738,515
Capital Outlay	20,431	37,838	-	-
<b>Operating Expenses Subtotal</b>	<b>5,455,319</b>	<b>5,203,213</b>	<b>6,139,589</b>	<b>7,195,010</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 10,384,159</b>	<b>\$ 10,687,955</b>	<b>\$ 11,795,393</b>	<b>\$ 13,140,669</b>
General Fund	7,583,250	7,553,800	8,405,466	9,707,559
Enterprise Fund	1,745,011	1,990,755	1,849,335	1,836,302
Special Revenue Fund	1,058,403	1,145,621	1,542,492	1,598,708
<b>TOTAL FUNDING</b>	<b>\$ 10,386,664</b>	<b>\$ 10,690,176</b>	<b>\$ 11,797,293</b>	<b>\$ 13,142,569</b>
Full Time Positions	44.15	43.90	43.70	43.60
Hourly/FTE Positions	1.50	1.50	1.94	1.50

**TRANSPORTATION**

- Storm Drain Maintenance & Engineering
- Traffic, Mobility, Transportation Engineering & Streets Maintenance
- Lighting & Landscaping Districts

## PUBLIC WORKS |

# TRANSPORTATION: STORM DRAIN MAINTENANCE & ENGINEERING

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$660,516	\$678,142	\$620,841	\$632,248
Retirement Benefits	150,123	242,324	141,276	150,992
Health Insurance	114,475	143,182	133,684	105,010
Other Personnel Expenses	35,712	21,449	25,557	26,398
<b>Personnel Services Subtotal</b>	<b>960,826</b>	<b>1,085,097</b>	<b>921,358</b>	<b>914,648</b>
<b>Operating Expenses</b>				
Professional & Contract Services	273,790	313,103	310,165	460,165
Supplies & Materials	17,854	24,207	50,321	50,321
Repair & Maintenance	489,089	556,986	495,293	495,293
Interdepartmental Charges	266,865	243,104	373,873	322,228
Other Operating Expenses	92,825	114,006	91,424	91,424
Capital Outlay	5,397	5,688	0	0
<b>Operating Expenses Subtotal</b>	<b>1,145,820</b>	<b>1,257,094</b>	<b>1,321,076</b>	<b>1,419,431</b>
<b>TOTAL EXPENDITURES</b>	<b>\$2,106,646</b>	<b>\$2,342,191</b>	<b>\$2,242,434</b>	<b>\$2,334,079</b>
<b>TOTAL FUNDING</b>				
General Fund	361,635	351,436	393,099	497,777
Enterprise Fund	1,745,011	1,990,755	1,849,335	1,836,302
<b>TOTAL FUNDING</b>	<b>\$ 2,106,646</b>	<b>\$ 2,342,191</b>	<b>\$ 2,242,434</b>	<b>\$ 2,334,079</b>
Full Time Positions	9.75	8.60	7.10	7.00
Hourly/FTE Positions	0.50	0.50	0.98	0.50
<i>Account: 0016310      Fund: General</i> <i>5216310                      Enterprise-Storm Drain Maintenance</i>				

### ABOUT

The Transportation Storm Drain Maintenance and Engineering divisions are responsible for maintaining and improving the city's storm drain infrastructure.

### SERVICES

- Address various drainage infrastructure and stormwater maintenance issues citywide
- Develop plans, specifications, and estimates, and provide project or design management of projects involving storm drain assets
- Optimize maintenance efforts by monitoring and addressing new and ongoing drainage issues
- Perform inspection and maintenance of the storm drain system

### RECENT ACCOMPLISHMENTS

- Completed construction of the Segovia Way Drainage Improvements Project
- Completed engineering design and advertised for construction bids of the Phase I - Magnolia Avenue Storm Drain Improvements Project
- Completed engineering design of the Highland-Hoover Storm Drain Realignment Project



- Investigated maintenance responsibilities for the drainage channel near the Omni La Costa Golf Course
- Studied Lanakai Lane ponding issue
- Inspected 34,000 linear feet of storm drain pipeline with CCTV technologies
- Inspected 100% of high-priority storm drain inlets, removing an estimated 17 tons of sediment and debris
- Completed approximately 1,800 lane miles of street sweeping monthly, removing an estimated 1,100 tons of debris that otherwise would pollute the city’s storm drain system
- Completed 72 storm drain maintenance requests and 35 storm drain emergency responses
- Completed 307 litter removal requests

## GOALS

- Establish a maintenance and assessment program for the city’s storm drain infrastructure
- Complete update of the city’s Drainage Master Plan
- Clean 100% of the Agua Hedionda Lagoon and Buena Vista Channels

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Agua Hedionda Lagoon Channel cleaned in fiscal year	100%	100%	100%
Buena Vista Channel cleaned and reported for permitting	100%	100%	100%

PUBLIC WORKS |

TRANSPORTATION: TRAFFIC, MOBILITY, TRANSPORTATION  
ENGINEERING & STREETS MAINTENANCE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$2,556,495	\$2,691,623	\$3,103,140	\$3,275,276
Retirement Benefits	664,780	990,832	737,703	846,719
Health Insurance	417,216	421,434	569,967	548,203
Other Personnel Expenses	147,916	84,948	127,206	137,663
<b>Personnel Services Subtotal</b>	<b>3,786,407</b>	<b>4,188,837</b>	<b>4,538,016</b>	<b>4,807,861</b>
<b>Operating Expenses</b>				
Professional & Contract Services	841,857	643,718	892,270	1,296,784
Supplies & Materials	250,825	263,515	367,080	362,080
Repair & Maintenance	959,332	821,915	692,809	805,309
Interdepartmental Charges	1,179,917	1,078,681	1,293,885	1,691,441
Other Operating Expenses	189,770	178,242	228,307	246,307
Capital Outlay	13,507	27,456	0	0
<b>Operating Expenses Subtotal</b>	<b>3,435,208</b>	<b>3,013,527</b>	<b>3,474,351</b>	<b>4,401,921</b>
<b>TOTAL EXPENDITURES</b>	<b>\$7,221,615</b>	<b>\$7,202,364</b>	<b>\$8,012,367</b>	<b>\$9,209,782</b>
Full Time Positions	32.45	33.15	34.65	34.65
Hourly/FTE Positions	1.00	1.00	0.97	1.00
	<i>Account: 0018410 00186XX 00187XX</i>		<i>Fund: General</i>	

## ABOUT

Traffic, Mobility, Transportation Engineering and Streets Maintenance divisions maintain and improve the road infrastructure and keep people moving. They are responsible for enhancing mobility and safety citywide through ongoing transportation planning, streets and traffic engineering, streets maintenance, and signal operations activities.

## SERVICES

- Conduct traffic and mobility planning, oversee engineering and signals operations, and serve as liaison with the Traffic and Mobility Commission
- Perform roadside maintenance including street signs, street legends, striping, graffiti and trash removal, pothole and sidewalk repairs
- Develop plans, specifications, and estimates, and provide project or design management of projects involving street assets
- Provide world-class customer service and high-quality maintenance of public right-of-way assets

## RECENT ACCOMPLISHMENTS

- Completed 183 work orders including 33,729 square feet of sidewalk and asphalt
- Completed 308 street sign-related work orders and replaced 163 signs that were knocked down
- Completed 121 street paint work orders, 39 pressure washing sidewalks, and 223 graffiti requests
- Implemented the Transportation Demand Management framework plans and best practices
- Initiated update of the city’s multimodal level of service methodology
- Prepared the Growth Management Plan annual monitoring report for the circulation section
- Completed the El Camino Real and College Boulevard Improvements Project
- Completed the ADA Ramps Improvement Project
- Completed the engineering design of the 2021 Sidewalk Improvements Project
- Completed College Boulevard Speed Feedback Signs Project
- Completed design of the Carlsbad Boulevard Pedestrian Improvements Project and processed agreements with Caltrans for the project

## GOALS

- Incorporate citywide pavement condition assessment data into the city’s GIS database
- Implement the Enterprise Asset Management program
- Update the city’s Engineering Standards in accordance with the General Plan’s Mobility Element
- Revise the Carlsbad Residential Traffic Management Program
- Continue implementation and development of the Coordinated Traffic Signal Program
- Apply new traffic hardware and technology-based monitoring solutions to manage safe traffic flow and safety during high traffic periods and emergency response
- Implement the enhanced annual roadway restriping program
- Complete Phase 2 of the citywide streetlight LED fixture replacement program along collector and industrial streets
- Complete the Growth Management Plan Monitoring Report
- Update the Transportation Impact Analysis Guidelines and the multimodal level of service methodology
- Address the Traffic Impact Fee guidelines and implement solutions
- Update Transportation Demand Management program
- Resolve 100% of dead animal removal requests within 24 hours
- Resolve 100% of graffiti removal requests within 96 hours

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Dead-animal removal requests resolved within 24 hours	100%	100%	100%
Graffiti removal requests resolved within 96 hours	100%	100%	100%

PUBLIC WORKS |  
TRANSPORTATION: BUENA VISTA CHANNEL, LIGHTING &  
LANDSCAPING DISTRICTS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$125,055	\$138,035	\$138,574	\$158,550
Retirement Benefits	29,200	50,310	33,806	39,938
Health Insurance	20,698	17,724	17,911	17,837
Other Personnel Expenses	6,654	4,739	6,139	6,825
<b>Personnel Services Subtotal</b>	<b>181,607</b>	<b>210,808</b>	<b>196,430</b>	<b>223,150</b>
<b>Operating Expenses</b>				
Professional & Contract Services	76,989	96,065	212,052	213,121
Supplies & Materials	41,326	27,551	76,119	76,119
Repair & Maintenance	74,816	166,146	272,972	272,972
Interdepartmental Charges	363,034	334,624	411,155	412,562
Other Operating Expenses	319,104	305,733	373,764	400,784
Capital Outlay	1,527	4,694	0	0
<b>Operating Expenses Subtotal</b>	<b>876,796</b>	<b>934,813</b>	<b>1,346,062</b>	<b>1,375,558</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,058,403</b>	<b>\$1,145,621</b>	<b>\$1,542,492</b>	<b>\$1,598,708</b>
Full Time Positions	1.95	2.15	1.95	1.95
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account:</i>	162 163 164	<i>Fund:</i>	<i>Special Revenue- Street Light Maintenance Special Revenue-Buena Vista Channel Special Revenue-LLD 2</i>	

## ABOUT

The Transportation Engineering Division provides oversight of the Buena Vista Creek Channel Maintenance Assessment District, which is the maintenance assessment district that funds the costs of streetlights, street trees and medians within the district boundaries covering newer developments in the city. The Transportation Department also provides maintenance of decorative lighting and oversight of the Lighting & Landscaping District 2.

## SERVICES

- Ensure adequate funds are collected to administer and maintain the Buena Vista Creek Channel from Jefferson Street east to the South Vista Way bridge
- Maintain and repair streetlamps and decorative lighting

## RECENT ACCOMPLISHMENTS

- Completed planning and design of Phase 2 of the citywide streetlight replacement program
- Completed 272 streetlight and electrical maintenance service requests
- Completed installation of over 130 LED streetlight fixtures in response to burnouts and completed 172 streetlight repairs
- Completed plans and specifications for Phase 2 of the citywide light replacement program
- Completed annual vegetation clearing and trash removal from the Buena Vista Creek Channel Maintenance District

## GOALS

- Identify and optimize continuing needs for environmental permitting and monitoring
- Collaborate and coordinate with the Police Department Homeless Outreach Team on clean-up efforts
- Clear vegetation from three drainage outfalls entering the Buena Vista channel from the City of Oceanside
- Track and monitor areas for plant and trash removal for flood capacity purposes
- Track and monitor service times to ensure timely service for service requests
- Bid and complete installation of Phase II of the citywide streetlight replacement program

Performance Measure	FY 2021 Actuals	FY 2022 Estimated	FY 2023 Projected
Progress on the Citywide Streetlight Replacement Program	Phase 1 completed	Planning and design of Phase 2 complete; ready to bid	Bid, authorize and start Phase 2

## PUBLIC WORKS | UTILITIES: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 5,036,676	\$ 5,025,225	\$ 6,132,712	\$ 6,423,971
Retirement Benefits	1,184,777	1,786,928	1,351,556	1,517,057
Health Insurance	900,569	910,027	1,041,731	982,043
Other Personnel Expenses	869,027	753,440	271,187	303,472
<b>Personnel Services Subtotal</b>	<b>7,991,049</b>	<b>8,475,620</b>	<b>8,797,186</b>	<b>9,226,543</b>
<b>Operating Expenses</b>				
Professional & Contract Services	12,243,229	13,077,777	16,094,280	16,567,837
Supplies & Materials	26,320,992	28,380,456	30,850,200	31,665,871
Repair & Maintenance	237,760	437,870	746,143	579,693
Interdepartmental Charges	4,558,343	4,808,776	5,265,754	5,618,106
Other Operating Expenses	15,923,990	12,648,726	12,228,920	14,227,621
Capital Outlay	85,336	512,467	-	36,250
<b>Operating Expenses Subtotal</b>	<b>59,369,650</b>	<b>59,866,072</b>	<b>65,185,297</b>	<b>68,695,378</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 67,360,699</b>	<b>\$ 68,341,692</b>	<b>\$ 73,982,483</b>	<b>\$ 77,921,921</b>
Full Time Positions	62.10	61.95	63.95	64.50
Hourly/FTE Positions	0.50	0.50	0.50	0.50

### UTILITIES

- Potable Water Operations
- Recycled Water Operations
- Wastewater Operations

## PUBLIC WORKS | UTILITIES: POTABLE WATER OPERATIONS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 2,459,473	\$ 2,456,258	\$ 2,906,467	\$ 3,020,543
Retirement Benefits	569,526	853,829	635,085	707,921
Health Insurance	515,622	532,524	508,263	456,572
Other Personnel Expenses	111,934	932,144	128,488	142,351
<b>Personnel Services Subtotal</b>	<b>3,656,555</b>	<b>4,774,755</b>	<b>4,178,303</b>	<b>4,327,387</b>
<b>Operating Expenses</b>				
Professional & Contract Services	7,345,483	7,339,768	8,534,600	8,568,654
Supplies & Materials	23,299,719	25,652,887	27,412,700	28,010,084
Repair & Maintenance	185,173	299,762	452,050	361,250
Interdepartmental Charges	2,663,442	2,722,945	2,969,197	3,161,356
Other Operating Expenses	8,581,187	6,479,626	4,274,370	5,267,601
Capital Outlay	20,567	415,639	-	19,500
<b>Operating Expenses Subtotal</b>	<b>42,095,571</b>	<b>42,910,627</b>	<b>43,642,917</b>	<b>45,388,445</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 45,752,126</b>	<b>\$ 47,685,382</b>	<b>\$ 47,821,220</b>	<b>\$ 49,715,832</b>
Full Time Positions	30.30	29.50	30.55	30.95
Hourly/FTE Positions	0.50	0.45	0.20	0.00

Account: 5016310      Fund: Enterprise

### ABOUT

To ensure drinking water is available on demand and customers can rely on receiving safe, high-quality water, the Carlsbad Municipal Water District provides ongoing maintenance and repair of the following: nine storage reservoirs or tanks, 455 miles of pipeline, 17 pressure zones, 71 pressure regulating stations, three pumping stations, 14,369 valves, 4,441 fire hydrants and 30,320 potable meters. CMWD purchases potable water from its wholesale water provider, the San Diego County Water Authority, which includes desalinated water from the Carlsbad Desalination Plant.

### SERVICES

- Operate infrastructure, including reservoirs, pressure regulating stations, pump stations, transmission and distribution pipelines, valves, meters, and other apparatus
- Deliver safe drinking water and fire flow demand
- Meet water-related health, safety and environmental regulations
- Comply with state and federal drinking water standards for sampling and reporting
- Clean tanks and perform required maintenance on potable reservoirs
- Educate the public regarding water conservation and rebate programs, perform leak detection studies and comply with conservation laws
- Coordinate with other water agencies and the San Diego County Water Authority on regional water-related projects

## RECENT ACCOMPLISHMENTS

- Began implementation of the recently completed Potable Water Master Plan
- Completed design of the new Supervisory Control and Data Acquisition system
- Awarded Utility of the Future recognition from the Water Environment Federation for 2021
- Completed cost of service study updates and received guidance from the CMWD Board on three years of future rates
- Performed 2021 Lead and Copper sampling to comply with the new Lead and Copper Rule
- Completed the Urban Water Management Plan Update
- Replaced potable water pipeline crossings under Interstate 5, which received the 2022 Outstanding Project Award from the American Society of Civil Engineers
- Completed tank maintenance and cleaning on one potable reservoir
- Completed the Poinsettia 61 pressure regulating station

## GOALS

- Optimize asset management by increasing the use of technology to improve and manage the infrastructure system more efficiently and effectively
- Minimize costs while continuing to provide high levels of service at acceptable risk
- Work with the state’s Department of Water Resources and the State Water Resources Control Board on implementation of Senate Bill 606 and Assembly Bill 1668, which require the setting of agency water use efficiency standards, performance measures and variances
- Create inventory of lead service lines to comply with the new EPA Lead and Copper regulations
- Update the Drought Response Plan and the Potable Water Master Plan
- Stay within industry benchmark for water main breaks of 3.4 to 19.4 breaks per 100 miles of pipeline, per the American Water Works Association
- Comply with state conservation requirements, including reducing potable water use by at least 25% compared to 10-year average from 1999-2008.
- Initiate construction of the Palomar Airport waterline replacement project, water main replacements in the downtown and coastal areas, one new pressure regulating station and replacement of two existing pressure regulating stations

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Pipeline breaks per 100 miles of pipe	2.0	<3.4	<3.4
Potable water use reduction compared to baseline average	20%	25%	25%

## SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

- Added one Management Analyst position to support financial management of the Utilities department, include maintaining financial models, managing funding sources, cost of service study updates and more
- Added one Utility Locator position to reduce costs related to contract agreements for markouts and allow current staff to focus on core job duties related to infrastructure maintenance



PUBLIC WORKS |  
UTILITIES: RECYCLED WATER OPERATIONS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,036,826	\$ 1,033,183	\$ 1,279,473	\$ 1,354,365
Retirement Benefits	247,059	375,927	290,484	310,948
Health Insurance	135,911	141,496	212,783	189,818
Other Personnel Expenses	48,125	4,712	57,315	63,152
<b>Personnel Services Subtotal</b>	<b>1,467,921</b>	<b>1,555,318</b>	<b>1,840,055</b>	<b>1,918,283</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,180,930	1,339,480	2,045,680	2,008,860
Supplies & Materials	2,783,276	2,397,182	3,084,500	3,034,650
Repair & Maintenance	34,144	61,170	68,943	66,743
Interdepartmental Charges	591,195	690,574	837,662	936,905
Other Operating Expenses	2,035,264	1,491,538	2,226,950	3,234,080
Capital Outlay	11,183	67,841	-	7,000
<b>Operating Expenses Subtotal</b>	<b>6,635,992</b>	<b>6,047,785</b>	<b>8,263,735</b>	<b>9,288,238</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,103,913</b>	<b>\$ 7,603,103</b>	<b>\$ 10,103,790</b>	<b>\$ 11,206,521</b>
Full Time Positions	12.20	13.00	13.30	12.75
Hourly/FTE Positions	0.00	0.05	0.10	0.50
<i>Account: 5026310</i>		<i>Fund: Enterprise</i>		

## ABOUT

The Carlsbad Municipal Water District provides ongoing water treatment and maintenance and repair of the recycled water system’s three storage tanks, four pump stations, three pressure reducing stations, five pressure zones, 95 miles of pipelines, 815 valves and 961 meters. CMWD’s Cross-Connection Control and Backflow program ensures a safe supply of drinking water by preventing cross-contamination from the recycled system into the potable system, in accordance with federal and state regulations. CMWD also purchases and delivers recycled water from the Vallecitos Water District’s Meadowlark Water Reclamation Facility.

CMWD owns the Carlsbad Water Recycling Facility which is located next to the Encina Wastewater Authority treatment plant. CMWD takes treated wastewater from that plant and further treats it to State of California Title 22 recycled water quality standards and then delivers this water to customers for irrigation and certain industrial uses. This effort reduces the amount of wastewater that would normally be released by the wastewater treatment plant into the ocean outfall, reduces dependence on imported drinking water, and provides customers with a reliable local supply of water for non-potable purposes. Recycled water is not subject to state water conservation requirements.

## SERVICES

- Operate and maintain infrastructure, including the Carlsbad Water Recycling Facility, reservoirs, pressure regulating stations, pump stations, pipelines, valves and meters
- Treat wastewater to meet State of California Title 22 recycled water requirements
- Meet health, safety and environmental regulations of recycled water
- Deliver recycled water
- Test water quality, cross connections and backflows
- Perform annual backflow tests at 278 sites and 619 recycled use site walk-through inspections
- Convert sites from potable water to recycled water as service becomes available

## RECENT ACCOMPLISHMENTS

- Began implementation of the 2019 Recycled Water Master Plan
- Completed design of the new Supervisory Control and Data Acquisition system
- Conducted pre-build activities for the recently completed design of a 1.5-million-gallon storage tank, and applied approximately \$900,000 grant from the U.S. Bureau of Reclamation towards its funding
- Connected 25 customers to the new recycled pipeline segment
- Completed cost of service study updates and received guidance from the CMWD Board on three years of future rates

## GOALS

- Commence construction of a 1.5-million-gallon storage tank
- Complete Segment 5 retrofit conversions and connect customers to the expanded system
- Stay within industry benchmark for water main breaks of 3.4 to 19.4 breaks per 100 miles of pipeline, per the American Water Works Association
- Maintain recycled water cost at or below 75% of potable water cost

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Pipeline breaks per 100 miles of pipe	0	<3.4	<3.4
Cost of recycled water as percent of potable water cost	71%	71%	73%

## PUBLIC WORKS | UTILITIES: WASTEWATER OPERATIONS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,540,377	\$ 1,535,784	\$ 1,946,772	\$ 2,049,063
Retirement Benefits	368,192	557,172	425,987	498,188
Health Insurance	249,036	236,007	320,685	335,653
Other Personnel Expenses	708,968	(183,416)	85,384	97,969
<b>Personnel Services Subtotal</b>	<b>2,866,573</b>	<b>2,145,547</b>	<b>2,778,828</b>	<b>2,980,873</b>
<b>Operating Expenses</b>				
Professional & Contract Services	3,716,816	4,398,529	5,514,000	5,990,323
Supplies & Materials	237,997	330,387	353,000	621,137
Repair & Maintenance	18,443	76,938	225,150	151,700
Interdepartmental Charges	1,303,706	1,395,257	1,458,895	1,519,845
Other Operating Expenses	5,307,539	4,677,562	5,727,600	5,725,940
Capital Outlay	53,586	28,987	-	9,750
<b>Operating Expenses Subtotal</b>	<b>10,638,087</b>	<b>10,907,660</b>	<b>13,278,645</b>	<b>14,018,695</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,504,660</b>	<b>\$ 13,053,207</b>	<b>\$ 16,057,473</b>	<b>\$ 16,999,568</b>
Full Time Positions	19.60	19.45	20.10	20.80
Hourly/FTE Positions	0.00	0.00	0.20	0.00
<i>Account: 5116310</i>		<i>Fund: Enterprise</i>		

### ABOUT

The Utilities Department is responsible for providing wastewater services to approximately 85,000 customers within the city's service area. The Wastewater Division provides reliable wastewater collection services and delivers wastewater to the Encina Wastewater Authority's treatment plant. After treatment, the water is further treated to state Title 22 recycled water standards at the Carlsbad Municipal Water District's Water Recycling Facility and then delivered as recycled water to customers for irrigation and certain industrial uses, reducing the amount that reaches the ocean outfall. The Wastewater Division maintains a sanitary sewage collection system that includes 11 wastewater lift stations and wet wells and about 265 miles of mainlines and 6,056 access holes. The department implements a robust wastewater asset management program to minimize the total cost of owning and operating utility assets while continuing to deliver high levels of service at acceptable levels of risk.

### SERVICES

- Operate and maintain infrastructure such as lift stations, wet wells, gravity sewer mains, force mains, manholes and other elements
- Meet health, safety and environmental regulations of wastewater operation
- Collect wastewater and convey it to the Encina Wastewater Authority treatment plant
- Conduct closed-circuit camera review of pipelines to determine pipeline integrity

- Coordinate with the Encina Wastewater Authority as part of the Encina Joint Powers Authority
- Prevent wastewater spills to protect the environment
- Administer city’s Fats, Oils, and Grease program
- Conduct public outreach regarding what can go into drains to prevent spills other issues

## RECENT ACCOMPLISHMENTS

- Began implementation of the recently completed Sewer Master Plan
- Constructed the \$5.5 million Foxes Landing Lift Station Replacement project
- Completed design of the new SCADA system
- Awarded \$4.6 million in low-interest financing with the State Revolving Fund for the wastewater portion of the SCADA project
- Completed cost of service study updates and received guidance from the CMWD Board on three years of future rates
- Completed closed-circuit camera inspections of several large diameter interceptor sewers that convey wastewater from collector pipelines to the Encina Wastewater Authority treatment facility to assess their integrity
- Started construction of the Villas Lift Station Replacement project
- Completed analysis of the North Batiquitos Lift Station force main

## GOALS

- Meet or exceed the American Water Works Association benchmark rate for combined utilities for wastewater system reliability of 0.2 to 7.0 overflows per 100 miles of pipeline
- Complete the generator replacement project at two additional lift stations for system reliability where the existing generators have met the end of their useful life
- Initiate the design of upgrades at two sewer lift stations
- Initiate the design of upgrades at two sewer lift stations
- Update the cost of services study and present updated rates to the City Council
- Average less than 0.38 spills per 100 miles of pipe
- Clean sewer pipe in line with the department’s preventive maintenance schedule

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Rate of spills per 100 miles of pipe	0	<0.38	<0.38
Department goal for amount of sewer pipe cleaned per year	93%	95%	100%

# COMMUNITY SERVICES

The Community Services Branch includes programs, services and events that support Carlsbad's excellent quality of life. The branch includes the following key areas of focus:

- Community Development
- Housing & Homeless Services
- Library & Cultural Arts
- Parks & Recreation
- Real Estate

These city service areas ensure the city's planning and building policies are carried out, foster lifelong learning, support strong neighborhoods, administer affordable housing and homeless response programs, attend to the community's health and wellness, and promote transparency in government.

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# COMMUNITY SERVICES BRANCH



## COMMUNITY SERVICES | ADMINISTRATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	-	\$ 446,413	\$ 394,529	\$ 421,382
Retirement Benefits	-	93,183	95,454	104,509
Health Insurance	-	58,369	66,574	60,862
Other Personnel Expenses	-	10,862	14,055	15,275
<b>Personnel Services Subtotal</b>	<b>-</b>	<b>608,827</b>	<b>570,612</b>	<b>602,028</b>
<b>Operating Expenses</b>				
Professional & Contract Services	-	13,319	26,500	19,400
Supplies & Materials	-	14	9,600	4,850
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	-	30,900	38,509	43,639
Other Operating Expenses	-	941	11,000	6,000
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>-</b>	<b>45,174</b>	<b>85,609</b>	<b>73,889</b>
<b>TOTAL EXPENDITURES \$</b>	<b>-</b>	<b>\$ 654,001</b>	<b>\$ 656,221</b>	<b>\$ 675,917</b>
Full Time Positions	0.00	3.00	3.00	3.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012410      Fund: General

### ABOUT

The Community Services Branch provides programs and services that promote and support Carlsbad's excellent quality of life. Community Services Administration provides leadership to the Community Services branch.

### SERVICES

Functional areas include department management, budget oversight, and real estate services. The Community Services branch ensures that the city's planning, land development engineering, building, and code enforcement policies are carried out, that affordable housing and homelessness programs are administered, that lifelong learning is fostered, that library and cultural arts services are delivered, that the city's health and wellness are advanced through parks, recreation and senior services, and that the city's real estate assets are well managed.

### RECENT ACCOMPLISHMENTS

- Developed informational bulletins to help the public understand complex land use issues
- Issued over 4,700 building permits valued at over \$132 million and completed over 18,000 building inspections
- Launched an online scheduling tool that allows residents to schedule appointments remotely and the Customer Self Service portal to allow for online submission of basic permits

- Implemented a new Code Enforcement Case Prioritization and Process Guide and developed specific key performance indicators based on internal audit recommendations
- Closed over 1,266 code enforcement cases
- Issued over 1,131 engineering permits and completed over 2,059 permit reviews
- Obtained approval of Local Coastal Program Update from City Council
- Updated City Council Policy No. 64 – Wireless Communication Facilities
- Updated Inclusionary Housing City Council Policies and the Inclusionary Housing In-lieu fee
- Completed the sale of 11 city-owned dwelling units to lower-income households
- Served over 700 individuals at-risk or experiencing homelessness, placed over 40 individuals in shelters and over 40 individuals in permanent housing, completed over 30 encampment clean-ups and provided monthly rental assistance to 550 lower-income households
- Provided \$5.25 million from the Housing Trust Fund to three affordable housing projects
- Upgraded the library’s patron, materials management and materials handling systems
- Presented three author visits and four exhibits and guest artists in the Cannon Art Gallery
- Opened Buena Vista Reservoir Park and upgraded Calavera Hills Community Park Gateway
- Added over 500 trees to the city’s tree inventory
- Completed an update and expansion of the city’s Memorial Program
- Completed new Lease and Construction & Reimbursement Agreement for New Village Arts
- Renewed License Agreements with Verizon at Maerkle and La Costa High Reservoirs
- Completed new Lease Agreements for Mira Costa and Callaway Golf

## GOALS

- Continue to identify and implement process improvements that help simplify and streamline development permit intake, routing, and customer service interactions
- Implement a building inspection self-certification program allowing individuals to self-certify
- Update the city’s building codes to comply with new state building code, by January 2024 and implement an automated solar permitting platform consistent with Senate Bill 379
- Implement code enforcement audit recommendations, including a procedural manual, training program and streamlined online tracking system
- Update the city’s grading ordinance
- Complete objective design standards citywide and in the Village & Barrio Master Plan
- Complete Phase I work with City Council appointed citizen’s committee for Growth Management Program Update
- Update the city’s Homeless Response Plan
- Provide 25 new rental vouchers for non-elderly, disabled participants
- Assess library hours of service and optimize them to meet changing needs of the community
- Install public art at the Learning Center, New Village Arts Theatre and Fire Station 2
- Complete design for technology upgrades at Schulman Auditorium and Cannon Art Gallery
- Complete the Parks & Recreation Master Plan Update
- Receive City Council approval of Veterans Memorial Park Master Plan
- Obtain reaccreditation from the Commission for the Accreditation of P&R Agencies
- Add 500 new trees to the city’s tree inventory
- Complete new Civic Center site selection process
- Complete comprehensive update of the city’s Real Estate Strategic Plan
- Release RFP for disposition of the Foussat & Mission Property in Oceanside and Golf Course Lots 4 and 5



## COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 5,652,228	\$ 5,777,438	\$ 5,429,177	\$ 5,603,577
Retirement Benefits	1,294,082	1,991,612	1,224,663	1,262,610
Health Insurance	756,976	806,470	869,369	873,634
Other Personnel Expenses	234,021	172,001	221,608	228,825
<b>Personnel Services Subtotal</b>	<b>7,937,307</b>	<b>8,747,521</b>	<b>7,744,817</b>	<b>7,968,646</b>
<b>Operating Expenses</b>				
Professional & Contract Services	2,531,666	1,927,057	1,526,910	955,683
Supplies & Materials	309,712	278,436	104,287	97,114
Repair & Maintenance	593	65	370	370
Interdepartmental Charges	1,345,826	1,280,325	1,090,627	1,337,437
Other Operating Expenses	9,074,710	9,635,563	35,050	25,450
Capital Outlay	1,107,230	4,213,749	-	-
<b>Operating Expenses Subtotal</b>	<b>14,369,737</b>	<b>17,335,195</b>	<b>2,757,244</b>	<b>2,416,054</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 22,307,044</b>	<b>\$ 26,082,716</b>	<b>\$ 10,502,061</b>	<b>\$ 10,384,700</b>
General Fund	\$ 10,328,444	\$ 10,715,350	\$ 10,502,061	\$ 10,384,700
Special Revenue Fund	\$ 11,580,003	\$ 15,127,464	\$ -	\$ -
<b>TOTAL FUNDING</b>	<b>\$ 21,908,447</b>	<b>\$ 25,842,814</b>	<b>\$ 10,502,061</b>	<b>\$ 10,384,700</b>
Full Time Positions	63.75	61.75	53.00	52.00
Hourly/FTE Positions	12.00	12.00	9.00	9.00

Summary level figures presented above for 2019-20 and 2020-21 actuals include divisions now organized under the department Housing & Homeless Services, formed in 2021-22.

### COMMUNITY DEVELOPMENT

- Administration
- Land Development Engineering
- Planning
- Building
- Code Enforcement

## COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: ADMINISTRATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	812,622	\$ 842,027	\$ 910,113	\$ 925,334
Retirement Benefits	191,405	276,853	202,483	222,690
Health Insurance	117,598	112,639	126,259	140,799
Other Personnel Expenses	27,384	22,528	35,163	35,967
<b>Personnel Services Subtotal</b>	<b>1,149,009</b>	<b>1,254,047</b>	<b>1,274,018</b>	<b>1,324,790</b>
<b>Operating Expenses</b>				
Professional & Contract Services	122,679	63,921	385,000	35,000
Supplies & Materials	58,876	44,160	31,834	44,387
Repair & Maintenance	-	-	20	20
Interdepartmental Charges	143,904	211,596	168,149	341,090
Other Operating Expenses	23,616	1,239	4,700	3,700
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>349,075</b>	<b>320,916</b>	<b>589,703</b>	<b>424,197</b>
<b>TOTAL EXPENDITURES \$</b>	<b>\$ 1,498,084</b>	<b>\$ 1,574,963</b>	<b>\$ 1,863,721</b>	<b>\$ 1,748,987</b>
Full Time Positions	7.00	6.45	7.00	7.00
Hourly/FTE Positions	3.00	2.50	2.50	1.00
<i>Account: 0013010-0013012 Fund: General</i>				

### ABOUT

Community Development Administration provides leadership, financial assistance, and administrative support for the delivery of land development programs and services; plans for the efficient use of resources and facilities; and provides liaison services, resource assistance and technical guidance to the Planning Commission and City Council. Community Development Administration adds value to organizational processes and procedures to ensure best practices are instituted and support the broader goals of the organization.

### SERVICES

- Provide organizational leadership and administrative support
- Manage and oversee operating budget
- Manage contract administration and records
- Support in managing the department's business systems and technology

## RECENT ACCOMPLISHMENTS

- Assisted divisions in launching customer service programs such as Customer Self Service Portal and Qless
- Developed a series of informational bulletins to help the public understand complex land use issues
- Overhauled intranet site with updated content and improved organization/resources

## GOALS

- Continue to modernize and streamline front counter operations
- Expand use of the Customer Self Service Portal
- Digitize building plan prints and project files to make them available to the public
- Engage staff in an electronic review pilot program
- Continue to identify and implement process improvements that help simplify and streamline permit intake, routing, and customer service interactions

## COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: LAND DEVELOPMENT ENGINEERING

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,122,452	\$ 1,144,984	\$ 1,149,631	\$ 1,222,160
Retirement Benefits	253,568	389,669	268,090	292,107
Health Insurance	168,182	184,518	205,316	217,650
Other Personnel Expenses	40,244	33,239	46,266	51,404
<b>Personnel Services Subtotal</b>	<b>1,584,446</b>	<b>1,752,410</b>	<b>1,669,303</b>	<b>1,783,321</b>
<b>Operating Expenses</b>				
Professional & Contract Services	398,335	246,079	375,183	220,183
Supplies & Materials	7,657	3,812	6,644	4,400
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	173,578	147,116	227,280	228,275
Other Operating Expenses	4,537	3,199	8,700	4,700
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>584,107</b>	<b>400,206</b>	<b>617,807</b>	<b>457,558</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,168,553</b>	<b>\$ 2,152,616</b>	<b>\$ 2,287,110</b>	<b>\$ 2,240,879</b>
Full Time Positions	11.75	11.00	11.00	11.00
Hourly/FTE Positions	0.50	1.00	1.00	1.50
<i>Account:</i>	<i>0013110</i>		<i>Fund: General</i>	
	<i>0013120</i>			

### ABOUT

The Land Development Engineering Division ensures that all grading and public improvements required for new development projects and work in the public right-of-way comply with adopted codes and engineering standards.

### SERVICES

- Review and process requests to subdivide land
- Perform plan checking and permitting for grading, public improvement and right-of-way projects
- Provide flood plain administration and residential assistance
- Conduct transportation impact review and analysis for development projects
- Maintain the engineering section of the public counter
- Provide customer service and effective public information

### RECENT ACCOMPLISHMENTS

- Changed process to allow digital submittals of right-of-way permit applications
- Initiated the Customer Self Service portal to process temporary water meter permits
- Implemented policies for state-required capture of trash for new developments
- Issued 1,131 engineering permits
- Performed 2,059 reviews for ministerial and discretionary permits

## GOALS

- Implement measures to reduce the time it takes to conduct discretionary plan check review, with the goal of completing 80% of discretionary plan check reviews within 21 days
- Maintain current building permit plan check review completion rate of at least 80% within 14 days
- Expand implementation of the Customer Self Service portal to allow processing of additional permit types, such as right-of-way permits
- Update the city's grading ordinance to clarify inconsistencies and memorialize current practices
- Test and choose a system for digital large format plan review
- Continue to refine procedures and adopt new technology to enhance the customer experience

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Discretionary permit plan check reviews completed within 21 days of submittal	70%	66%	68%
Building permit plan check reviews completed within 14 days of submittal	89%	84%	85%

## COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: PLANNING

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	1,762,833	\$ 1,835,246	\$ 1,965,737	\$ 2,041,387
Retirement Benefits	430,218	650,335	457,191	493,486
Health Insurance	208,537	219,870	261,994	268,185
Other Personnel Expenses	68,473	54,340	79,500	86,973
<b>Personnel Services Subtotal</b>	<b>2,470,061</b>	<b>2,759,791</b>	<b>2,764,422</b>	<b>2,890,031</b>
<b>Operating Expenses</b>				
Professional & Contract Services	511,134	552,889	216,000	201,000
Supplies & Materials	49,774	36,511	36,282	32,650
Repair & Maintenance	20	5	-	-
Interdepartmental Charges	299,619	260,976	313,059	360,431
Other Operating Expenses	977,793	21,284	11,400	11,400
Capital Outlay	1,104,114	-	-	-
<b>Operating Expenses Subtotal</b>	<b>2,942,454</b>	<b>871,665</b>	<b>576,741</b>	<b>605,481</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,412,515</b>	<b>\$ 3,631,456</b>	<b>\$ 3,341,163</b>	<b>\$ 3,495,512</b>
General Fund \$	3,354,114	\$ 3,614,495	\$ 3,341,163	\$ 3,495,512
Special Revenue	2,058,401	16,961	-	-
<b>TOTAL FUNDING</b>	<b>\$ 5,412,515</b>	<b>\$ 3,631,456</b>	<b>\$ 3,341,163</b>	<b>\$ 3,495,512</b>
Full Time Positions	20.00	20.00	20.00	20.00
Hourly/FTE Positions	0.50	1.00	1.00	1.50

*Account: 00132XX      Fund: General*

### ABOUT

The Planning Division is responsible for updating and maintaining the city's land use regulations (i.e., General Plan, Local Coastal Program, and Zoning Ordinance) pursuant to City Council direction and state mandates as well as ensuring new growth and development complies with those established regulations.

### SERVICES

- Maintain and modify plans, ordinances, and policies for the long-range development and sustainability of the city
- Ensure new development adheres to all applicable land use codes, policies, and regulations
- Complete environmental review of all private and public projects for compliance with the California Environmental Quality Act and the city's Environmental Protection Procedures
- Respond to questions and inquiries related to permit processing and development standards
- Provide technical support to the Planning Commission and the City Council
- Continuously enhance permit review process for efficiencies and implement streamlined permitting processes

## RECENT ACCOMPLISHMENTS

- Entitled 696 residential housing units, of which 116 are dedicated affordable to lower income families
- Completed Comprehensive Local Coastal Program Amendment, which was approved by City Council
- Finalized new Wireless Communications Facilities Amendments policy, which was approved by City Council
- Updated inclusionary housing policy and adjusted in-lieu fee
- Conducted public engagement activities and gathered input on Housing Element Update Site Selection, from which the City Council endorsed two maps for further environmental review

## GOALS

- Implement measures to reduce the time it takes to conduct discretionary permit plan check reviews to meet target of 100% of reviews completed within 30 days
- Implement measures to reduce the time it takes to conduct building permit plan check reviews to meet target of 80% of reviews completed within 14 days
- Complete environmental review and present Housing Element maps for City Council consideration
- Complete permit-ready accessory dwelling unit plans
- Present Objective Design Standards inside and outside Village & Barrio Master Plan for City Council consideration
- Draft master plan amendments to conditionally permit Farmers Markets and Cultural Arts in the Barrio and add a policy encouraging development of vital uses as part of the Village & Barrio Master Plan
- Work with the City Council-appointed Growth Management Citizens Committee to develop recommendations to update the current Growth Management Plan
- Coordinate with California Coastal Commission staff in their review of the city’s application for a Comprehensive Local Coastal Program Amendment

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Discretionary permit plan check reviews completed within 30 days of submittal	90%	89%	90%
Building permit plan check reviews completed within 14 days of submittal	79%	71%	75%

## COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: BUILDING

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	719,434	760,441	853,484	925,249
Retirement Benefits	167,323	267,350	195,472	203,191
Health Insurance	138,278	150,355	189,642	164,413
Other Personnel Expenses	30,662	23,498	36,790	40,944
<b>Personnel Services Subtotal</b>	<b>1,055,697</b>	<b>1,201,644</b>	<b>1,275,388</b>	<b>1,333,797</b>
<b>Operating Expenses</b>				
Professional & Contract Services	479,657	386,470	483,727	449,000
Supplies & Materials	2,430	3,233	7,077	4,127
Repair & Maintenance	313	23	250	250
Interdepartmental Charges	245,993	214,733	260,022	270,324
Other Operating Expenses	9,374	1,036	4,700	2,700
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>737,767</b>	<b>605,495</b>	<b>755,776</b>	<b>726,401</b>
<b>TOTAL EXPENDITURES \$</b>	<b>1,793,464</b>	<b>1,807,139</b>	<b>2,031,164</b>	<b>2,060,198</b>
Full Time Positions	8.00	10.00	10.00	10.00
Hourly/FTE Positions	0.00	1.00	1.00	1.50
<i>Account: 0013610</i>		<i>Fund: General</i>		

### ABOUT

The Building Division staff are the main point of contact for individuals wanting to build or modify a structure on their property. Building staff provide guidance and review projects for conformance with state and local building standards. Once a permit has been issued to authorize construction, a building inspector is assigned to help the property owner ensure that the contractor's work is consistent with approved plans.

### SERVICES

- Perform plan check, fee assessment, permit issuance and inspection for compliance with adopted state and local codes including recycling, stormwater, energy generation and conservation
- Respond to questions and inquiries related to permit processing and construction standards
- Provide information related to ongoing construction projects and historical building records
- Maintain records during construction and prepare files for electronic conversion following final approval



## RECENT ACCOMPLISHMENTS

- Issued over 4,700 building permits valued at over \$132 million
- Conducted over 18,000 building inspections
- Launched an online scheduling tool that allows residents to schedule an appointment from home or work
- Launched the Customer Self Service portal for online permit submission of basic permits
- Created website content for the city’s Mobile Home Park Program
- Achieved 100% State of California Safety Assessment Program Certification for all building inspection staff
- Joined the California Building Officials and the International Code Council as a government member

## GOALS

- Reduce transition time between staff processing and consultant plan check review, with goals of completing 80% of building permit plan check reviews within 14 days of submittal and 80% of building inspections within 24 hours of request
- Finalize implementation of the inspection self-certification program that will allow qualified individuals to self-certify installation of minor improvements
- Update the city’s building code and standards to comply with new state building code by January 2024
- Maintain a high level of service with a focus on creating more efficient processes related to permit and building inspection self-service, online records research and online project plan submittal
- Expand the video inspection program to include more types of permits
- Implement an automated solar permitting platform consistent with Senate Bill 379 that will allow applicants to apply for and receive an approved residential building permit for solar systems up to 38.4 kW in real time

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Building permit plan check reviews completed within 14 days of submittal	66%	61%	62%
Building inspections completed within 24 hours of request	100%	90%	95%

## COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: CODE ENFORCEMENT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 370,344	\$ 487,360	\$ 550,212	\$ 489,447
Retirement Benefits	70,183	131,233	101,427	51,136
Health Insurance	41,740	62,771	86,158	82,587
Other Personnel Expenses	20,546	15,270	23,889	13,537
<b>Personnel Services Subtotal</b>	<b>502,813</b>	<b>696,634</b>	<b>761,686</b>	<b>636,707</b>
<b>Operating Expenses</b>				
Professional & Contract Services	11,049	17,416	67,000	50,500
Supplies & Materials	3,910	7,048	22,450	11,550
Repair & Maintenance	35	14	100	100
Interdepartmental Charges	17,998	23,641	122,117	137,317
Other Operating Expenses	16,076	4,526	5,550	2,950
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>49,068</b>	<b>52,645</b>	<b>217,217</b>	<b>202,417</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 551,881</b>	<b>\$ 749,279</b>	<b>\$ 978,903</b>	<b>\$ 839,124</b>
Full Time Positions	2.00	5.00	5.00	4.00
Hourly/FTE Positions	1.00	3.50	3.50	3.50
<i>Account: 0013620</i>		<i>Fund: General</i>		

### ABOUT

The Code Enforcement Division, working with residents and its partner enforcement agencies, is tasked with enforcing the city's laws that govern land use and quality of life issues, including public nuisances, safety, and welfare. The purpose of these laws, and their enforcement, is to help maintain safe and healthy living and working conditions for the members of the community. The Division's approach is not to be punitive, but to first attempt to achieve compliance with established codes and regulations through education before more formal enforcement methods like citations are applied.

### SERVICES

- Enforce zoning, building, general property maintenance, and other municipal codes
- Conduct inspections of alleged violations received from resident and business complaints
- Assist individuals on how to secure required permits and/or obtain compliance with applicable codes
- Collaborate with partner enforcement agencies on overlapping enforcement cases
- Ensure that residents are aware and follow rules on short-term vacation rentals

## RECENT ACCOMPLISHMENTS

- Became a stand-only division within the Community Development Department
- Developed and implemented the Code Enforcement Case Prioritization and Process Guide
- Developed specific key performance indicators that will start July 1
- Closed at least 1,266 cases, based on data as of April 2022
- Completed an audit of the division operations that identified specific opportunities that will improve operational processes

## GOALS

- Develop a procedural manual to serve as both a training and operations resource guide for staff in response to an internal audit recommendation
- Develop a training program with a dedicated trainer to ensure code enforcement staff are consistently up to date on current responsibilities and expectations in response to an internal audit recommendation
- Develop and implement an online tracking system that simplifies the tracking of case processing timelines, as reflected in the Code Enforcement Case Prioritization and Process Guide in response to an internal audit recommendation
- Close Category 1 unsafe & hazardous conditions cases within three businesses days of complaint at least 80% of the time
- Close Category 2 nuisance & blight-causing conditions cases within 30 businesses days of complaint at least 80% of the time
- Close Category 3 miscellaneous violation conditions cases within 50 businesses days of complaint at least 80% of the time

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Percent of Category 1 cases closed within three businesses days of complaint	New*	New*	80%
Percent of Category 2 cases closed within 30 businesses days of complaint	New*	New*	80%
Percent of Category 3 cases closed within 50 businesses days of complaint	New*	New*	80%

*\*Fiscal year 2021-22 Internal Audit Plan was recently completed for the division. These are the recommended indicators for future years.*

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Established the Code Enforcement Division separate from the Building Division within the Community Development Department

## COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ -	\$ -	\$ 1,456,081	\$ 1,654,810
Retirement Benefits	-	-	250,032	377,017
Health Insurance	-	-	210,286	264,423
Other Personnel Expenses	-	-	53,556	68,761
<b>Personnel Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>1,969,955</b>	<b>2,365,011</b>
<b>Operating Expenses</b>				
Professional & Contract Services	-	-	5,349,009	1,747,672
Supplies & Materials	-	-	233,726	261,642
Repair & Maintenance	-	-	300	300
Interdepartmental Charges	-	-	394,779	566,690
Other Operating Expenses	-	-	8,920,286	11,266,663
Capital Outlay	-	-	119,797	4,900
<b>Operating Expenses Subtotal</b>	<b>-</b>	<b>-</b>	<b>15,017,897</b>	<b>13,847,867</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,987,852</b>	<b>\$ 16,212,878</b>
<b>FUNDING</b>				
General Fund	\$ -	\$ -	\$ 5,901,431	\$ 3,134,115
Special Revenue Fund	-	-	\$ 10,018,926	\$ 12,009,918
Trust Fund	-	-	\$ 1,067,495	\$ 1,068,845
<b>TOTAL FUNDING</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,987,852</b>	<b>\$ 16,212,878</b>
Full Time Positions	0.00	0.00	14.00	16.00
Hourly/FTE Positions	0.00	0.00	3.00	1.81

Summary level figures presented above for 2019-20 and 2020-21 actuals exclude divisions formerly organized under the department Community Development, as Housing & Homeless Services was formed in 2021-22.

### HOUSING & HOMELESS SERVICES

- Housing Services
- Homeless Services
- Affordable Housing Programs
- Federally Funded Community Assistance Programs
- Successor Agency

## COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: HOUSING SERVICES

	2019-20 Actual		2020-21 Actual		2021-22 Budget		2022-23 Budget
<b>Personnel Services</b>							
Salaries & Wages	\$ 383,349	\$	225,817	\$	460,663	\$	681,860
Retirement Benefits	45,369		145,286		79,104		149,968
Health Insurance	40,415		28,982		49,242		81,024
Other Personnel Expenses	10,601		8,467		17,716		26,578
<b>Personnel Services Subtotal</b>	<b>479,734</b>		<b>408,552</b>		<b>606,725</b>		<b>939,430</b>
<b>Operating Expenses</b>							
Professional & Contract Services	310,572		267,595		358,217		339,217
Supplies & Materials	16,079		8,454		13,600		13,600
Repair & Maintenance	110		14		-		-
Interdepartmental Charges	152,401		131,716		121,576		168,016
Other Operating Expenses	3,452		527		37,527		53,777
Capital Outlay	-		-		-		-
<b>Operating Expenses Subtotal</b>	<b>482,614</b>		<b>408,306</b>		<b>530,920</b>		<b>574,610</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 962,348</b>	\$	<b>816,858</b>	\$	<b>1,137,645</b>	\$	<b>1,514,040</b>
General Fund	\$ 962,348	\$	816,858	\$	1,107,645	\$	1,484,040
Special Revenue	-		-		30,000		30,000
<b>TOTAL FUNDING</b>	<b>\$ 962,348</b>	\$	<b>816,858</b>	\$	<b>1,137,645</b>	\$	<b>1,514,040</b>
Full Time Positions	8.78		3.78		4.50		5.17
Hourly/FTE Positions	5.50		2.00		2.00		0.83
<i>Account:</i>	<i>0012510</i>		<i>Fund: General</i>				
	<i>0012520</i>		<i>General</i>				
	<i>1502810</i>		<i>Special Revenue – Community Grants</i>				
	<i>171</i>		<i>Special Revenue – Agriculture Mitigation Fee</i>				

### ABOUT

The Housing Division provides various programs, activities and services that assist in the effort to sustain an extraordinary Carlsbad community. These include disbursing community grants, delivering community education programs, funding the Carlsbad Service Center and supporting the Carlsbad Housing Commission.

### SERVICES

- Provide financial assistance to community organizations, teams and special events that benefit and enrich residents in compliance with City Council policies
- Through the Agricultural Conversion Mitigation Fee program, fund projects that improve agricultural lands for continued agricultural production, protect and enhance the coastal and lagoon environment, improve lagoon nature centers, and restore beaches for public use
- Provide community education programs, including the Carlsbad Student Leader Academy for high school students and CityStuff for third grade students

- Provide low income and homeless services support, including funding to the Carlsbad Services Center, which offers temporary day labor employment services, employment training and readiness, access to benefits, basic needs, rental assistance and case management
- Administer the Minor Home Repair Program, which provides forgivable home repair loans to low-income households who own and occupy their home as their primary residence
- Provide technical and administrative support to the Carlsbad Housing Commission

## RECENT ACCOMPLISHMENTS

- Commenced the Carlsbad Student Leader Academy in spring 2021 with 20 high school student participants
- Implemented alternative options to all classrooms participating in the CityStuff program to offer the curriculum online and provide additional virtual assistance for third grade students in 54 classrooms in partnership with 14 local elementary schools in response to COVID-19
- Completed marketing of interest list for Affordable Resale Program for 11 city-owned condos in Bressi Ranch
- Facilitated affordable housing projects: 419 dwelling units affordable to moderate, low, very low, and extremely low households are either under construction, approved and pending construction, or are currently moving through the permit approval process

## GOALS

- Implement the Community Activity Grant, Special Events Grant, Community Spirit Grant, and Winning Teams Grant programs, and process applications for assistance that are consistent with City Council policies
- Increase the amount of community grants dispersed to \$5,000
- Provide community education to 54 classrooms
- Continue to support the Agricultural Conversion Mitigation Fee program
- Provide education focused on civic proficiency and leadership to Carlsbad youth
- Provide technical and administrative support to the Carlsbad Housing Commission
- Continue to support the Carlsbad Service Center

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Community Grants dispersed	\$6,000	\$3,500	\$5,000
Classrooms educated	54	54	54

## COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: HOMELESS SERVICES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ -	\$ -	\$ 499,799	\$ 463,317
Retirement Benefits	-	-	60,528	116,301
Health Insurance	-	-	86,630	80,283
Other Personnel Expenses	-	-	14,034	18,757
<b>Personnel Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>660,991</b>	<b>678,658</b>
<b>Operating Expenses</b>				
Professional & Contract Services	-	-	4,098,295	889,500
Supplies & Materials	-	-	19,250	16,250
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	-	-	-	62,417
Other Operating Expenses	-	-	15,250	3,250
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>-</b>	<b>-</b>	<b>4,132,795</b>	<b>971,417</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,793,786</b>	<b>\$ 1,650,075</b>
Full Time Positions	0.00	0.00	3.50	4.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account: 0012540 Fund: General</i>				

### ABOUT

The Homeless Services Division is responsible for leading all strategies, programs and initiatives related to the city's goal of reducing homelessness, including the city's adopted Homeless Response Plan. This division uses best practices, community input and consumer feedback to implement solutions to prevent and reduce homelessness.

### SERVICES

- Manage and implement the city's Homeless Response Plan
- Provide housing navigation services for persons at-risk of or experiencing homelessness in the city
- Oversee the Homeless Outreach and Case Management contract with Interfaith Community Services
- Offer short-term emergency boarding for animals of a person experiencing homelessness within the city via contract services
- Manage a rapid rehousing contract with Community Resource Center that helps individuals and households at-risk of or experiencing homelessness within the city
- Oversee the contract with Urban Corps for citywide abandoned items and litter removal services related to homeless encampments
- Engage with community residents and businesses through regular communication efforts
- Coordinate with neighboring jurisdictions and county resources on regional issues related to homelessness

## RECENT ACCOMPLISHMENTS

- Formed a new Housing and Homeless Services Department
- Began work on the City Council-approved work plan to reduce the homeless unsheltered population, among those who want help, by 50% within five years
- Served 605 individuals at-risk or experiencing homelessness in the city via Interfaith Community Services and the Homeless Outreach Team, providing 3,025 outreach contacts and helping 99 people get bridged to shelter, substance use or mental health treatment
- Worked with the Police Department to implement new municipal code tools to provide enforcement in a compassionate manner
- Enrolled the city into the Homeless Management Information System as a participating agency through the Regional Task Force on the Homeless
- Implemented a new contract with Community Resource Center to implement a rapid rehousing program for households currently experiencing homelessness in the city

## GOALS

- Reduce the homeless unsheltered population, among those who want help, by 50% within five years, with quarterly reports until the city decreases the unsheltered homeless population or five years as directed by the City Council
- Update the city’s Homeless Response Plan
- Enter into an agreement with Catholic Charities to hire two licensed clinicians to provide staff at the La Posada de Guadalupe Emergency Shelter with training, in order for the facility to operate as a low barrier shelter
- Contract for an employment and benefit specialist who will be able to help connect people to disability and social security benefits, general relief, CalWORKS, CalFresh, Veteran benefits, stimulus checks, employment programs, and other aid programs

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Unduplicated homeless persons served	605	700	700
Shelter placements	49	110	120
Persons housed	13	40	40
Encampments cleared	10*	30	30

*\*CDC guidance limited encampment cleanup for most of 2021 due to COVID-19*



COMMUNITY SERVICES |

HOUSING & HOMELESS SERVICES: AFFORDABLE HOUSING PROGRAMS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 173,859	\$ 102,028	\$ 111,395	\$ 53,332
Retirement Benefits	40,313	36,004	17,886	11,645
Health Insurance	14,973	8,095	7,600	15,956
Other Personnel Expenses	9,449	3,287	4,553	2,626
<b>Personnel Services Subtotal</b>	<b>238,594</b>	<b>149,414</b>	<b>141,434</b>	<b>83,559</b>
<b>Operating Expenses</b>				
Professional & Contract Services	599,068	350,465	794,497	377,955
Supplies & Materials	153,034	158,521	186,711	217,627
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	148,080	127,920	64,236	71,059
Other Operating Expenses	223,304	148,765	145,509	181,001
Capital Outlay	3,116	4,213,749	119,797	2,900
<b>Operating Expenses Subtotal</b>	<b>1,126,602</b>	<b>4,999,420</b>	<b>1,310,750</b>	<b>850,542</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,365,196</b>	<b>\$ 5,148,834</b>	<b>\$ 1,452,184</b>	<b>\$ 934,101</b>
Full Time Positions	1.30	0.60	0.60	0.80
Hourly/FTE Positions	1.00	1.00	1.00	0.06
<i>Account:</i>	<i>133</i>	<i>Fund: Special Revenue – Affordable Housing Trust</i>		
	<i>134</i>	<i>Special Revenue – Tyler Court Apartments</i>		
	<i>806</i>			

**ABOUT**

The city is a regional leader in the provision of affordable housing. The Affordable Housing Trust Fund Program is the city’s primary source of affordable housing funding for low-income households. The Affordable Housing Trust Fund collects fees generated from the Inclusionary Housing In-Lieu Fee and the sale of affordable housing credits that satisfy a developer’s inclusionary housing obligation as well as loan repayments from existing developments. With these funds, the city provides affordable housing programs and low income and homeless services support, and financial assistance for residential developments that provide housing opportunities to low-income households. The city also owns Tyler Court Senior Apartments, a 75-unit senior apartment complex. This complex provides for 100% affordable housing to senior households with incomes at 30% and 50% of the San Diego County Area median incomes. The city has an agreement with a third party to manage the day-to-day operations of the apartment complex. The property is intended to remain a senior-only development according to its approved conditional use permit and continues to have income and rent restrictions to be affordable to very low and extremely low-income households.

## SERVICES

- Provide affordable housing funding for low-income households via the Affordable Housing Trust Fund Program
- Continue to implement the Inclusionary Housing Ordinance by providing information to developers, the public, and city staff on the requirements of the ordinance
- Negotiate and prepare affordable housing agreements and density bonus agreements
- Assist with the development of low-income affordable housing developments from concept to construction
- Oversee the third-party managed Tyler Court Senior Apartments

## RECENT ACCOMPLISHMENTS

- Provided \$5.25 million in funding commitments for three affordable housing projects
- Worked with Community Development Department to provide amendments to the Inclusionary Housing Program, including an updated fee and streamlined City Council policies

## GOALS

- Administer the Housing Trust Fund in accordance with Council Policy No. 90
- Continue to work with residential developers with inclusionary housing requirements to produce additional homes affordable to lower-income households
- Research and develop other programs and development opportunities to increase the supply of affordable housing for low-income households
- Preserve and improve the quality of the city's existing housing stock
- Continue to support the low-income senior community by offering affordable housing with income and rent restrictions

COMMUNITY SERVICES |  
HOUSING & HOMELESS SERVICES: FEDERALLY FUNDED  
COMMUNITY ASSISTANCE PROGRAMS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 284,497	\$ 362,144	\$ 384,224	\$ 456,301
Retirement Benefits	82,533	89,509	92,514	99,103
Health Insurance	27,107	39,219	66,814	87,160
Other Personnel Expenses	23,347	10,790	17,253	20,800
<b>Personnel Services Subtotal</b>	<b>417,484</b>	<b>501,662</b>	<b>560,805</b>	<b>663,364</b>
<b>Operating Expenses</b>				
Professional & Contract Services	93,164	37,214	73,000	111,000
Supplies & Materials	10,892	12,084	14,165	14,165
Repair & Maintenance	115	9	300	300
Interdepartmental Charges	118,593	116,631	201,672	257,528
Other Operating Expenses	7,516,158	9,294,069	7,686,800	9,997,460
Capital Outlay	-	-	-	2,000
<b>Operating Expenses Subtotal</b>	<b>7,738,922</b>	<b>9,460,007</b>	<b>7,975,937</b>	<b>10,382,453</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,156,406</b>	<b>\$ 9,961,669</b>	<b>\$ 8,536,742</b>	<b>\$ 11,045,817</b>
Full Time Positions	4.00	4.00	5.40	6.03
Hourly/FTE Positions	0.00	0.00	0.00	0.93
<i>Account:</i>	<i>190</i>	<i>Fund:</i>	<i>Special Revenue – Section 8 Housing</i>	
	<i>391</i>		<i>Special Revenue – Community Development Block Grant</i>	

**ABOUT**

The city receives federal grants that benefit the community and low-income households. The federally funded Section 8 rental assistance program provides monthly rental subsidies to very low-income households and processes new participants into the program as additional funds are available. The Community Development Block Grant program represents federal funds provided to the city to develop viable urban communities through the provision of decent housing, a suitable living environment and expanded economic opportunities for lower-income persons. This program is focused on providing specific benefits to low-income residents, with serving the city’s homeless population and providing affordable housing as the two highest priorities.

**SERVICES**

- Provide monthly rental subsidies to very low-income households and process new participants as for the federally funded Section 8 rental assistance program
- Assist low-income households with access to safe and sanitary rental housing
- Ensure the Section 8 tenant-based rental assistance program is being administered in compliance with federal regulations and guidelines, the Carlsbad Administrative Plan, and the Public Housing Agency Plan
- Achieve and maintain a lease rate that fully utilizes Section 8 program funding allocation

- Enable unemployed, under-employed, or under-educated low-income families to achieve economic independence from welfare
- Administer the CDBG program representing federal funds provided to the city
- Prepare and implement a five-year consolidated plan and Annual Action Plan for submittal to U.S. Department of Housing and Urban Development
- Provide staff support to the CDBG Funding Advisory Committee and the City Council in the selection process for activities to be included in the CDBG Program
- Ensure that documentation is maintained to meet compliance with HUD established guidelines for continued CDBG funding
- Monitor activities of grant sub-recipients to ensure proper use of funds
- Prepare the Consolidated Annual Performance and Evaluation Report for public review and comment and final submission to HUD
- Partner with a non-profit legal advisor to provide fair housing and tenant-landlord dispute counseling and education program

## RECENT ACCOMPLISHMENTS

- Provided monthly rental assistance to 550 very low and extremely low-income households
- Received and allocated additional funding assistance of \$1.2 million in CDBG funding to sub-recipients to be used to prevent, prepare for and respond to COVID-19
- Completed land acquisition and loan for construction of Windsor Pointe, a 50-unit affordable apartment community with permanent supportive services to homeless and lower-income veteran families and people experiencing homelessness with mental health service needs
- Provided funding assistance to five non-profit organizations to provide services to low-income households with a focus on affordable housing, supportive services to low-income and special needs populations, and assistance in the prevention of homelessness and reduction of the homeless population

## GOALS

- Continue to operate the Section 8 program effectively, and seek additional funding to serve more clients as opportunities arise
- Complete processing of rental assistance vouchers for 25 non-elderly, disabled participants
- Successful completion and submission of the fiscal year 2021-22 Consolidated Annual Plan Evaluation Report
- Create expenditure plan for CDBG funds to provide additional affordable housing opportunities for low-income households, focusing on those experiencing homelessness
- Maintain high level of grant funding for community organizations

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Clients receiving Rental Assistance	550	568	590
Dollar value of grants awarded to community organizations	\$565,819	\$536,522	\$527,154

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Added one Housing Assistant position to support expansion of the federally funded Section 8 rental assistance program to provide more housing vouchers to lower-income families

## COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: SUCCESSOR AGENCY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 22,838	\$ 17,391	\$ -	\$ -
Retirement Benefits	13,170	5,373	-	-
Health Insurance	146	21	-	-
Other Personnel Expenses	3,315	582	-	-
<b>Personnel Services Subtotal</b>	<b>39,469</b>	<b>23,367</b>	<b>-</b>	<b>-</b>
<b>Operating Expenses</b>				
Professional & Contract Services	6,008	5,008	25,000	30,000
Supplies & Materials	7,060	4,613	-	-
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	45,660	45,996	7,295	7,670
Other Operating Expenses	1,115,400	160,918	1,035,200	1,031,175
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>1,174,128</b>	<b>216,535</b>	<b>1,067,495</b>	<b>1,068,845</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,213,597</b>	<b>\$ 239,902</b>	<b>\$ 1,067,495</b>	<b>\$ 1,068,845</b>
Full Time Positions	0.35	0.35	0.00	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

*Account: 801, 811      Fund: Trust Fund – Successor Agency*

### ABOUT

The successor agency is responsible for preparing a recognized obligation payments schedule as detailed by the State of California’s Department of Finance, listing the enforceable obligations of the former redevelopment agency and their source of payment. This payment schedule is subject to approval by the countywide oversight board.

### SERVICES

- Administer the successor agency, which is responsible for preparing a recognized obligation payment schedule as detailed by the State of California’s Department of Finance, listing the enforceable obligations of the former redevelopment agency and their source of payment
- Participate in activities associated with the dissolution of the redevelopment agency
- Ensure payment of all debt obligations as approved by the oversight board

### RECENT ACCOMPLISHMENTS

- Processed Recognized Obligations Payment Schedule for fiscal year 2021-22 for approval by the countywide oversight board
- Received loan repayment from the successor agency and funding for payment on redevelopment bond

### GOALS

- Continue to take actions to dissolve the former redevelopment agency in a timely manner and ensure repayment of all approved debt obligations

## COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 5,853,737	\$ 5,471,768	\$ 6,385,017	\$ 6,665,560
Retirement Benefits	1,065,603	1,509,419	1,066,402	1,140,395
Health Insurance	570,108	597,556	718,917	700,556
Other Personnel Expenses	271,854	152,820	239,379	253,406
<b>Personnel Services Subtotal</b>	<b>7,761,302</b>	<b>7,731,563</b>	<b>8,409,715</b>	<b>8,759,917</b>
<b>Operating Expenses</b>				
Professional & Contract Services	565,152	398,850	797,429	734,375
Supplies & Materials	1,149,355	1,060,417	1,371,112	1,302,947
Repair & Maintenance	43,662	40,419	10,273	6,800
Interdepartmental Charges	3,144,952	2,852,698	3,195,050	3,362,870
Other Operating Expenses	530,040	416,135	518,996	453,733
Capital Outlay	82,463	14,333	-	-
<b>Operating Expenses Subtotal</b>	<b>5,515,624</b>	<b>4,782,852</b>	<b>5,892,860</b>	<b>5,860,725</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,276,926</b>	<b>\$ 12,514,415</b>	<b>\$ 14,302,575</b>	<b>\$ 14,620,642</b>
General Fund	\$ 13,030,148	\$ 12,344,689	\$ 13,780,555	\$ 14,088,425
Special Revenue Fund	\$ 246,778	\$ 169,726	\$ 522,020	\$ 532,217
<b>TOTAL FUNDING</b>	<b>\$ 13,276,926</b>	<b>\$ 12,514,415</b>	<b>\$ 14,302,575</b>	<b>\$ 14,620,642</b>
Full Time Positions	52.50	52.50	52.50	51.00
Hourly/FTE Positions	61.66	62.06	63.66	61.95

### LIBRARY & CULTURAL ARTS

- Administration, Digital Initiatives & Special Projects
- Circulation Services
- Adult & Teen Services, Genealogy & Carlsbad History Services
- Children's Services
- Collections & Technical Services
- Outreach, Literacy & Bilingual Services
- Cultural Arts

COMMUNITY SERVICES |  
LIBRARY & CULTURAL ARTS: ADMINISTRATION, DIGITAL  
INITIATIVES & SPECIAL PROJECTS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	1,186,404	\$ 1,033,474	\$ 1,242,852	\$ 1,120,970
Retirement Benefits	273,527	378,464	272,779	282,520
Health Insurance	121,529	129,096	166,532	146,018
Other Personnel Expenses	48,244	29,224	46,208	43,950
<b>Personnel Services Subtotal</b>	<b>1,629,704</b>	<b>1,570,258</b>	<b>1,728,371</b>	<b>1,593,458</b>
<b>Operating Expenses</b>				
Professional & Contract Services	152,110	70,370	44,550	18,000
Supplies & Materials	108,870	105,168	99,756	83,895
Repair & Maintenance	41,821	38,967	7,053	4,155
Interdepartmental Charges	551,754	689,278	756,339	997,493
Other Operating Expenses	517,854	408,610	518,996	452,630
Capital Outlay	78,354	14,333	-	-
<b>Operating Expenses Subtotal</b>	<b>1,450,763</b>	<b>1,326,726</b>	<b>1,426,694</b>	<b>1,556,173</b>
<b>TOTAL EXPENDITURES \$</b>	<b>\$ 3,080,467</b>	<b>\$ 2,896,984</b>	<b>\$ 3,155,065</b>	<b>\$ 3,149,631</b>
Full Time Positions	12.00	12.00	12.00	10.00
Hourly/FTE Positions	3.82	3.82	3.82	3.37

Account: 0014010      Fund: General

**ABOUT**

Library & Cultural Arts Administration provides management and leadership for the delivery of library and cultural arts programs and services; plans for the efficient use of resources and facilities; coordinates relations with local, state and federal government agencies; and provides liaison services, resource assistance and technical guidance to Library Board of Trustees, Arts Commission, Historic Preservation Commission, the Friends of the Carlsbad Library, the Carlsbad Library & Arts Foundation, the Carlsbad Friends of the Arts, and the Serra Cooperative Library System.

**SERVICES**

- Conduct strategic planning, set programs and services, and monitor and respond to industry trends and best practices
- Utilize data to develop meaningful performance metrics that show impact in the community and adjust services based on community needs
- Manage personnel and volunteer recruitment activities, develop and maintain policies and procedures, and provide centralized training services for all staff and volunteers
- Develop and monitor budgets, administer contracts and grants, and manage purchasing and accounting processes
- Plan, develop and implement technology solutions to effectively deliver services

- Work with the Library Board of Trustees, the Arts Commission and the Historic Preservation Commission to ensure the department is responsive to community needs as represented by trustees and commissioners
- Partner with support organizations including the Carlsbad Library & Arts Foundation, the Friends of the Carlsbad Library and Friends of the Arts to ensure endowments, donations and fundraising on behalf of the organization are put to good use

## RECENT ACCOMPLISHMENTS

- Restructured the department to address changing priorities and expectations from the community
- Utilized lessons learned to provide a combination of in-person and virtual programs and services, returning to full services as the COVID-19 pandemic retreats
- Migrated from California Research and Education Network to the city’s Digital Information Network, increasing in-house computer and wireless internet speed for patrons and staff
- Upgraded the library online catalog, allowing for responsive web design for an improved experience on mobile devices
- Upgraded the library’s patron and materials management system and automated materials handling system allowing for improved functionality and support
- Integrated the library’s computer management system with the Parks & Recreation public computer labs so Parks & Recreation can utilize analytics and session management tools

## GOALS

- Develop new strategies and goals addressing lessons learned and changing needs from the community following the two-year COVID-19 pandemic
- Align programs and services with current best practices
- Assess library hours of service and optimize them to meet changing needs of the community
- Attract and retain quality staff by institutionalizing ongoing talent management and succession planning practices and by developing a formal training structure and plan for each position in the department
- Utilize metrics to determine usage of existing resources and to anticipate future needs
- Complete an upgrade of the audio-visual technology in the Exploration HUB
- Develop an internal communications plan
- Revitalize opportunities for volunteering
- Evaluate the future of patron computer, printing and copying services

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Volunteer hours	1,062	3,000	10,000
Patron computer sessions: Mobile	42,671	89,450	105,000
Patron computer sessions: Library-provided	4,280	19,755	25,000



## COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CIRCULATION SERVICES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 934,856	\$ 885,675	\$ 948,762	\$ 1,006,963
Retirement Benefits	109,433	133,425	93,502	99,025
Health Insurance	54,158	53,797	59,454	66,574
Other Personnel Expenses	50,810	24,572	38,161	41,484
<b>Personnel Services Subtotal</b>	<b>1,149,257</b>	<b>1,097,469</b>	<b>1,139,879</b>	<b>1,214,046</b>
<b>Operating Expenses</b>				
Professional & Contract Services	-	-	-	-
Supplies & Materials	4,978	7,206	12,500	12,500
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	205,512	113,364	143,328	185,231
Other Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>210,490</b>	<b>120,570</b>	<b>155,828</b>	<b>197,731</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,359,747</b>	<b>\$ 1,218,039</b>	<b>\$ 1,295,707</b>	<b>\$ 1,411,777</b>
Full Time Positions	4.50	4.50	4.50	5.00
Hourly/FTE Positions	20.68	20.68	20.68	20.68

Account: 0014015      Fund: General

### ABOUT

Circulation Services maintains library patrons' accounts and manages the shelving and circulation of all print and audiovisual materials.

### SERVICES

- Respond to in-person, telephone and email account inquiries
- Issue new and replacement library cards to borrowers and internet users
- Circulate print and audiovisual materials and answer collection-related questions
- Track reserved and overdue items and sort, organize and shelve all library materials
- Collect fines and fees, reconcile daily transactions and oversee collection agency accounts
- Coordinate the city's participation in countywide delivery and return of Serra Cooperative member library materials
- Collect retired flags from deposit boxes and deliver to the city's Fire Department for proper disposal
- Conduct a regular inventory of the collection
- Maintain accuracy of user records through reports

### RECENT ACCOMPLISHMENTS

- Created a library-specific GIS dashboard in collaboration with Business Systems and City GIS
- Converted two part-time Circulation Supervisor positions to full-time
- Improved the quality of database records

- Offered library service via a hybrid in-person and curbside circulation model
- Restored staffing levels in proportion to services and open hours
- Supported Business Systems' upgrade of the automated materials handling system

## GOALS

- Implement new shelving standards to improve the appearance, accessibility and circulation of the collection
- Cross-train other divisions in circulation processes to improve user experience and continuity of service
- Improve communication and training around new standards and processes through regular division meetings and trainings
- Increase the number of community members with library cards

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Circulation of physical items	313,560	810,759	997,233
New library accounts	5,827	9,672	10,833

COMMUNITY SERVICES |  
LIBRARY & CULTURAL ARTS: ADULT & TEEN SERVICES, GENEALOGY &  
CARLSBAD HISTORY SERVICES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,354,842	\$ 1,298,620	\$ 1,496,551	\$ 1,554,949
Retirement Benefits	234,870	328,064	231,378	248,689
Health Insurance	99,799	113,439	141,457	117,034
Other Personnel Expenses	64,368	35,963	54,466	57,384
<b>Personnel Services Subtotal</b>	<b>1,753,879</b>	<b>1,776,086</b>	<b>1,923,852</b>	<b>1,978,056</b>
<b>Operating Expenses</b>				
Professional & Contract Services	135	-	5,249	3,700
Supplies & Materials	10,894	7,376	9,798	5,380
Repair & Maintenance	1,204	1,320	1,920	1,345
Interdepartmental Charges	1,014,348	932,376	1,003,207	1,011,766
Other Operating Expenses	912	-	-	-
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>1,027,493</b>	<b>941,072</b>	<b>1,020,174</b>	<b>1,022,191</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,781,372</b>	<b>\$ 2,717,158</b>	<b>\$ 2,944,026</b>	<b>\$ 3,000,247</b>
Full Time Positions	11.00	11.00	11.00	11.00
Hourly/FTE Positions	15.35	15.35	15.35	14.87
	<i>Account: 0014016</i>		<i>Fund: General</i>	
	<i>0014025</i>			

## ABOUT

Adult & Teen Services staff assists the public with information needs; locates library materials for patrons; provides instruction on resource use; performs research for the public, local business and government; and provides readers' advisory assistance. The Genealogy & Carlsbad History staff provides reference and instructional assistance to patrons researching their ancestry and preserves Carlsbad history materials for public research. The division works closely with the North San Diego County Genealogical Society to provide educational genealogy programs for the community, and with the city's Historic Preservation Commission to support their work.

## SERVICES

- Respond to in-person, telephone, email and text reference questions; provide instruction, classes and tours; assist the public with access to digital resources; and administer services to homebound patrons; provide library programs for adults and teens
- Provide community outreach activities such as visits to schools, senior centers, farmers' markets and other community groups
- Manage the selection and organization of print and digital genealogy and Carlsbad history resources, preserve archival collections and provide instruction and assistance to patrons of all ages researching genealogy or local history

- Coordinate with the North San Diego County Genealogical Society to schedule and provide free educational genealogy programs
- Support the work of the city’s Historic Preservation Commission and city staff through research, digitization and programming

## RECENT ACCOMPLISHMENTS

- Added nine new databases for a total of 48 adult and teen eResources
- Resumed in-person services including study rooms, computer labs, the Exploration HUB, Books-to-Go, book clubs and outreach programming
- Presented three successful in-person author visits with purposeful consideration to diversity, equity and inclusion
- Expanded Grow Your Garden program to include a seed library in collaboration with Carlsbad Community Gardens
- Delivered thousands of seeds packets and was awarded 500 seeds and 200 bee identification guides through Plant Wildflowers grant
- Initiated personal reading recommendation program
- Transcribed oral histories in Carlsbad History Collection making the content of the recordings keyword searchable in library’s catalog
- Acquired and launched new genealogy database in partnership with the North San Diego County Genealogical Society
- Created and launched online form for scheduling personalized genealogy assistance
- Resumed in-person genealogy programs, and offered new hybrid in partnership with the North San Diego County Genealogical Society, providing remote access to seven genealogy research databases
- Scanned 4,000 photographic prints in the Historic Photo Collection to archival standards
- Completed collection management projects in the Genealogy Collection including a complete inventory and analysis, shelf-shift and weed of materials

## GOALS

- Evaluate and adjust staffing to meet the changing needs of the community
- Explore and enhance outreach opportunities in collaboration with the new Partnerships & Community Outreach Principal Librarian
- Provide public access to digital records such as oral history audio and video recordings with a new digital asset management system
- Create promotional materials to showcase the value of Genealogy & Carlsbad History services to the community

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Community members reached through outreach	N/A*	1,191	3,200
Carlsbad history research provided to city and community	324 hours	410 hours	510 hours

*\*no outreach during COVID-19 pandemic*

## COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CHILDREN'S SERVICES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 643,316	\$ 565,302	\$ 707,990	\$ 710,926
Retirement Benefits	125,364	173,313	127,331	128,812
Health Insurance	93,565	92,324	99,489	129,381
Other Personnel Expenses	31,529	16,692	27,004	27,872
<b>Personnel Services Subtotal</b>	<b>893,774</b>	<b>847,631</b>	<b>961,814</b>	<b>996,991</b>
<b>Operating Expenses</b>				
Professional & Contract Services	-	-	-	-
Supplies & Materials	11,645	770	2,900	2,900
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	423,756	353,532	376,200	339,359
Other Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>435,401</b>	<b>354,302</b>	<b>379,100</b>	<b>342,259</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,329,175</b>	<b>\$ 1,201,933</b>	<b>\$ 1,340,914</b>	<b>\$ 1,339,250</b>
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	5.55	5.55	5.55	5.55
<i>Account:</i>	<i>0014035</i>		<i>Fund:</i>	<i>General</i>

### ABOUT

The Children's Services Division supports the educational, literacy, informational, cultural and recreational needs of young patrons from babies through middle school-aged children. Youth-related reference and readers' advisory services are also offered to parents, caregivers and teachers.

### SERVICES

- Develop and present educational programs for children year-round, including weekly early literacy and educational programs, as well as special reading programs such as the annual Summer Reading Adventure
- Promote literacy and the enjoyment of reading by connecting children with books through personal interactions, programs and development of an age-appropriate collection
- Support digital literacy for children by providing computers with early literacy programs, internet access and educational games as well as remote access to digital databases for homework assistance
- Answer reference questions and assist in using the collection and internet computers for research and homework
- Provide library instruction and tours for children and youth-related groups
- Build community connections through story times, book talks and instructional sessions at local schools and special events throughout the city
- Provide leadership opportunities and community service volunteer hours for teens

## RECENT ACCOMPLISHMENTS

- Strengthened early literacy efforts by launching 1,000 Books Before Kindergarten program
- Initiated a pilot program to circulate age-appropriate Maker Science, Technology, Engineering, Arts and Mathematics Kits, which cover various STEAM concepts and include a book and activities for patrons to complete at home
- Initiated personal reading recommendation program specifically for children
- Taught children and families how to participate in virtual programs and services
- Resumed in-person programming
- Adapted and streamlined the Summer Reading Adventure to be more inclusive for readers of all skill levels and backgrounds
- Conducted the first Children’s Services Summit to evaluate how Children’s Services provides public service, programming, collection and outreach efforts

## GOALS

- Implement systemwide Children’s Services program standards
- Design and implement STEAM exploration and experiences for children and their families in the Leightag Family Foundation Discovery Room
- Design and implement improvements to the Cole Children’s picture book area to provide a more attractive and interactive experience for young children and their families
- Re-establish in-person volunteer opportunities for teens to gain leadership skills and community service hours
- Evaluate the Maker STEAM Kit pilot to determine next steps for the program
- Increase 1,000 Books Before Kindergarten participation by 30%
- Strengthen outreach efforts to increase summer reading participation
- Increase usage of Early Literacy Stations by 15% (note: closed during fiscal year 2021-22 until March 2022 due to COVID-19)

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
1000 Books Before Kindergarten participants	N/A	129	175
Summer Reading participants	822	1,063	1,500
Early Literacy Station users	1,827	8,500	9,775

## COMMUNITY SERVICES |

### LIBRARY & CULTURAL ARTS: COLLECTIONS & TECHNICAL SERVICES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	571,168	\$ 574,073	\$ 599,069	\$ 627,402
Retirement Benefits	126,315	203,691	124,605	134,592
Health Insurance	83,845	81,715	84,483	81,757
Other Personnel Expenses	25,755	15,183	23,228	24,645
<b>Personnel Services Subtotal</b>	<b>807,083</b>	<b>874,662</b>	<b>831,385</b>	<b>868,396</b>
<b>Operating Expenses</b>				
Professional & Contract Services	41,737	24,217	13,325	21,825
Supplies & Materials	895,706	816,803	1,109,389	1,031,564
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	166,164	180,228	201,943	185,284
Other Operating Expenses	456	117	-	-
Capital Outlay	4,109	-	-	-
<b>Operating Expenses Subtotal</b>	<b>1,108,172</b>	<b>1,021,365</b>	<b>1,324,657</b>	<b>1,238,673</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,915,255</b>	<b>\$ 1,896,027</b>	<b>\$ 2,156,042</b>	<b>\$ 2,107,069</b>
<b>TOTAL FUNDING</b>				
General Fund \$	1,812,494	\$ 1,833,437	\$ 1,963,006	\$ 1,933,653
Special Revenue Fund	102,761	62,590	193,036	173,416
<b>TOTAL FUNDING</b>	<b>\$ 1,915,255</b>	<b>\$ 1,896,027</b>	<b>\$ 2,156,042</b>	<b>\$ 2,107,069</b>
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	2.88	2.88	2.88	2.88
<i>Account:</i>	0014040	<i>Fund:</i>	<i>General</i>	
	1454010		<i>Special Revenue-Gifts/Benefits</i>	
	1454011		<i>Special Revenue-Friends of the Library</i>	

### ABOUT

Collections & Technical Services coordinates the selection of materials and manages collection development and maintenance for all library facilities. Staff oversee selection, ordering, invoicing and acquisition of library materials for the public, in both physical and electronic formats. Staff also catalog and prepare library materials for public use, evaluate new content formats, devise new cataloging and processing procedures as new formats are added and evaluate usage patterns for electronic formats.

### SERVICES

- Manage the selection of library materials in accordance with collection development policies and industry practices to continue to meet the educational, lifelong learning and entertainment needs of the community
- Source and purchase library materials, in physical and electronic format
- Track the ordering and invoicing of materials, working with department and city staff to ensure timely payment to vendors
- Keep the catalog and collection organized, current, accurate and accessible

- Optimize the location of library materials for the best user experience
- Broaden access to material outside the city’s collection via Interlibrary Loan
- Maintain, track and assess patron use of electronic and physical content to guide purchasing decisions

## RECENT ACCOMPLISHMENTS

- Initiated review of the library collections and catalog metadata for diversity, equity, and inclusion to reflect best practices in maintaining a timely, relevant, and welcoming collection
- Reassessed and enhanced patron access to materials by modifying labeling, shelving locations and database indexing to improve access and
- Evaluated, reprocessed, and relocated 40,000 items in the adult nonfiction collection to increase findability
- Analyzed needs for a next generation library catalog to provide better user access to the library collections
- Provided new eResources platforms including video streaming, eComics and eAudiobooks
- Shifted resources and collections planning to support an increase in community use of eBooks and eAudiobooks

## GOALS

- Further enhance library collections and metadata in relation to diversity, equity and inclusion
- Revise the library materials selection process to streamline workflow and staff training
- Balance the addition of eBooks, audiobooks and physical items as patron preferences change
- Implement newly acquired technologies for both the purchasing process and catalog maintenance
- Configure new software enhancements that will improve search results to help patrons find the most relevant materials
- Perform a scheduled update of the Collection Development Policy to ensure both currency and continuity of high standards in collection management

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
eBooks and audiobooks selected and added to collection	3,796	3,800	4,000
Physical items selected, cataloged, processed and added to collection	23,366	30,000	30,500



## COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: OUTREACH, LITERACY & BILINGUAL SERVICES

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 612,904	\$ 596,401	\$ 734,761	\$ 627,418
Retirement Benefits	104,879	151,670	110,639	102,926
Health Insurance	62,200	64,202	81,110	51,961
Other Personnel Expenses	30,028	16,865	27,552	23,608
<b>Personnel Services Subtotal</b>	<b>810,011</b>	<b>829,138</b>	<b>954,062</b>	<b>805,913</b>
<b>Operating Expenses</b>				
Professional & Contract Services	55,668	35,085	72,575	60,960
Supplies & Materials	90,848	104,707	105,865	134,154
Repair & Maintenance	623	-	1,300	300
Interdepartmental Charges	679,428	511,188	576,223	514,681
Other Operating Expenses	8,979	5,824	-	-
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>835,546</b>	<b>656,804</b>	<b>755,963</b>	<b>710,095</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,645,557</b>	<b>\$ 1,485,942</b>	<b>\$ 1,710,025</b>	<b>\$ 1,516,008</b>
Full Time Positions	6.00	6.00	6.00	5.00
Hourly/FTE Positions	9.00	9.40	9.00	6.65
<i>Account:</i>	<i>001405X, 0014060</i>		<i>Fund: General</i>	
	<i>145013</i>		<i>Special Revenue-Gartner Donation</i>	
	<i>145014</i>		<i>Special Revenue-Benson Donation</i>	
	<i>145015</i>		<i>Special Revenue-Falkenstein Donation</i>	
	<i>145016</i>		<i>Special Revenue-Sutton Donation</i>	

### ABOUT

The Library Learning Center offers general library programs and services in addition to providing special collections, outreach services and entertaining activities across all ages and stages of language and literacy learning. Bilingual Services, Literacy Services and Outreach & Strategic Partnership personnel collaborate to provide specialized library services and programs focused on language acquisition, learning and community building in English and Spanish.

### SERVICES

- Provide access to English, Spanish, bilingual and literacy materials for all ages
- Offer reading and writing help by trained volunteer tutors for English-speaking adults to meet their life goals
- Provide programs, concerts, events and activities for all ages in English, Spanish, and bilingual formats
- Facilitate the Homework Zone program, which offers homework assistance to school-age students by volunteers and offer intensive reading help to elementary school-age children
- Manage an accredited Career Online High School diploma program and support students

- Provide learning assistance in reading, writing and comprehension to students in partnership with Carlsbad High School
- Develop partnerships with local stakeholders to promote community connections and improve services systemwide

## RECENT ACCOMPLISHMENTS

- Resumed in-person programs, services and events and continued to offer virtual programs, to be inclusive, equitable and reach the broadest audience possible
- Developed new digital literacy/technology capability to serve Literacy Services learners by purchasing and checking out Chromebooks and offering virtual programming

## GOALS

- Re-establish English as a Second Language class offerings in partnership with MiraCosta College and include additional conversation skills classes
- Develop more robust digital resources, such as workshops, tools, and online programs for the adult literacy program
- Evaluate and adjust staffing levels commensurate with services and open hours to meet the changing needs of the community
- Redesign the Learning Center’s public service areas for enhanced safety, ergonomics and customer service
- Develop new bilingual early literacy and youth services programming
- Develop a department-wide outreach and marketing strategy and increase support and partnership with other city departments
- Increase the number of Career Online High School participants

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Career Online High School graduates	3	6	2
Bilingual program offerings	32	85	170
Active and current partners	N/A	25	28

## COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CULTURAL ARTS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	550,247	\$ 518,223	\$ 655,032	\$ 1,016,932
Retirement Benefits	91,215	140,792	106,168	143,831
Health Insurance	55,012	62,983	86,392	107,831
Other Personnel Expenses	21,120	14,321	22,760	34,463
<b>Personnel Services Subtotal</b>	<b>717,594</b>	<b>736,319</b>	<b>870,352</b>	<b>1,303,057</b>
<b>Operating Expenses</b>				
Professional & Contract Services	315,502	269,178	661,730	629,890
Supplies & Materials	26,414	18,387	30,904	32,554
Repair & Maintenance	14	132	-	1,000
Interdepartmental Charges	103,990	72,732	137,810	129,056
Other Operating Expenses	1,839	1,584	-	1,103
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>447,759</b>	<b>362,013</b>	<b>830,444</b>	<b>793,603</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,165,353</b>	<b>\$ 1,098,332</b>	<b>\$ 1,700,796</b>	<b>\$ 2,096,660</b>
<b>TOTAL FUNDING</b>				
General Fund \$	1,135,843	\$ 1,072,885	\$ 1,563,046	\$ 1,958,910
Special Revenue Fund	29,510	25,447	137,750	137,750
<b>TOTAL FUNDING</b>	<b>\$ 1,165,353</b>	<b>\$ 1,098,332</b>	<b>\$ 1,700,796</b>	<b>\$ 2,096,660</b>
Full Time Positions	5.00	5.00	5.00	6.00
Hourly/FTE Positions	4.38	4.38	6.38	7.95
<i>Account:</i>	<i>001406X</i>	<i>Fund:</i>	<i>General</i>	
	<i>148</i>		<i>Special Revenue-Special Events</i>	
	<i>175</i>		<i>Special Revenue-Schulman Endowment</i>	

### ABOUT

The Cultural Arts Office plans, promotes and carries out visual and performing arts programs, arts education activities, temporary and permanent public art and other cultural offerings to make connections among artists, cultural organizations, community groups, businesses, visitors and residents that sustain and promote a thriving, diverse and creative city.

### SERVICES

- Present visual arts exhibitions, performing arts and film programming at the Ruby G. Schulman Auditorium, the William D. Cannon Art Gallery and other locations
- Create, document and maintain the city's permanent and temporary public art experiences
- Administer the Community Arts Grant program with the Carlsbad Arts Commission and community arts stakeholders
- Offer educational programs for youth and adults, including Three-Part Art, Pop Up Art and summer workshops
- Implement programs featuring guest artist residencies and STEAM with schools reaching 7,000 students annually

- Present performing arts series, including TGIF Concerts in the Parks
- Maintain partnership with Carlsbad Friends of the Arts
- Seek out artist collaborations throughout Carlsbad and the North County

## RECENT ACCOMPLISHMENTS

- Presented four exhibits in the Cannon Art Gallery, which focused on local artists and national touring exhibits and coordinated community art displays in all three libraries
- Offered Cannon Art Gallery and Sculpture Garden tours to all ages
- Provided Arts Education at-home arts kits to homes and local schools
- Launched new grants management software to improve efficiency and access
- Presented 36 hours of Virtually Artful performances including TGIF in Your Backyard, concerts in the Schulman and classical performances from Lincoln Center
- Hosted first virtual Public Art Advisory Subcommittee meetings for Fire Station 2 and selected artist and design concept
- Initiated partnership with Carlsbad Village Association which paired local artists with local businesses for temporary art installations, designed to spur greater economic development within the creative sector
- Completed three additional Carlsbad Beach Chairs with local artists
- Restored aging permanent public art
- Refreshed and repaired the Sculpture Garden to ensure safety and security, fostering an updated look and improved visitor experience
- Hosted four guest artist residencies with workshops and performances throughout the city
- Progressively reopened the Schulman Auditorium to live performances, Wednesday Cinema Series, International Film Fridays and rentals to outside groups

## GOALS

- Evaluate progress on Arts & Culture Master Plan Initiatives and determine which to pursue next
- Develop curriculum and arts outreach programming to further extend arts experiences
- Develop STEAM initiative focused on building curriculum for a school-year program
- Collaborate with the business and creative sectors on new temporary art experiences
- Install two mural projects at the Library Learning Center and New Village Arts Theatre
- Install public art at newly rebuilt Fire Station 2
- Finalize plans for public transportation art at the Village & Barrio Traffic Circle and Chestnut Underpass
- Receive a final design for technology renovation upgrades for the Schulman Auditorium and Cannon Art Gallery, and request funding in the following fiscal year to complete the project
- Work with Carlsbad Friends of the Arts on building their leadership and fundraising capacity

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Permanent and temporary public art projects completed	2	5	8
Arts & Culture Master Plan Initiatives activated	12	15	20

## COMMUNITY SERVICES | PARKS & RECREATION: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 6,366,613	\$ 5,897,102	\$ 6,942,615	\$ 7,447,323
Retirement Benefits	1,091,356	1,572,592	1,141,979	1,273,007
Health Insurance	509,416	559,345	724,769	861,278
Other Personnel Expenses	507,784	293,094	477,446	473,268
<b>Personnel Services Subtotal</b>	<b>8,475,169</b>	<b>8,322,133</b>	<b>9,286,809</b>	<b>10,054,876</b>
<b>Operating Expenses</b>				
Professional & Contract Services	6,241,274	6,202,333	7,326,523	8,329,905
Supplies & Materials	1,046,876	872,007	1,108,803	1,166,558
Repair & Maintenance	45,433	7,916	4,850	5,020
Interdepartmental Charges	1,609,380	1,574,949	1,956,645	1,992,582
Other Operating Expenses	8,345,686	8,186,933	9,073,911	10,467,217
Capital Outlay	555,031	157,054	108,000	687,500
<b>Operating Expenses Subtotal</b>	<b>17,843,680</b>	<b>17,001,192</b>	<b>19,578,732</b>	<b>22,648,782</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 26,318,849</b>	<b>\$ 25,323,325</b>	<b>\$ 28,865,541</b>	<b>\$ 32,703,658</b>
<b>TOTAL FUNDING</b>				
General Fund	\$ 17,584,182	\$ 16,786,632	\$ 19,159,380	\$ 21,167,014
Enterprise Fund	\$ 7,033,434	\$ 6,718,515	\$ 7,231,000	\$ 9,195,000
Special Revenue Fund	\$ 1,701,233	\$ 1,818,178	\$ 2,475,161	\$ 2,341,644
<b>TOTAL FUNDING</b>	<b>\$ 26,318,849</b>	<b>\$ 25,323,325</b>	<b>\$ 28,865,541</b>	<b>\$ 32,703,658</b>
Full Time Positions	55.00	55.00	55.00	59.00
Hourly/FTE Positions	89.61	77.83	80.26	71.56

### PARKS & RECREATION

- Administration
- Recreation
- Parks & Trail Maintenance
- Street Tree Maintenance & Median Maintenance
- The Crossings Golf Course

## COMMUNITY SERVICES | PARKS & RECREATION: ADMINISTRATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,230,946	\$ 1,211,204	\$ 1,296,655	\$ 1,243,160
Retirement Benefits	273,297	418,881	283,306	301,822
Health Insurance	97,171	111,366	124,405	141,218
Other Personnel Expenses	71,887	44,584	64,422	57,782
<b>Personnel Services Subtotal</b>	<b>1,673,301</b>	<b>1,786,035</b>	<b>1,768,788</b>	<b>1,743,982</b>
<b>Operating Expenses</b>				
Professional & Contract Services	167,760	96,004	299,787	251,440
Supplies & Materials	55,207	74,509	84,556	83,877
Repair & Maintenance	43,436	6,430	300	300
Interdepartmental Charges	208,185	206,443	273,978	398,987
Other Operating Expenses	90,749	38,212	109,024	129,583
Capital Outlay	72,031	6,314	-	2,500
<b>Operating Expenses Subtotal</b>	<b>637,368</b>	<b>427,912</b>	<b>767,645</b>	<b>866,687</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,310,669</b>	<b>\$ 2,213,947</b>	<b>\$ 2,536,433</b>	<b>\$ 2,610,669</b>
<b>Funding Sources</b>				
General Fund	\$ 2,282,380	\$ 2,187,782	\$ 2,453,842	\$ 2,529,660
Special Revenue Fund	28,289	26,165	82,591	81,009
<b>Total Funding</b>	<b>\$ 2,310,669</b>	<b>\$ 2,213,947</b>	<b>\$ 2,536,433</b>	<b>\$ 2,610,669</b>
Full Time Positions	12.45	11.45	11.30	10.30
Hourly/FTE Positions	1.13	1.36	1.34	0.49
<i>Account:</i>	<i>0014510, 0014511</i>		<i>Fund:</i>	<i>General</i>
	<i>140</i>			<i>Special Revenue-Scholarships</i>
	<i>149</i>			<i>Special Revenue-Donations</i>

### ABOUT

Parks & Recreation Administration provides department leadership, planning and administrative services to help develop and sustain high-quality parks and recreation programs.

### SERVICES

- Evaluate and monitor business processes to improve operations and performance
- Develop and monitor operating budget and annual CIP budget
- Process and issue city special event permits
- Enhance citywide open space and trails system through land acquisition, planning, construction monitoring and maintenance
- Oversee management agreement for The Crossings at Carlsbad Municipal Golf Course
- Perform parks planning, design, administration and construction monitoring services
- Monitor recreation programs with participant surveys and community outreach
- Administer recreation program scholarships to low-income residents

- Update and implement master and strategic planning efforts
- Develop, monitor and support the department's information technology
- Liaise with Parks & Recreation, Senior and Beach Preservation Commissions

## RECENT ACCOMPLISHMENTS

- Attained additional staff certifications via Certified Parks & Recreation Professional Program
- Received Planning Commission approval of environmental documents and entitlement permits for the Veterans Memorial Park Master Plan
- Checked plans and specifications of new development projects that include trail construction
- Resumed community engagement workshops and stakeholder meetings, public survey distribution and collection, agency programs and services benchmarking, and fee comparison studies related to the Parks & Recreation Department Master Plan Update
- Conducted Park inventories for the Parks & Recreation Department Master Plan Update
- Conducted two virtual Parks & Recreation Department master plan update public meetings
- Upgraded the Senior Center and Teen Center computer labs to the Pharos system to create consistency between computer labs and increase efficiencies
- Supported the Fleet & Facilities Department in proposing the Monroe Street Pool Renovation and Replacement Project to the Parks & Recreation Commission and City Council
- Implemented a mobile application to enhance citywide trails use
- Moved Parks & Recreation software system to its own dedicated hosting server and to CivicPlus Platform for additional software security
- Integrated CivicRec to city's single sign-on system
- Updated the senior center, Monroe Street Pool and Alga Norte Aquatic Complex door kickers and turnstiles for added security

## GOALS

- Complete process to update the Parks & Recreation Department Master Plan
- Obtain City Council approval of the final Veterans Memorial Park Master Plan
- Proceed with environmental permitting and entitlements phase for master planning of Veterans Memorial Park
- Receive City Council award of a design services agreement and commence the public engagement phase for master planning of the Robertson Ranch Community Park
- Enhance the city's municipal waste reduction, recycling and waste diversion programs Environmental Sustainability
- Support three commissions in accomplishing the goals and tasks within each work plan
- Continue to provide support to the Monroe Street Pool Renovation project
- Pursue further strategies to respond to the lifeguard staffing challenges
- Pursue reaccreditation from Commission for Accreditation of Park and Recreation Agencies

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Added one limited-term Parks Planner position to support major upcoming capital improvement projects and ongoing demand for park planning resources
- Converted 6.63 part-time lifeguard positions to three full-time positions and added on full-time position to better support operations at aquatics facilities

## COMMUNITY SERVICES | PARKS & RECREATION: RECREATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 3,408,780	\$ 2,967,030	\$ 3,714,640	\$ 4,174,164
Retirement Benefits	417,981	550,229	429,754	499,474
Health Insurance	159,154	187,990	241,393	360,427
Other Personnel Expenses	310,525	172,287	292,354	296,721
<b>Personnel Services Subtotal</b>	<b>4,296,440</b>	<b>3,877,536</b>	<b>4,678,141</b>	<b>5,330,786</b>
<b>Operating Expenses</b>				
Professional & Contract Services	873,406	527,056	1,090,095	1,080,852
Supplies & Materials	654,168	565,230	655,350	655,625
Repair & Maintenance	1,669	1,007	4,050	4,220
Interdepartmental Charges	985,690	972,541	1,121,914	1,091,629
Other Operating Expenses	424,284	437,488	476,827	506,528
Capital Outlay	67,074	927	-	-
<b>Operating Expenses Subtotal</b>	<b>3,006,291</b>	<b>2,504,249</b>	<b>3,348,236</b>	<b>3,338,854</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,302,731</b>	<b>\$ 6,381,785</b>	<b>\$ 8,026,377</b>	<b>\$ 8,669,640</b>
General Fund	\$ 7,282,139	\$ 6,376,418	\$ 7,946,777	\$ 8,619,140
Special Revenue Fund	20,592	5,367	79,600	50,500
<b>Total Funding</b>	<b>\$ 7,302,731</b>	<b>\$ 6,381,785</b>	<b>\$ 8,026,377</b>	<b>\$ 8,669,640</b>
Full Time Positions	18.25	19.25	19.40	24.40
Hourly/FTE Positions	79.70	71.84	74.28	66.44
<i>Account:</i>	<i>0014520-44, 0014546-73</i>		<i>Fund: General</i>	
	<i>143</i>		<i>Special Revenue-Senior Program Donations</i>	

### ABOUT

The Parks & Recreation Department offers a wide range of virtual and in-person programming, including youth and adult sports, instructional classes, camps, aquatics, preschool and teen services, and special events. The department operates 339 acres of developed community parks and special use areas, featuring multi-use fields, tennis courts, dog parks, skate parks, playgrounds, two historic parks, a senior center, four multigenerational community centers and two aquatic centers.

### SERVICES

- Provide information, enrollment, and registration services for programs and facilities
- Collect and account for revenue to ensure efficient and cost-effective programming
- Plan, conduct and supervise recreation operations and programs both virtually and in-person at community centers, parks and other city facilities
- Process applications and issue permits for use of recreational facilities and aquatic centers
- Promote fair and efficient use of athletic facilities for resident nonprofit sports organizations
- Conduct cultural and historic park educational and interpretive programming
- Serve as a certification site for aquatics training programs through the American Red Cross



- Provide programs that promote health and wellness and essential childhood development
- Arrange classes, seminars, transportation and professional services for seniors
- Arrange intergenerational programs that increase cooperation and interaction
- Provide congregate and home meals to seniors at little or no cost
- Manage volunteers supporting the Senior Center, Leo Carrillo Ranch, trails and special events

## RECENT ACCOMPLISHMENTS

- Implemented the following strategies in response to the lifeguard staffing shortage:
  - Expanded lifeguard academy courses
  - Executed a memorandum of understanding with the Carlsbad Unified School District to allow exclusive use of the pool for Carlsbad High School during the hours which the city is unable to provide lifeguard services and the district has reserved the pool
  - Received emergency determination from the State of California to allow ocean lifeguards to serve as pool lifeguards
  - Created new full-time lifeguard positions and adjusted lifeguard pay rates to be competitive with other entities in the region
- Hosted USA Swimming Speedo Sectional Championship at Alga Norte Community Park
- Offered over 100 different types of programs that promoted health and wellness and essential childhood development
- Assisted the Human Resources Department with eight full-time staff recruitments

## GOALS

- Accommodate the demand for the Senior Nutrition Meal Program due to COVID-19 impacts
- Offer opportunities for hybrid recreation programs that have both virtual and in-person participants and additional outdoor activities to adapt to the public’s health concerns
- Expand adult 50+ opportunities and collaborations beyond the Senior Center
- Offer programs that promote health and wellness and essential childhood development
- Augment staff with volunteers to build community and enhance fiscal stewardship
- Collaborate with the Friends of Carrillo Ranch to plan, design and implement a new interpretive exhibit at Leo Carrillo Ranch
- Complete department’s master plan update and begin implementation of its findings related to services, programs and events
- Utilize 10,000 hours of volunteer service to support recreation programs
- Execute 85% of advertised recreation programs

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Hours of Volunteer Services used	5,790	21,009	10,000
Advertised programs executed	76%	85%	85%

## COMMUNITY SERVICES |

### PARKS & RECREATION: PARKS & TRAIL MAINTENANCE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,294,611	\$ 1,338,219	\$ 1,498,373	\$ 1,677,798
Retirement Benefits	311,227	469,644	333,989	388,440
Health Insurance	212,629	219,414	297,641	315,806
Other Personnel Expenses	100,107	59,681	93,915	98,784
<b>Personnel Services Subtotal</b>	<b>1,918,574</b>	<b>2,086,958</b>	<b>2,223,918</b>	<b>2,480,828</b>
<b>Operating Expenses</b>				
Professional & Contract Services	4,111,422	4,413,623	4,367,891	5,386,863
Supplies & Materials	328,540	211,169	311,964	381,834
Repair & Maintenance	328	479	500	500
Interdepartmental Charges	501,436	417,762	580,718	508,083
Other Operating Expenses	1,145,543	1,086,771	1,273,770	1,260,106
Capital Outlay	13,820	5,670	-	-
<b>Operating Expenses Subtotal</b>	<b>6,101,089</b>	<b>6,135,474</b>	<b>6,534,843</b>	<b>7,537,386</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,019,663</b>	<b>\$ 8,222,432</b>	<b>\$ 8,758,761</b>	<b>\$ 10,018,214</b>
Full Time Positions	19.45	19.85	19.45	20.40
Hourly/FTE Positions	7.25	3.10	3.10	3.85

Account: 00146XX      Fund: General

#### ABOUT

The Parks & Recreation Department maintains approximately 339 acres of developed community parks and special use areas, 51 miles of trails, and 762 acres of habitat preserves, urban forests and undeveloped lands.

#### SERVICES

- Manage turf, irrigation, drainage and landscaping at parks, civic facilities, beach accesses, and school athletic fields
- Inspect and maintain restroom facilities and picnic areas
- Inspect and maintain tot lots, tennis and basketball courts, soccer, softball, baseball and multi-purpose fields
- Repair park structures, athletic field lighting, play equipment and other park fixtures
- Inspect and prune all city trees on a 4 to 4.5-year cycle and a 2 to 2.25-year supplemental cycle for high-maintenance trees, in accordance with Community Forest Management Plan
- Maintain existing citywide trails and coordinate development of new trails
- Manage the trail volunteers program
- Oversee maintenance and monitoring of preserves, urban forests, and undeveloped lands
- Coordinate coastal activities with the California Department of Parks & Recreation, California Coastal Commission and lagoon foundations

## RECENT ACCOMPLISHMENTS

- Assumed ongoing maintenance and operations of the Calavera Hills Community Park Gateway, including a new looped pathway with outdoor exercise stations and a picnic area
- Assumed ongoing maintenance and operations of the Poinsettia Community Park Phase IV Improvements, including a new Dog Park, parking lot and restroom facility
- Administered the construction contract for replacing the resilient rubberized safety surfacing of the playgrounds at Aviara and Hidden Canyon Community Parks
- Inspected and pruned city parks, facilities and trails trees on a 4 to 4.5-year cycle, and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Added over 500 total trees to the city’s inventory, including those within parks, facilities and trails, in accordance with City Council-adopted Community Forest Management Plan
- Administered the construction contract for retrofits to LED fixtures on pathway and parking lot lights at Stagecoach, Calavera Hills and Poinsettia Community Parks
- Expanded the Parks & Recreation Department Memorial Program to include additional memorial items and locations at the City Council’s direction
- Commenced administration of new maintenance services agreement for Work Category B
- Reopened remaining amenities within the parks inventory under COVID-19 protocols
- Maintained parks, preserves, and beach accesses in accordance with COVID-19 protocols
- Repaired several segments of Lake Calavera trails with heavy equipment and erosion control
- Executed a North Beach clean-up event with the Beach Preservation Commission

## GOALS

- Resurface outdoor basketball courts at Stagecoach, Calavera Hills and La Costa Canyon Community Parks
- Resurface blockhouse restroom floors at Aviara, Hidden Canyon, La Costa Canyon and Laguna Riviera Community Parks
- Apply clear coat on playground surfacing at selective parks to aid in UV protection and wear
- Inspect and prune city parks, facilities and trails trees on a 4 to 4.5-year cycle, and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Add 500 total trees to the city’s inventory, including those within parks, facilities and trails, in accordance with City Council-adopted Community Forest Management Plan
- Plant parks and trails trees within vacancies created by prior removals and plant new parks and trails trees in accordance with the Community Forest Management Plan
- Retrofit light fixtures on pathway lights at Holiday Park to energy efficient LED fixtures
- Initiate design of next phase of retrofits to LED fixtures on pathway and parking lot lights
- Perform sports lighting maintenance and enhancements at several community parks
- Repair additional segments of Lake Calavera trails with heavy equipment and erosion control
- Execute a North Beach clean-up event with the Beach Preservation Commission
- Reuse 95% of mulch generated at city parks at city facilities
- Increase number of recycling receptacles at park and trail facilities by 10%

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Mulch generated in parks reused	95%	95%	95%
Increase in number of recycling receptacles at parks and trails	9%	10%	10%

## COMMUNITY SERVICES |

### PARKS & RECREATION: STREET TREE & MEDIAN MAINTENANCE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 432,276	\$ 380,649	\$ 432,947	\$ 352,201
Retirement Benefits	88,851	133,838	94,930	83,271
Health Insurance	40,462	40,575	61,330	43,827
Other Personnel Expenses	25,265	16,542	26,755	19,981
<b>Personnel Services Subtotal</b>	<b>586,854</b>	<b>571,604</b>	<b>615,962</b>	<b>499,280</b>
<b>Operating Expenses</b>				
Professional & Contract Services	868,654	870,627	1,299,750	1,299,750
Supplies & Materials	8,961	21,099	56,933	45,222
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	(85,931)	(21,797)	(19,965)	(6,117)
Other Operating Expenses	273,814	345,113	360,290	372,000
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>1,065,498</b>	<b>1,215,042</b>	<b>1,697,008</b>	<b>1,710,855</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,652,352</b>	<b>\$ 1,786,646</b>	<b>\$ 2,312,970</b>	<b>\$ 2,210,135</b>
Full Time Positions	4.85	4.45	4.85	3.90
Hourly/FTE Positions	1.53	1.53	1.53	0.78
<i>Account:</i>	160 161	<i>Fund:</i>	Special Revenue Special Revenue	

### ABOUT

The Street Tree Maintenance Assessment District provides maintenance to all city-accepted street trees within the public right-of-way, including specialized maintenance for street trees in the Downtown Carlsbad Village area.

The Median Maintenance Assessment District provides landscape and irrigation maintenance for approximately 68 acres of median planters and nine acres of developed parkways and streetscapes, including the Downtown Carlsbad Village area.

### SERVICES

- Inspect and prune all city trees on a 4 to 4.5-year cycle, and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Respond to street tree service requests and provide storm and emergency assistance as necessary
- Refine, support, administer and inspect the tree maintenance block pruning program
- Plant street trees and median trees within vacancies created by prior removals in accordance with the Community Forest Management Plan

- Perform plan checks, conduct inspections and assume maintenance responsibility for street trees of development projects or ensure a street tree maintenance agreement is executed and recorded by the developer
- Administer and oversee landscape and irrigation maintenance for all city medians planters and developed parkways and streetscapes, including litter control, weed abatement, pruning, shrub and tree refurbishment and irrigation repairs
- Perform plan checks, conduct inspections, and assume maintenance responsibility for medians and parkways constructed from city capital improvement projects and private development, or ensure a median and parkway maintenance agreement is executed and recorded by the developer

### RECENT ACCOMPLISHMENTS

- Inspected and pruned city street trees and median trees on a 4 to 4.5-year cycle, and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Added over 500 total trees to the city’s inventory, including those within street rights-of-way and medians, in accordance with City Council-adopted Community Forest Management Plan
- Responded to approximately 600 street tree service requests and provided storm and emergency assistance as necessary
- Refined, supported, administered and inspected canopy maintenance block pruning program
- Plan checked, inspected and assumed maintenance responsibility of street trees of development projects or ensured a street tree maintenance agreement was executed and recorded by developer
- Administered and oversaw landscape and irrigation maintenance for all city median planters and developed parkways and streetscapes
- Commenced administration of new maintenance services agreement for Work Category B

### GOALS

- Respond to tree service requests and provide storm and emergency assistance as necessary
- Refine, support, administer and inspect tree maintenance block pruning program
- Inspect and prune streets and medians trees on a 4 to 4.5-year cycle and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Add 500 total trees to the city’s inventory, including those within street rights-of-way and medians, in accordance with City Council-adopted Community Forest Management Plan
- Administer and oversee landscape and irrigation maintenance for all city median planters and developed parkways
- Inspect 5,000 trees for pruning
- Increase number of recycling receptacles within the Downtown Village and Northern Beach Streetscapes by 10% to support waste diversion objectives

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Street trees inspected for pruning	5,060	5,587	5,000
Increase in number of recycling receptacles within Downtown Village and Northern Beach Streetscapes	10%	10%	10%

COMMUNITY SERVICES |  
**PARKS & RECREATION: THE CROSSINGS AT CARLSBAD  
MUNICIPAL GOLF COURSE**

	2019-20 Actual		2020-21 Actual		2021-22 Budget		2022-23 Budget
<b>Operating Expenses</b>							
Professional & Contract Services	\$ 220,032	\$	295,023	\$	269,000	\$	311,000
Supplies & Materials	-		-		-		-
Repair & Maintenance	-		-		-		-
Interdepartmental Charges	-		-		-		-
Other Operating Expenses	6,411,296		6,279,349		6,854,000		8,199,000
Capital Outlay	402,106		144,143		108,000		685,000
<b>Operating Expenses Subtotal</b>	<b>7,033,434</b>		<b>6,718,515</b>		<b>7,231,000</b>		<b>9,195,000</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,033,434</b>	\$	<b>6,718,515</b>	\$	<b>7,231,000</b>	\$	<b>9,195,000</b>
Full Time Positions	0.00		0.00		0.00		0.00
Hourly/FTE Positions	0.00		0.00		0.00		0.00
<i>Account:</i>		572	<i>Fund:</i>		Enterprise		

**ABOUT**

The Crossings at Carlsbad Municipal Golf Course is an 18-hole municipal golf course and event facility. Amenities for public use include a 6,835-yard championship golf course, a clubhouse complete with a golf shop, players’ lounge, sunset patio, banquet facilities, fireplace lit dining room, full-service kitchen, outdoor deck with ocean views, and three miles of hiking trails that connect to Veterans Memorial Park. JC Management, Inc. manages this facility via an agreement with the Carlsbad Public Financing Authority.

**SERVICES**

- Administer management and operations agreement with JC Management, Inc.
- Maintain and renovate turf, landscaping, drainage and irrigation systems
- Maintain and repair clubhouse, snack bar, restrooms and picnic areas available for patrons
- Oversee food and beverage services at the players’ lounge, sunset patio, Canyons Restaurant and snack bar
- Manage sales and marketing for golf and non-golf activities, special events, banquets, weddings and other gatherings
- Train and oversee marshals, greeters and assistants servicing the course and clubhouse

**RECENT ACCOMPLISHMENTS**

- Implemented COVID-19 response through compliant, phased reopening plans in food and beverage operations to allow revenues to resume while maintaining protocols for patron safety
- Enhanced wedding offerings by completing the partial conversion of the existing women’s locker room into a bridal preparation suite

- Initiated permit and design tasks for wayfinding banners on street light poles at The Crossings Drive and Palomar Airport Road to improve visibility of the course and restaurant
- Initiated water conservation and turf replacement plan for areas out of play along Palomar Airport Road
- Tilled and replenished sand and improved drainage in selective bunkers near greens
- Completed monitoring of construction activities for the replacement of liners in the two lakes on the course
- Improved drainage on select fairways and greens
- Obtained Carlsbad Public Financing Authority approval on the scheduled replacement of the lithium battery operated golf cart fleet and ancillary cart fleet and ordered replacements

## GOALS

- Ensure the pace of play is under five hours per round of golf, via staff educating and expediting patrons, and met pace of play goal on at least 90% of rounds played
- Execute a Capital Improvement Plan with projects that have an anticipated return on investment or are needed for maintenance effectiveness or safety considerations
- Enhance wedding and banquet opportunities with the design and construction of an event patio outside the front entrance to the clubhouse and adjacent to the new bridal suite
- Enhance wedding and banquet opportunities with the design and construction of upgrades to the westside patio and a new groomsman suite in an underutilized area at the back of the clubhouse
- Initiate design and permitting of entertainment bays at the driving range for an elevated experience of patrons
- Install wayfinding banners on street light poles at The Crossings Drive and Palomar Airport Road to improve visibility of the course and restaurant
- Replace the lithium battery operated golf cart fleet and ancillary cart fleet upon arrival of new carts on order
- Order and replace designated maintenance vehicles, carts and riding equipment
- Till, replenish sand and improve drainage in selective bunkers near the greens
- Replace carpeting within the clubhouse golf shop and offices
- Grow number of banquets and receptions by 2%

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Golf rounds that met pacing goal	91%	91%	90%
Increase in number of banquets and receptions hosted	-29%	23%	2%





# ADMINISTRATIVE SERVICES

Administrative Services is a transparent, innovative and efficient support services branch that is accountable for the assets entrusted to it. The branch, comprised of finance, human resources and risk management, innovation & economic development, information technology, and internal audit provides related services to city staff and the public as well as promotes a strong local economy.

Our employees work together to add value to organizational processes, provide timely and reliable service to our community and business partners, and find creative solutions to problems while protecting our assets. Key roles also include attracting and retaining a talented and engaged city workforce and ensuring the economic vitality of the city.

Laura Rocha  
Deputy City Manager, Administrative Services

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# ADMINISTRATIVE SERVICES BRANCH

Administrative Services

Administration

Finance

Human Resources

Information Technology

Innovation &  
Economic Development



## ADMINISTRATIVE SERVICES | ADMINISTRATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	-	-	\$ 344,395	\$ 475,970
Retirement Benefits	-	-	80,653	114,312
Health Insurance	-	-	44,483	48,747
Other Personnel Expenses	-	-	10,251	14,411
<b>Personnel Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>479,782</b>	<b>653,440</b>
<b>Operating Expenses</b>				
Professional & Contract Services	-	-	30,000	30,000
Supplies & Materials	-	-	5,290	9,790
Repair & Maintenance	-	-	200	100
Interdepartmental Charges	-	-	45,451	45,407
Other Operating Expenses	-	-	8,160	9,060
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>-</b>	<b>-</b>	<b>89,101</b>	<b>94,357</b>
<b>TOTAL EXPENDITURES \$</b>	<b>-</b>	<b>-</b>	<b>\$ 568,883</b>	<b>\$ 747,797</b>
Full Time Positions	0.00	0.00	3.00	3.00
Hourly/FTE Positions	0.00	0.00	0.50	0.70

Account: 0011110      Fund: General

### ABOUT

Administrative Services Administration provides financial, analytical, budget, strategic and administrative support to the Administrative Services Branch and organization.

### SERVICES

- Provide branch leadership and strategic support, long-range financial management and budget oversight, internal audit, contract administration, and records management

### RECENT ACCOMPLISHMENTS

- Recommended a strategically balanced budget, maintaining City Council approved reserve levels
- Developed Internal Audit Plan for fiscal year 2021-22 comprised of value-add audit and risk assessment engagements including an audit of the city's procurement processes and a city-wide risk assessment
- Completed an internal audit of the city's code enforcement program which evaluated the effectiveness of the city's code enforcement policies and procedures and the degree to which code enforcement staff adhered to program guidelines
- Awarded a five-year contract to a regional public accounting firm to perform the city's annual external financial audits and issue the city's Annual Comprehensive Financial Report

## GOALS

- Ensure the city’s short and long-term financial status is healthy and sound
- Work with city leadership and City Council to develop plans for addressing any forecast shortfalls in funding for operations and infrastructure
- Evaluate opportunities for bond refinancing that will result in savings
- Enhance transparency, accountability, and integrity in operational areas using innovation and technology to streamline procedures and processes
- Perform quarterly internal control assessments that contribute to the strength of the city internal control environment

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Delivery of value-added internal audit engagements	1	4	5
Performance of internal control assessments	0	1	4

## ADMINISTRATIVE SERVICES | FINANCE

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	2,726,186	\$ 2,813,045	\$ 2,524,627	\$ 2,381,968
Retirement Benefits	630,077	952,788	583,702	595,494
Health Insurance	379,662	390,664	411,702	412,860
Other Personnel Expenses	103,306	74,318	86,710	83,476
<b>Personnel Services Subtotal</b>	<b>3,839,231</b>	<b>4,230,815</b>	<b>3,606,741</b>	<b>3,473,798</b>
<b>Operating Expenses</b>				
Professional & Contract Services	809,639	757,573	923,350	910,940
Supplies & Materials	259,124	217,738	329,870	294,320
Repair & Maintenance	11,157	7,678	12,350	13,975
Interdepartmental Charges	477,881	421,112	480,063	706,753
Other Operating Expenses	220,670	175,947	277,013	72,390
Capital Outlay	-	-	3,000	-
<b>Operating Expenses Subtotal</b>	<b>1,778,471</b>	<b>1,580,048</b>	<b>2,025,646</b>	<b>1,998,378</b>
<b>TOTAL EXPENDITURES \$</b>	<b>\$ 5,617,702</b>	<b>\$ 5,810,863</b>	<b>\$ 5,632,387</b>	<b>\$ 5,472,176</b>
Full Time Positions	31.00	31.00	28.00	26.00
Hourly/FTE Positions	3.50	3.50	3.00	3.00

Account: 0011310      Fund: General

### ABOUT

As a steward of the city's assets and liabilities, the Finance Department sets and implements a strategic financial management plan and provides information in an effective and timely manner, ensuring the city makes sound financial decisions.

### SERVICES

- Oversee the city budget and long-range financial planning
- Monitor the economy closely and continuously update the city's Ten-Year Financial Forecast to ensure the General Fund remains in balance throughout the year Present quarterly financial updates to the City Council
- Provide general accounting and reporting
- Support treasury administration
- Manage debt, cashiering, purchasing, utility billing and business licensing
- Process payroll and payments
- Manage receiving, messenger and mail services

## RECENT ACCOMPLISHMENTS

- Completed the mid-year budget review process, which identified budget savings and allowed the City Council to direct these funds to support its goals
- Upgraded the city’s current financial information system to the latest platform
- Completed the Master Fee Schedule update
- Tracked and submitted required reporting for various COVID-19-related grants, including the American Rescue Plan Act State and Local Fiscal Recovery Funds
- Started implementation of new accounting guidance for lease accounting under GASB 87 with completion planned in July 2022
- Began process to implement new accounting guidance for software contracts under GASB 96
- Maintained a balanced operating budget and submitted a balanced budget to City Council for fiscal year 2022-23
- Implemented the use of electronic submission and storage of all payables documentation and approvals to both streamline processing and reduce paper waste
- Maintained full service of payments to vendors and employees during pandemic shutdowns
- Brought the results of a revenue study forward to the City Council
- Assisted in the negotiation process for two of the city’s bargaining units, the Carlsbad Police Management Association and Carlsbad Police Officers Association
- Implemented several internal audit recommendations, including additional guidance on the taxability of transient rent receipts on the city’s website, to maximize the city’s revenue
- Assisted with program-specific external audits including Utilities, Public Works, and Police
- Integrated the Strategic Digital Transformation Investment Program into the budget
- Adopted a local debt policy in accordance with State Assembly Bill 1029

## GOALS

- Continue to monitor the economy and its impact to the Ten-Year Forecast to ensure the General Fund remains in balance
- Continue to improve procedures to mitigate risk through additional controls in payables process
- Implement several modules in the city’s financial information system to increase efficiency and enhance internal controls, including budgeting and contract management
- Continue supporting program-specific audit requests for funding the city receives
- Complete implementation and maintenance of GASB 87 and GASB 96
- Expand the use of electronic bidding to increase efficiencies in the procurement process
- Continue working with IT and Human Resources to develop a strategic plan for future technology system consolidations

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
General Fund Reserve Ratio	52%	63%	58%
Credit rating	AAA	AAA	AAA

## ADMINISTRATIVE SERVICES | HUMAN RESOURCES: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	1,904,629	\$ 1,859,530	\$ 1,932,885	\$ 2,226,427
Retirement Benefits	394,814	598,304	415,731	522,408
Health Insurance	175,446	174,905	215,008	218,572
Other Personnel Expenses	76,294	27,662	61,306	71,844
<b>Personnel Services Subtotal</b>	<b>2,551,183</b>	<b>2,660,401</b>	<b>2,624,930</b>	<b>3,039,251</b>
<b>Operating Expenses</b>				
Professional & Contract Services	3,303,272	3,594,989	4,552,280	5,009,864
Supplies & Materials	94,905	105,691	93,877	100,174
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	258,072	249,648	355,441	351,220
Other Operating Expenses	4,391,389	5,666,592	4,470,050	5,051,850
Capital Outlay	-	-	3,834	-
<b>Operating Expenses Subtotal</b>	<b>8,047,638</b>	<b>9,616,920</b>	<b>9,475,482</b>	<b>10,513,108</b>
<b>TOTAL EXPENDITURES \$</b>	<b>10,598,821</b>	<b>\$ 12,277,321</b>	<b>\$ 12,100,412</b>	<b>\$ 13,552,359</b>
General Fund \$	4,302,513	\$ 4,359,159	\$ 4,959,011	\$ 5,264,775
Internal Service Fund \$	6,296,308	\$ 7,918,162	\$ 7,141,401	\$ 8,287,584
<b>TOTAL FUNDING \$</b>	<b>10,598,821</b>	<b>\$ 12,277,321</b>	<b>\$ 12,100,412</b>	<b>\$ 13,552,359</b>
Full Time Positions	17.00	17.00	17.00	18.00
Hourly/FTE Positions	2.20	2.20	2.20	2.20

### HUMAN RESOURCES

- Human Resources
- Risk Management
- Workers' Compensation

## ADMINISTRATIVE SERVICES | HUMAN RESOURCES: HUMAN RESOURCES

	2019-20 Actual		2020-21 Actual		2021-22 Budget		2022-23 Budget
<b>Personnel Services</b>							
Salaries & Wages	\$ 1,588,487	\$	1,537,269	\$	1,653,928	\$	1,924,419
Retirement Benefits	319,916		492,744		349,629		446,332
Health Insurance	144,408		131,789		159,292		163,101
Other Personnel Expenses	51,042		38,766		51,900		61,483
<b>Personnel Services Subtotal</b>	<b>2,103,853</b>		<b>2,200,568</b>		<b>2,214,749</b>		<b>2,595,335</b>
<b>Operating Expenses</b>							
Professional & Contract Services	1,379,795		1,385,821		1,749,780		1,707,864
Supplies & Materials	87,230		101,202		88,774		95,174
Repair & Maintenance	-		-		-		-
Interdepartmental Charges	233,256		238,056		331,524		315,252
Other Operating Expenses	498,379		433,512		570,350		551,150
Capital Outlay	-		-		3,834		-
<b>Operating Expenses Subtotal</b>	<b>2,198,660</b>		<b>2,158,591</b>		<b>2,744,262</b>		<b>2,669,440</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,302,513</b>	\$	<b>4,359,159</b>	\$	<b>4,959,011</b>	\$	<b>5,264,775</b>
Full Time Positions	14.00		14.00		14.00		15.00
Hourly/FTE Positions	2.20		2.20		2.20		2.20

Account: 00115XX      Fund: General

### ABOUT

The Human Resources Department provides services for the employees of the city so they can provide the highest level of service to the public. The responsibilities of the department serve to support the creation of a high-performance work culture that can carry out the vision for the organization as defined by the City Council and the City Manager. The primary objectives are achieving compliance with federal and state mandates, making process improvements to increase efficiency and effectiveness and helping the city remain resilient while delivering exceptional service.

### SERVICES

- Monitor and maintain employment compliance
- Manage recruitment, retention and onboarding, including the Internship and Department of Defense SkillBridge programs
- Provide for workforce planning
- Manage employee engagement, learning and development programs
- Manage employee relations and investigations
- Oversee labor relations
- Conduct classification studies
- Maintain competitive and equitable compensation structures
- Manage employee benefits, leave of absence and personnel actions
- Develop and maintain diversity, equity and inclusion program



## RECENT ACCOMPLISHMENTS

- Led COVID-19 Task Force in partnership with the Fire Department
- Provided all mandated training to employees to remain compliant with state and federal law
- Updated benefit plan documents to remain compliant with all related laws
- Offered online classes to support the organization’s learning needs in addition to professional growth and leadership academies
- Filled over 275 vacant full-time and part-time positions in fiscal year 2020-21 and expect to fill over 370 positions in fiscal year 2021-22
- Processed 5,468 job applications in fiscal year 2020-21 and expect to process 6,300 in fiscal year 2021-22
- Completed 24 full-time promotions in fiscal year 2020-21 and expect to process 90 in fiscal year 2021-22
- Conducted multiple executive recruitments without the use of independent contractors, resulting in substantial cost savings
- Implemented a new SkillBridge program in partnership with the Department of Defense to provide career transition opportunities for those transitioning out of military service
- Conducted negotiations for new labor contracts with the Carlsbad Police Management Association and Carlsbad Police Officers Association
- Offered a variety of trainings and worked with an employee committee to develop a City Council-approved plan for Diversity, Equity & Inclusion program
- Met and conferred with bargaining units on the Substance Abuse, Discretionary Leave, Catastrophic Leave Donation and Equal Employment Opportunity policies
- Resolved Fair Labor Standards Act overtime issue with all bargaining units

## GOALS

- Maintain 100% compliance for legally mandated employee training
- Maintain a voluntary turnover rate of 10% or less
- Continue to develop new Let’s Connect program for performance management
- Continue to develop Diversity, Equity & Inclusion program and Department of Defense SkillBridge program
- Implement new or updated employment and labor compliance policies
- Negotiate labor contracts with Carlsbad Firefighters’ Association and Carlsbad City Employees’ Association, effective Jan. 1, 2023
- Review employee benefits to maintain compliance and industry standards
- Review compensation structure to maintain market competitiveness
- Continue to increase use of data analytics in all program areas to be used citywide
- Expand social media outreach for recruitments
- Continue to collaborate with other North Zone fire agencies to conduct joint promotional assessments to save time and money and improve processes

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Voluntary turnover rate	4%	9%	10%
Legally mandated employee training compliance rate	100%	100%	100%

## ADMINISTRATIVE SERVICES | HUMAN RESOURCES: RISK MANAGEMENT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	205,024	208,192	199,626	211,880
Retirement Benefits	49,807	72,127	48,212	53,373
Health Insurance	23,304	31,011	33,628	33,442
Other Personnel Expenses	14,431	6,980	6,726	7,208
<b>Personnel Services Subtotal</b>	<b>292,566</b>	<b>318,310</b>	<b>288,192</b>	<b>305,903</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,405,177	1,672,661	2,041,500	2,516,000
Supplies & Materials	7,675	4,489	5,103	5,000
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	24,324	10,632	23,207	23,967
Other Operating Expenses	785,969	669,043	849,700	929,700
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>2,223,145</b>	<b>2,356,825</b>	<b>2,919,510</b>	<b>3,474,667</b>
<b>TOTAL EXPENDITURES \$</b>	<b>2,515,711</b>	<b>2,675,135</b>	<b>3,207,702</b>	<b>3,780,570</b>
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 6121930      Fund: Internal Service

### ABOUT

Risk Management administers funding of the self-insured and insured portions of the city's liability insurance program which helps protect the city's financial interests. Risk Management works closely with the City Attorney's Office and outside legal counsel to monitor, control, and resolve litigated claims. Risk Management also works to recover monetary losses to city property caused by the negligence of third parties. The risk manager serves as the city's Americans with Disabilities Act Coordinator and assists with ongoing efforts of the city to comply with Title II of the ADA. Additionally, Risk Management oversees the city's safety compliance program.

### SERVICES

- Manage all liability claims received by the city
- Collaborate and resolve all risk management-related litigation with the City Attorney's Office
- Pursue loss recovery and manage loss prevention program for employee-related losses
- Evaluate and provide advice regarding insurance purchases
- Manage subrogation of third-party damage to city assets
- Monitor compliance related to insurance requirements for all citywide independent contractors
- Manage the citywide Safety Program

## RECENT ACCOMPLISHMENTS

- Adopted and implemented Administrative Order No. 6, the Injury & Illness Prevention Program
- Created citywide COVID-19 Prevention Plan in compliance with California Division of Occupational Safety and Health requirements
- Successfully passed a claims audit commissioned by the city's liability insurance pool
- Maintained 78% recovery rate of monetary losses to city property caused by the negligence of third parties in fiscal year 2020-21

## GOALS

- Continue enhancement of the city's safety program to ensure better training of employees and fewer accidents
- Maintain at least 80% closure rate for open and/or pending claims
- Continue aggressive follow-up on subrogation efforts to maintain city property loss recoveries at 75% or higher
- Review the ADA strategic plan to increase the effectiveness of the city's program in preventing discrimination against qualified individuals with disabilities

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
New claims that are closed	88%	80%	80%
Recovered damages to city property	78%	80%	80%

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Increased budget for insurance premiums and legal expenses to cover anticipated higher liability and property insurance premiums and legal fees for the coming year

## ADMINISTRATIVE SERVICES | HUMAN RESOURCES: WORKERS' COMPENSATION

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	111,118	\$ 114,069	\$ 79,331	\$ 90,128
Retirement Benefits	25,091	33,433	17,890	22,703
Health Insurance	7,734	12,105	22,088	22,029
Other Personnel Expenses	10,821	(18,084)	2,680	3,153
<b>Personnel Services Subtotal</b>	<b>154,764</b>	<b>141,523</b>	<b>121,989</b>	<b>138,013</b>
<b>Operating Expenses</b>				
Professional & Contract Services	518,300	536,507	761,000	786,000
Supplies & Materials	-	-	-	-
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	492	960	710	12,001
Other Operating Expenses	3,107,041	4,564,037	3,050,000	3,571,000
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>3,625,833</b>	<b>5,101,504</b>	<b>3,811,710</b>	<b>4,369,001</b>
<b>TOTAL EXPENDITURES \$</b>	<b>3,780,597</b>	<b>\$ 5,243,027</b>	<b>\$ 3,933,699</b>	<b>\$ 4,507,014</b>
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 6111520

Fund: Internal Service

### ABOUT

This internal service fund is used to support the work-related injury and illness program.

### SERVICES

- Work with injured employees and physicians to ensure timely medical treatment
- Coordinate employees' return to work, including light duty assignments
- Work directly with injured employees to settle outstanding claims without litigation
- Provide information and recommendations to department supervisors to prevent work-related injuries

### RECENT ACCOMPLISHMENTS

- Implemented new policies and practices to comply with new legal mandates
- Resolved and closed 218 claims in fiscal year 2020-21 and expect to resolve and close 225 claims in fiscal year 2021-22

### GOALS

- Continue to improve systems to monitor lost days of work
- Continue to share workers' compensation data with management to effect change, especially in key departments

- Continue to make recommendations to reduce the number of days an employee is out of the workplace due to a work-related cause
- Ensure employees receive timely treatment to reach maximum medical improvement
- Work directly with injured employees to settle outstanding claims without litigation
- Develop workers' compensation strategic plan and data analytics
- Minimize the number of lost days of work due to work-related injuries and illnesses

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Average lost days of work per claim	56	40	40
Litigated claims as percent of open claims	1%	1%	1%

## ADMINISTRATIVE SERVICES | INFORMATION TECHNOLOGY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	3,848,307	\$ 4,115,428	\$ 4,202,169	\$ 5,105,721
Retirement Benefits	878,094	1,390,694	978,885	1,115,814
Health Insurance	433,595	524,700	604,865	713,650
Other Personnel Expenses	256,758	(265,758)	136,928	161,902
<b>Personnel Services Subtotal</b>	<b>5,416,754</b>	<b>5,765,064</b>	<b>5,922,847</b>	<b>7,097,087</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,104,497	1,868,980	1,440,900	1,331,000
Supplies & Materials	213,292	184,712	121,700	134,497
Repair & Maintenance	1,219,973	2,948,269	3,924,685	4,295,130
Interdepartmental Charges	21,948	25,608	32,769	35,668
Other Operating Expenses	1,185,872	2,031,060	1,824,512	1,793,150
Capital Outlay	300,236	1,460,141	1,102,365	791,435
<b>Operating Expenses Subtotal</b>	<b>4,045,818</b>	<b>8,518,770</b>	<b>8,446,931</b>	<b>8,380,880</b>
<b>TOTAL EXPENDITURES \$</b>	<b>9,462,572</b>	<b>\$ 14,283,834</b>	<b>\$ 14,369,778</b>	<b>\$ 15,477,967</b>
Full Time Positions	35.00	37.00	37.00	43.00
Hourly/FTE Positions	3.00	1.00	1.00	0.99

Account: 640, 641

Fund: Internal Service

### ABOUT

The Information Technology Department supports the technology needs of all city departments. There are seven service areas within IT, each with specific responsibilities to help the other city departments meet their goals.

### SERVICES

- Administer and oversee the department's use of resources and formation of priorities
- Support operations through implementation and support of technology infrastructure
- Implement and support enterprise software applications and systems
- Provide project management services to ensure all technology implementations and system upgrades are performed in a standardized methodology
- Provide client services through a service desk, PC support and strategic initiatives
- Support public safety through technology implementation and support specifically designed for the unique requirements of the Police and Fire departments
- Oversee information technology security policies and practices as well as threat investigation

## RECENT ACCOMPLISHMENTS

- Enhanced and modernized of the staff identity management solution, technology infrastructure, audiovisual capabilities and public safety data analytics
- Upgraded enterprise applications including the financial, utility billing, utility mobile work order and remittance processing systems
- Implemented unified communication system, virtual queuing application, online permitting portal and numerous cyber security program enhancements
- Completed over 10,000 service desk tickets, deployed more than 300 mobile devices and 250 computers, supported numerous building construction and remodel projects, installed closed-circuit video cameras at various city locations, and converted the Police Department's backfile of thousands of paper records going back 12 years
- Achieved cost savings through strategic application of internal staff expertise as opposed to leveraging external consultants on large-scale technical projects

## GOALS

- Upgrade enterprise applications such as the Public Works and IT workorder systems, permitting, utility billing customer portal, and the citywide timekeeping system
- Implement project portfolio management, enterprise asset management, electronic reviews, virtual permit counter, Police computer-aided dispatch and mobile system, enterprise digital asset management solution and staff report management system
- Expand software platform for records management system forms, business process automation and Police Department analytics
- Develop assessment tools to identify strategies for future projects, including an action plan for IT service improvements
- Support the opening of the new Fire Station 2 and temporary Fire Station 7 as well as the Police and Fire Headquarters remodel
- Continue modernization of IT infrastructure for projects supporting improved security and data analytics, such as: extending the Carlsbad Digital Information Network, deploying applications in support of the city's data science efforts, developing a cyber security program, installing closed-circuit video cameras at various city locations, and consolidating disparate endpoint management systems
- Reduce critical incidents to under industry standards of 2.5%

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Tickets marked critical incidents	3.08%	2.42%	2.30%

## SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Restructured and reorganized the GIS Division to the Innovation & Economic Development to better support the needs and requirements of the city
- Added one Assistant IT Director position by restructuring the GIS Manager position, which will oversee the customer-based services of IT
- Restructured 9.49 business system specialist positions into IT to better support the needs of the city and to standardize the duties of these positions
- Converted one part-time position to one full-time client systems associate administrator position

## ADMINISTRATIVE SERVICES | INNOVATION & ECONOMIC DEVELOPMENT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	193,649	\$ 662,249	\$ 646,452	\$ 1,247,953
Retirement Benefits	49,387	175,812	142,175	285,472
Health Insurance	20,012	55,344	61,563	153,691
Other Personnel Expenses	7,676	15,622	19,443	39,591
<b>Personnel Services Subtotal</b>	<b>270,724</b>	<b>909,027</b>	<b>869,633</b>	<b>1,726,707</b>
<b>Operating Expenses</b>				
Professional & Contract Services	724,785	392,923	213,000	411,400
Supplies & Materials	49,821	65,200	64,879	72,259
Repair & Maintenance	-	-	-	105,400
Interdepartmental Charges	41,148	53,820	104,284	227,128
Other Operating Expenses	10,917	6,498	12,830	43,057
Capital Outlay	-	135	-	-
<b>Operating Expenses Subtotal</b>	<b>826,671</b>	<b>518,576</b>	<b>394,993</b>	<b>859,244</b>
<b>TOTAL EXPENDITURES \$</b>	<b>1,097,395</b>	<b>\$ 1,427,603</b>	<b>\$ 1,264,626</b>	<b>\$ 2,585,951</b>
Full Time Positions	2.00	4.00	4.00	9.00
Hourly/FTE Positions	0.50	1.00	1.00	0.00
	<i>Account: 0011033</i>	<i>Fund: General</i>		
	<i>0011035</i>			

### ABOUT

Innovation & Economic Development works to support a vibrant and diverse economy by cultivating a culture of innovation and collaboration among city departments and regular engagement with the business community. Through innovative programming and business support services, I&ED supports economic growth, attracts new businesses in targeted industries, partners with regional economic developers and solidifies the city's position as a vibrant employment hub. I&ED also provides citywide data services including managing the Data Governance Committee, implementing the Citywide Data Governance and Management policy and providing training for citywide data initiatives to power data-driven decision making with analytics and data visualization.

### SERVICES

- Conduct business expansion, attraction and retention activities
- Serve all industry sectors through innovative efforts in talent attraction, traded economies and fostering of business clusters that provide for an inclusive economy
- Develop and maintain innovative business support programs and act as the city's liaison to the business community to remove barriers to economic growth and vitality
- Provide governance and training for citywide data initiatives to power data-driven decision making with advanced analytics and data visualization



- Provide citywide training in design thinking, strategic planning, innovation thinking, process improvement and re-engineering, data management, data analytics and data visualization
- Provide data systems consultation, evaluation, migration and data system upgrades to ensure business continuity while replacing legacy systems

## RECENT ACCOMPLISHMENTS

- Continued managing the city’s economic response to COVID-19, including joint communications to Carlsbad businesses with the Carlsbad Chamber, Carlsbad Village Association and Visit Carlsbad and provided direct support to over 800 businesses
- Implemented small business support programs through the Economic Revitalization and Recovery Initiative including a small business loan program and Gift Carlsbad
- Expanded the Economic Insights and Intelligence program to deliver various data products including quarterly economic scans
- Launched Life in Action Recruiter pilot to directly connect interested talent with companies based on skills
- Implemented the Age-Friendly Carlsbad initiative, a cross-departmental project supported by AARP to support intergenerational activities and older adults
- Spurred the creation of innovative data visualization tools to support city goals
- Developed a data governance and management policy, which was approved by City Council
- Ran innovation sprints to improve processes, save money and deliver more efficient service
- Developed digital projects and process improvements to maximize savings
- Provided direct training to department analysts on using data visualization tools to allow for data insights self-service

## GOALS

- Drive strategic economic recovery, revitalization and growth
- Expand and optimize support services for city businesses and city departments engaging with businesses, including reaching more companies through BEAR activities
- Convene industry advisory groups to ensure the city is aware of current and anticipated challenges for our diverse business community
- Create and deploy new and innovative programs to support business resiliency
- Provide more hours of data training to city staff
- Develop a coordinated approach to citywide data-driven decisions
- Identify opportunities and challenges that can be addressed using data
- Develop training for performance management, data and continuous improvement

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Companies reached through BEAR activities	40	45	50
Hours of data training conducted	28	20	30

## SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

- Transferred the GIS group from IT to I&ED to create the Citywide Data Services group, which is responsible for citywide data governance, GIS services, and data training
- Converted two part-time positions to one full-time Strategic Plan Analyst to support the city’s growing data needs in meeting City Council goals

## ADMINISTRATIVE SERVICES | MISCELLANEOUS NON-DEPARTMENTAL

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Miscellaneous Non-Departmental Expenditures</b>				
Legal Services	697,114	\$ 755,312	\$ 1,200,000	\$ 1,000,000
Community Contributions	7,983	\$ 2,595	-	-
Personnel Related	152,582	\$ 184,337	850,000	1,050,000
Professional Services	39,195	\$ 34,194	42,000	41,658
Property Tax and Other Administration	658,895	\$ 759,165	750,000	750,000
Dues and Subscriptions	71,519	\$ 72,714	80,000	80,000
COVID-19 Related	910,211	\$ 245,579	-	-
Vacancy Savings	-	-	-	(2,000,000)
Other Miscellaneous Expenditures	3,860,320	\$ 1,055,650	-	100,000
<b>Miscellaneous Non-Departmental Subtotal</b>	<b>6,397,819</b>	<b>3,109,546</b>	<b>2,922,000</b>	<b>1,021,658</b>
<b>General Fund Transfers</b>				
Transfer to General Capital Construction Fund	5,111,500	4,500,000	5,353,000	3,956,000
Transfer to Infrastructure Replacement Fund	5,111,500	4,500,000	5,353,000	3,956,000
Transfer from Infrastructure Replacement Fund	-	-	(5,070,000)	-
Transfer to Strategic Digital Transformation Investment Program	-	-	-	3,956,000
Transfer to LLD #1 (Medians & Trees)	950,000	700,000	1,190,000	1,400,000
Transfer to Storm Water Program	303,052	281,040	322,000	332,000
Miscellaneous Transfers Out	2,090,114	47,031,506	-	-
<b>General Fund Transfers Subtotal</b>	<b>13,566,166</b>	<b>57,012,546</b>	<b>7,148,000</b>	<b>13,600,000</b>
<b>City Council Contingencies</b>				
Contingencies	-	-	500,000	500,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 19,963,985</b>	<b>\$ 60,122,092</b>	<b>\$ 10,570,000</b>	<b>\$ 15,121,658</b>

Account: 00190XX      Fund: General

### ABOUT

The miscellaneous non-departmental accounts for all General Fund transfers to other funds, City Council contingencies and other miscellaneous General Fund expenses, such as outside legal counsel, personnel vacancy savings, citywide final vacation pay, and citywide dues and subscriptions.

COVID-19 related expenditures in fiscal years 2019-20, 2020-21, and 2021-22 are associated with the COVID-19 Economic Recovery and Revitalization Initiative and COVID-19 specific expenditures that the city believes are recoverable through various reimbursements.

Vacancy savings, or anticipated personnel savings over the course of the fiscal year, are being added to the budget in fiscal year 2022-23. Accounting for \$2 million in vacancy savings will allow for budgeted personnel costs to more closely align with actual personnel costs in the General Fund.

# POLICY & LEADERSHIP

The City of Carlsbad follows a council-manager form of government, where elected City Council members provide direction on the policies and regulations that govern the operations of the city. The Policy & Leadership branch includes the following areas:

- Office of the City Council
- Office of the City Treasurer (elected)
- Office of the City Manager
- Office of the City Attorney
- Office of the City Clerk (elected)
- Communication & Engagement

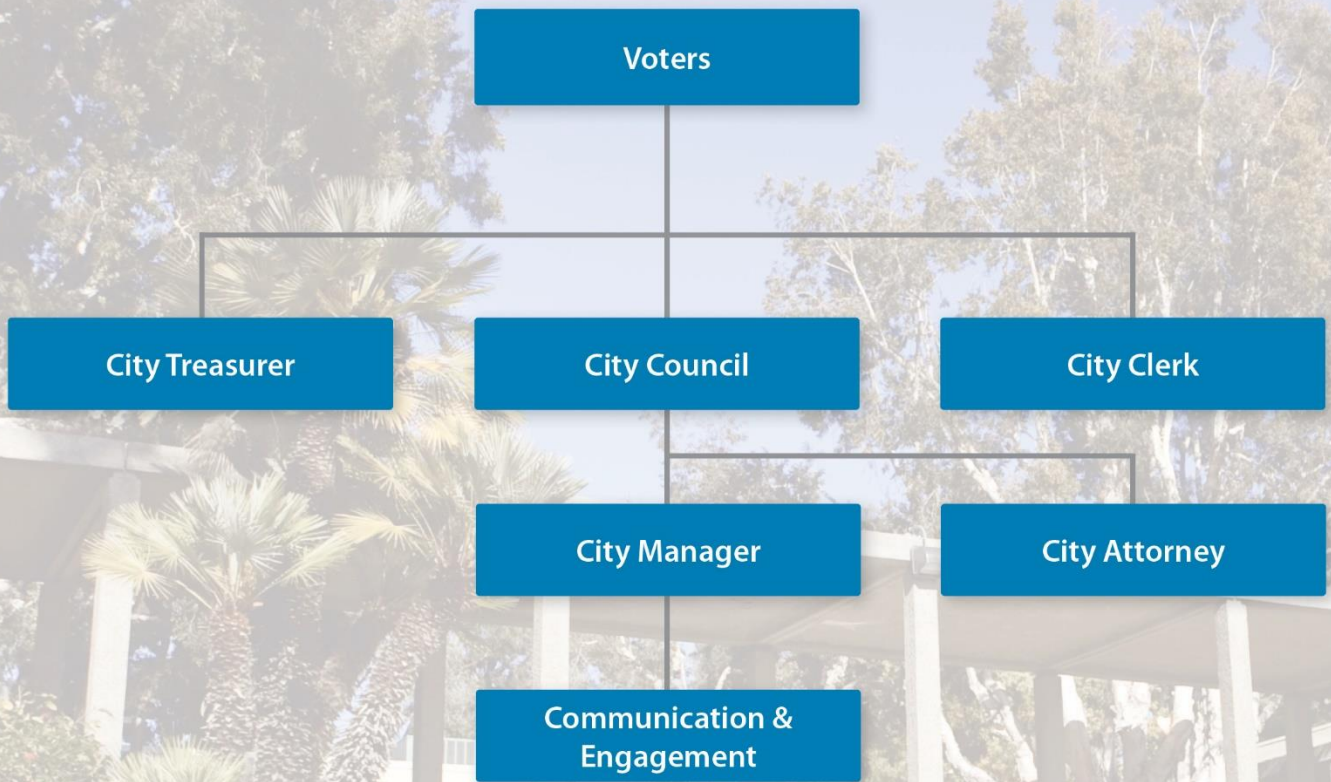
The City Council appoints the city manager, city attorney and members of the city's boards, commissions and committees. The Office of the City Manager handles administration and oversight of the city organization, including hiring the city workforce, supervising city departments and ensuring the City Council's policy priorities are met.

Scott Chadwick  
City Manager

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## POLICY & LEADERSHIP BRANCH



POLICY AND LEADERSHIP |  
OFFICE OF THE CITY COUNCIL

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 260,589	\$ 274,624	\$ 286,814	\$ 295,280
Retirement Benefits	51,736	84,102	60,010	62,121
Health Insurance	71,041	85,962	102,479	85,148
Other Personnel Expenses	7,726	6,390	6,142	6,478
<b>Personnel Services Subtotal</b>	<b>391,092</b>	<b>451,078</b>	<b>455,445</b>	<b>449,027</b>
<b>Operating Expenses</b>				
Professional & Contract Services	1,815	5,453	46,000	46,500
Supplies & Materials	10,756	6,211	24,929	25,310
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	34,992	25,020	79,815	88,478
Other Operating Expenses	27,873	215	43,786	42,905
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>75,436</b>	<b>36,899</b>	<b>194,530</b>	<b>203,193</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 466,528</b>	<b>\$ 487,977</b>	<b>\$ 649,975</b>	<b>\$ 652,220</b>
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011010      Fund: General

## ABOUT

As the legislative body of the city, the Office of the City Council establishes the policies and regulations under which the city operates.

## SERVICES

The City Council, as a legislative body, approves direction, policies and regulations that govern the operations of the city. The City Council appoints residents to serve on various boards and commissions and may serve as city representatives on regional boards such as SANDAG, North County Transit District and the San Diego County Water Authority.

## GOALS

The City Council is continuing work to advance their goals identified in fiscal year 2021-22 and to refine them through an ongoing Strategic Planning Process. In December 2021, the City Council initiated work on a five-year Strategic Plan and identified five goal themes:

- Economic vitality
- Sustainability and the environment
- Community character
- Quality of life and safety
- Organizational excellence and fiscal health

Specifically, the current goals are targeted at:

- Reducing the city's unsheltered homeless population among those who want help by 50% within five years
- Bringing the city's Fire Department into conformance with Standards of Cover evaluation, a comprehensive review of fire and emergency medical services that identified the need for additional staffing and facilities to address the city's changing demographics and development patterns
- Initiating work through a citizens committee to create a new plan to manage growth in a way that maintains an excellent quality of life
- Fostering constructive City Council communication and teamwork and operating in accordance with the city's new ethics ordinance to support the delivery of superior public service

The City Council also identified three key areas to be integrated into everything the city does:

- Diversity, equity and inclusion
- Meaningful and early public engagement
- Technology infrastructure

POLICY AND LEADERSHIP |  
OFFICE OF THE CITY TREASURER

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 84,431	\$ 87,323	\$ 88,744	\$ 93,617
Retirement Benefits	20,613	32,101	20,406	22,729
Health Insurance	21,316	25,958	28,773	26,346
Other Personnel Expenses	2,892	2,368	2,707	2,906
<b>Personnel Services Subtotal</b>	<b>129,252</b>	<b>147,750</b>	<b>140,630</b>	<b>145,598</b>
<b>Operating Expenses</b>				
Professional & Contract Services	60,974	57,086	70,600	74,229
Supplies & Materials	2,081	1,488	2,414	1,810
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	23,460	29,076	32,683	21,908
Other Operating Expenses	17	-	4,425	6,400
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>86,532</b>	<b>87,650</b>	<b>110,122</b>	<b>104,347</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 215,784</b>	<b>\$ 235,400</b>	<b>\$ 250,752</b>	<b>\$ 249,945</b>
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0010310      Fund: General

## ABOUT

The Office of the City Treasurer provides cash and investment management services which adhere to the city's Investment Policy and meet the changing investment needs of the city to optimize investment returns, consistent with maintaining safety of principal, ensuring sufficient liquidity and return on investment.

## SERVICES

Manage reporting and oversight of the city's cash and investments

## RECENT ACCOMPLISHMENTS

- Researched and expanded investment opportunities into municipal bonds
- Expanded the cash handling process
- Worked with the Finance Department to upgrade the city's safe and armor pickup system
- Assisted with planning and implementation of the new payment portals for permitting
- Worked with the Finance Department on the upgrade of the city's financial information system

## GOALS

- Anticipate and meet the changing investment needs of the city to optimize investment returns, consistent with maintaining safety of principal while ensuring sufficient liquidity and return on investment
- Further develop the City Treasurer webpage on the city's website, informing the community of the mission of the City Treasurer, the city's Investment Policy and investment activities
- Use the City Treasurer webpage of the city's website as a forum to receive and respond community comments and questions
- Continue to participate in the city's Citizens Academy
- Use innovative solutions to fund modern and secure cash handling solutions even in uncertain times



POLICY AND LEADERSHIP |  
OFFICE OF THE CITY MANAGER

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,608,369	\$ 1,061,278	\$ 1,097,959	\$ 1,167,148
Retirement Benefits	387,446	475,362	282,128	316,038
Health Insurance	175,974	133,336	144,821	143,953
Other Personnel Expenses	46,837	28,167	32,234	34,078
<b>Personnel Services Subtotal</b>	<b>2,218,626</b>	<b>1,698,143</b>	<b>1,557,142</b>	<b>1,661,217</b>
<b>Operating Expenses</b>				
Professional & Contract Services	154,796	115,652	377,365	305,240
Supplies & Materials	37,432	22,318	43,129	55,179
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	135,204	98,460	104,918	95,891
Other Operating Expenses	32,175	4,423	29,543	38,618
Capital Outlay	(3,272)	541	-	-
<b>Operating Expenses Subtotal</b>	<b>356,335</b>	<b>241,394</b>	<b>554,955</b>	<b>494,928</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,574,961</b>	<b>\$ 1,939,537</b>	<b>\$ 2,112,097</b>	<b>\$ 2,156,145</b>
Full Time Positions	12.00	7.00	7.00	7.00
Hourly/FTE Positions	0.50	0.00	0.00	0.00

Account: 0011010      Fund: General

## ABOUT

The Office of the City Manager is dedicated to continuous improvement and organizational excellence that fosters the well-being of a high performing organization that delivers impactful results to further the public good.

## SERVICES

The City Manager’s Office provides City Council support, administrative leadership of city operations, policy development management, monitors and manages legislative affairs and provides general management of public communication and engagement.

## RECENT ACCOMPLISHMENTS

- Initiated a five-year Strategic Planning effort to assist in prioritizing the goals and objectives of the City Council and community, focusing on long term fiscal sustainability and CIP prioritization
- Led the city’s response to the COVID-19 public health emergency, including a safe and measured return to in person services
- Reduced and restructured the city budget in response to continuing COVID-19 related fiscal and operational impacts
- Ensured timely follow up of all City Council and constituent services requests

- Managed robust state and federal legislative program including sponsorship of state legislation as well as coordination of City Council Legislative Committee
- Supported Clean Energy Alliance expansion and operations
- Extensive collaboration with neighboring cities and regional organizations to better share best practices for improved cooperation and efficiencies in government

## GOALS

- Continue to effectively manage the response, reopening and recovery related to the COVID-19 public health emergency
- Ensure the most efficient and effective provision of city services while adapting to changing financial conditions
- Adapt community engagement and transparency efforts to foster authentic civic engagement with residents, organizations and businesses through alternative methods due to public health restrictions
- Increase intergovernmental collaboration and legislative advocacy with local, state and federal governments to further the City Council adopted legislative platform and support as-needed special projects

POLICY AND LEADERSHIP |  
OFFICE OF THE CITY ATTORNEY

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 1,260,706	\$ 1,266,674	\$ 1,320,642	\$ 1,332,053
Retirement Benefits	311,635	472,390	338,520	354,851
Health Insurance	114,307	129,650	148,875	145,714
Other Personnel Expenses	36,928	31,924	38,788	39,341
<b>Personnel Services Subtotal</b>	<b>1,723,576</b>	<b>1,900,638</b>	<b>1,846,825</b>	<b>1,871,959</b>
<b>Operating Expenses</b>				
Professional & Contract Services	2,576	3,063	3,445	2,700
Supplies & Materials	44,218	31,209	41,341	35,757
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	122,472	97,332	129,456	106,780
Other Operating Expenses	17,218	4,224	16,069	16,312
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>186,484</b>	<b>135,828</b>	<b>190,311</b>	<b>161,549</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,910,060</b>	<b>\$ 2,036,466</b>	<b>\$ 2,037,136</b>	<b>\$ 2,033,508</b>
Full Time Positions	8.00	8.00	8.00	8.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011210      Fund: General

## ABOUT

The Office of the City Attorney consists of the city attorney, three assistant city attorneys, two deputy city attorneys and support staff. The city attorney is appointed by the Mayor and the City Council.

## SERVICES

- Advise the City Council, committees, boards and commissions
- Prepare and review ordinances and resolutions
- Provide legal opinions on questions from the City Council, City Manager or other city officers
- Attend City Council meetings as well as meetings of other boards and commissions as deemed necessary
- Negotiate and prepare all contracts
- Represent the city in court proceedings and report to the City Council on litigation
- Enforce city laws and regulations
- Prepare contracts, forms and instruments for approval or execution
- Appear on behalf of the city before regulatory and legislative agencies

## RECENT ACCOMPLISHMENTS

- Advised the City Council, City Manager and city staff on legal issues related to state and county health orders
- Prepared new Municipal Code provisions related to the theft of catalytic converters, e-bike safety and the reduction of single-use plastics
- Worked with Police Department to obtain Gun Violence Restraining Orders as appropriate for domestic violence and mental health incidents
- Reviewed and advised on numerous contracts, public records requests and City Council inquiries
- Assisted with establishing, staffing and advising the city's first Independent Redistricting Commission and prepared Municipal Code revisions to implement new City Council District maps
- Advised the City Council, City Manager and city staff on legal issues related to the development and implementation of programs to address issues of homelessness
- Spearheaded the formation of a countywide attorney discussion group on homelessness through the City Attorneys' Association of San Diego County

## GOALS

- To provide quality and timely legal advice to all elected and appointed city officials and all branches, assisting them in making sound legal decisions to carry out the goals of the City Council
- Complete comprehensive update of Municipal Code, City Council policies and administrative orders
- Support the City Manager in strategic operations related to ongoing and significant capital projects

POLICY AND LEADERSHIP |  
OFFICE OF THE CITY CLERK

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages \$	586,938	\$ 593,961	\$ 630,775	\$ 659,421
Retirement Benefits	118,851	192,490	132,962	142,961
Health Insurance	102,851	96,418	106,349	109,601
Other Personnel Expenses	23,359	15,723	20,069	21,990
<b>Personnel Services Subtotal</b>	<b>831,999</b>	<b>898,592</b>	<b>890,155</b>	<b>933,973</b>
<b>Operating Expenses</b>				
Professional & Contract Services	24,427	30,415	100,500	70,500
Supplies & Materials	80,672	45,894	66,406	42,456
Repair & Maintenance	677	-	5,221	4,196
Interdepartmental Charges	144,324	120,648	156,387	143,237
Other Operating Expenses	44,318	111,486	81,800	199,800
Capital Outlay	-	-	-	-
<b>Operating Expenses Subtotal</b>	<b>294,418</b>	<b>308,443</b>	<b>410,314</b>	<b>460,189</b>
<b>TOTAL EXPENDITURES \$</b>	<b>\$ 1,126,417</b>	<b>\$ 1,207,035</b>	<b>\$ 1,300,469</b>	<b>\$ 1,394,162</b>
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0010210, 0011610 Fund: General

## ABOUT

The Office of the City Clerk serves as a vital link between city government and those it serves, providing access to public records, publishing City Council agendas, preparing minutes and serving as the city's election official.

## SERVICES

- Prepare City Council agendas
- Prepare minutes
- Complete legal noticing and publishing
- Maintain Fair Political Practices Commission filings
- Maintain Carlsbad Municipal Code
- Maintain, preserve and provide access to all legislative documents
- Administer elections
- Notarize documents
- Provide proofs of life certifications
- Assist City Attorney's Office with citywide ethics training
- Ensure public records are archived, preserved and accessible to the public
- Respond to Public Records Act Requests

- Process subpoenas, summons and claims
- Develop and implement records management and document management programs
- Process recorded documents and bond releases
- Provide document research assistance to staff and the public
- Provide training and support to various department personnel designated to scan documents into the city's records repository
- Manage and coordinate destruction of records past retention

## RECENT ACCOMPLISHMENTS

- Conducted the process to fill the City Council District 1 vacancy
- Updated the Carlsbad Municipal Code relating to the elected City Clerk
- Placed Measure C – Appointive City Clerk on the June 2022 Statewide Primary Election
- Began work on the agenda management workflow process through Laserfiche
- Completed the redistricting process for the city
- Completed drawing mylar consolidation project, which consolidated 40,000 pdf files into 4,000 multipage pdf files
- Assisted Fire Prevention in creating a digital records process and digitizing their legacy records
- Facilitated the live streaming of all board and commission meetings

## GOALS

- Conduct the November 2022 General Municipal Election
- Fully automate the staff report routing process through Laserfiche
- Obtain a digital posting board to push out all agendas electronically throughout the city for greater accessibility in conformance with the Brown Act
- Perform the 2022 Conflict of Interest Biannual Review
- Evaluate feasibility of offering passport application acceptance services
- Continue to systematically update the Carlsbad Municipal Code and City Council Policies
- Provide greater access to public records on the city website
- Provide Citywide Public Records Act and Ethics training
- Update the Records Retention Schedule and provide city staff with training
- Explore automation and workflows in Laserfiche
- Continue to collaborate with various departments on digitizing their documents
- Continue to conduct departmental records audits

## POLICY & LEADERSHIP | COMMUNICATION & ENGAGEMENT

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2022-23 Budget
<b>Personnel Services</b>				
Salaries & Wages	\$ 784,116	\$ 756,371	\$ 887,064	\$ 1,073,526
Retirement Benefits	140,573	230,127	171,276	239,499
Health Insurance	105,126	112,283	123,779	174,135
Other Personnel Expenses	29,037	19,566	27,831	34,715
<b>Personnel Services Subtotal</b>	<b>1,058,852</b>	<b>1,118,347</b>	<b>1,209,950</b>	<b>1,521,875</b>
<b>Operating Expenses</b>				
Professional & Contract Services	468,064	323,325	575,250	516,201
Supplies & Materials	156,765	73,442	128,091	107,686
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	144,600	134,940	172,377	194,963
Other Operating Expenses	26,296	17,401	30,505	33,467
Capital Outlay	4,242	162,484	-	-
<b>Operating Expenses Subtotal</b>	<b>799,967</b>	<b>711,592</b>	<b>906,223</b>	<b>852,317</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,858,819</b>	<b>\$ 1,829,939</b>	<b>\$ 2,116,173</b>	<b>\$ 2,374,192</b>
General Fund	\$ 1,651,700	\$ 1,493,938	\$ 1,771,173	\$ 1,979,186
Special Revenue Fund	207,119	336,001	345,000	395,006
<b>Total Funding</b>	<b>\$ 1,858,819</b>	<b>\$ 1,829,939</b>	<b>\$ 2,116,173</b>	<b>\$ 2,374,192</b>
Full Time Positions	7.00	7.00	7.00	9.00
Hourly/FTE Positions	3.50	3.50	3.50	1.50

Account: 0011012, 0011016 Fund: General  
1381010 Special Revenue – Local Cable Infrastructure

### ABOUT

The city’s communication and engagement program has two main areas of focus: to foster open, two-way communication with the community about city issues, programs and services, leading to a more responsive and transparent government; and to encourage and facilitate the community’s participation in city decisions that affect their lives. This department is also responsible for promoting communication and engagement within the city organization so employees are not only informed but can see how their day-to-day work supports the larger city mission.

### SERVICES

- Develop community engagement programs that facilitate early and meaningful public input in city government decision making
- Manage the city’s digital communication channels, including the city website, social media, email and text alerts, and an employee intranet
- Develop informational materials including fact sheets, fliers and newsletters that further understanding of city issues, news, services and events

- Write and edit staff reports to ensure information presented at City Council meetings is clear, complete and accurate
- Develop informational videos and produce video recordings and livestream all City Council meetings and meetings of boards, commissions and committees
- Enable the community to watch City Council meetings and find out about city issues, news, services and events on a dedicated 24/7 government cable channel
- Provide accurate, timely information to the media
- Provide communication skills training to city staff
- Provide employee communication that supports an informed and engaged workforce
- Provide communication skills training to city staff
- Maintain a trained team of city staff ready to perform public information duties 24/7 in case of an emergency

## RECENT ACCOMPLISHMENTS

- Launched a new online public engagement portal, attracting more than 3,000 participants in its first three months
- Gathered community input on the City Council strategic plan, the future of south Carlsbad’s coastline, sites for new housing, the CAP Update, City Council redistricting, Barrio lighting and Veterans Memorial Park memorial designs and objective design standards
- Developed and distributed 52 editions of the city’s e-newsletter
- Increased email database to 83,000, an increase of 16% over the previous year
- Sent 550 targeted emails regarding city issues, programs and events, with an average open rate of 55%, more than double the industry standard
- Produced and distributed 246 news releases and articles about city services and programs
- Posted 1,140 tweets generating 823,000 impressions
- Posted 1,700 updates on Facebook generating 768,000 impressions
- Increased Instagram followers to 17,000, an increase of 15% over the previous year
- Produced 169 videos and generated a total of 1.4 million video impressions
- Increased YouTube subscribers to 2,456, an increase of 17% over the previous year

## GOALS

- Complete a minimum of three community engagement programs with at least 500 participants each for citywide programs and 150 participants each for neighborhood-specific programs
- Produce an average of three news releases per week highlighting city news and programs
- Communicate directly with community members through a combination of social media and email an average of five times a week

Performance Measure	FY 2021 Actual	FY 2022 Estimated	FY 2023 Projected
Number of community engagement programs annually	3	4	3
Average number of news updates prepared per week	3	4	4
Average number of direct communications with community members per week	5	5	5



# STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM

The Strategic Digital Transformation Investment Program, or SDTIP, is a comprehensive approach to planning for and funding digital transformation efforts throughout the city. Several documents inform this program, including the City Council-approved Connected Carlsbad: An Inclusive City Innovation Roadmap, the Internal Digital Information Network Action Plan, and the Information Technology Strategy, which are complemented by a five-year projected roadmap of digital transformation investments. The SDTIP is the strategic plan for technology and digital transformation combined with project descriptions, costs, funding sources and timelines. The purpose of this new program is to provide for an annual investment strategy, not a commitment for spending, that outlines a five-year expenditure plan for future digital transformation and technology projects and the corresponding revenues necessary to pay for them.

## Connected Carlsbad: An Inclusive City Innovation Roadmap

In January 2019, city staff presented Connected Carlsbad: An Inclusive City Innovation Roadmap, designed to provide a high-level, organized guide outlining the principles that matter to the city in creating a more connected community. This roadmap and its associated action plan were based on a combination of items, including:

- City Council approved projects,
- existing city documents,
- previous Information Technology assessments and interviews with departments, and
- a global scan of other cities and best practices that have emerged from leading smart city thinkers and Carlsbad-specific community engagement.

The Strategic Digital Transformation Investment Program expands on the Connected Carlsbad Roadmap to include a strategy for evaluating and prioritizing projects and a five-year investment roadmap that includes estimated costs and timelines. This new investment program continues to be organized into the five primary goal areas approved by City Council in Connected Carlsbad, listed below.

- [Pursue Communitywide Digital Transformation](#) focuses on the foundational elements, including connectivity, up-to-date hardware and software, and a robust security strategy while providing an aspirational vision for the future.
- [Build Capacity for Data-Driven Government](#) focuses on the policies, procedures and staffing necessary for the city to fully capture the value of emerging models of data analytics.
- [Foster a Vibrant Civic Engagement Culture](#) builds upon the first two goals with a human-centered perspective that an engaged city that uses data and technology in a way that respects people and their privacy will support a vibrant culture where residents, organizations and businesses are invested in their community and its future.
- [Enhance Accessibility and Transparency](#) recognizes that open government and approaching problem-solving from an accessibility perspective leads to better outcomes for all.
- [Promote Safety and Sustainability through Connectivity](#) leads to understanding the interconnected nature of our communities that can achieve environmental, mobility and sustainability goals when approached in a cross-departmental and community informed manner.

Once City Council adopts the proposed Strategic Digital Transformation Investment Program, projects receive an appropriation that authorizes spending in the amount specified for the adopted fiscal year only. Estimated budget information is shown for a five-year period to provide the most comprehensive information about known future projects. Spending authority in future years is not granted until adoption of the annual proposed SDTIP budget associated with each year.

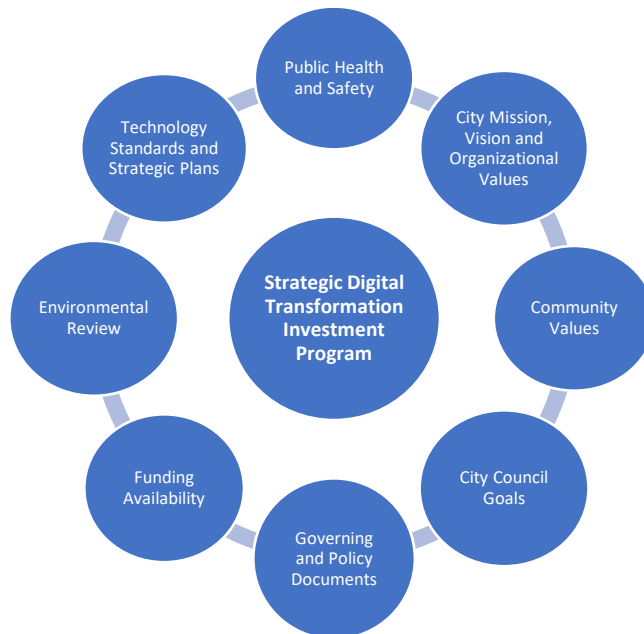
## INVESTING IN DIGITAL TRANSFORMATION

As the city continues to grow and develop, the use of technology has also grown exponentially over the last two decades. The SDTIP outlines the financial resources needed to ensure that the technology infrastructure is in place to enable the city to provide services to the community. Prudent financial planning will ensure that ongoing funding for investment in technology is available.

## PROJECT EVALUATION

Making decisions on technology implementations is a challenging and complex task. The challenging nature of these decisions is exacerbated by the expanding reach of technology and the increasingly interdisciplinary nature of emerging technologies. A major component of the SDTIP is the establishment of a cross-departmental approach to technology leadership to evaluate, prioritize, budget for and adopt digital transformation efforts. A new administrative order has been developed that provides a collaborative forum for key staff to validate and prioritize technology implementations. This approach also provides a structured venue to explore how particular configurations of a technology implementation may positively or negatively affect others within the organization. The process to evaluate digital transformation initiatives is ongoing and meetings may be held on a monthly, bimonthly or quarterly basis depending on the need.

A number of factors are considered when putting together projects for the five-year program. All digital transformation and technology projects shall be consistent with:



Proposed projects are evaluated and prioritized by a set of criteria that include:

- Alignment with City Council goals and IT strategic plans, architecture, security and technology standards, including legislative and regulatory mandates, and administrative goals
- Coordination of IT investments across the enterprise to avoid duplication, maximizing the return on investment and increasing efficiency
- Effective articulation of the business case including valid operational benefits of the project
- Accuracy and reasonableness of cost and benefit estimates
- Consideration of potential project risks and identification of appropriate means to manage those risks
- Adherence to standard project management practices
- Capacity of staffing resources to implement the project

As the SDTIP is implemented throughout the year, staff continually re-evaluate projects' scopes, costs and schedules to responsibly and cost-effectively manage city resources.

## INFORMATION TECHNOLOGY STRATEGY

Although digital transformation is a collaborative effort involving all city departments, Information Technology is the core department that is responsible for delivering projects approved in the Strategic Digital Transformation Investment Program. The IT Department is also responsible for ensuring that technology implementations operate efficiently and effectively to support the delivery of services to the city's residents, businesses and visitors.

In late 2021, the IT leadership team conducted a multi-day strategic planning workshop and developed a robust and detailed strategic plan update. This exercise involved development of numerous strategic initiatives that align with overall city business goals and the creation of Vision, Mission and Values statements to guide leadership on future endeavors.

In 2022, the IT Department underwent a re-organization to better align the team for continued success. As part of this re-alignment, Geographic Information Systems, or GIS, moved from the IT Department to the Innovation and Economic Development Department to create a new citywide Data Services Division. Additionally, the IT Department created an Assistant IT Director position overseeing administration, client services, project management and security to better align coordinate the IT Department and city operations. The IT Department was able to create the role of the Assistant IT Director without adding a new position due to the retirement of the GIS manager.

### Mission and Guiding Principles

The Mission for the IT department is:

*Leveraging partnerships, people, and technology, we collaborate with the organization to deliver the best solutions for the City of Carlsbad.*

Our guiding principles are as follows:

We partner with the organization to deliver innovative solutions by:

- Embracing and guiding change
- Understanding the business to get to the best yes
- Having a bias towards action and taking calculated risks
- Consistently asking is there a better way

We build trust within the organization by:

- Being accountable for our work and delivering on our promises
- Being approachable
- Communicating early and often
- Safeguarding the city's digital assets

We create a great work environment by:

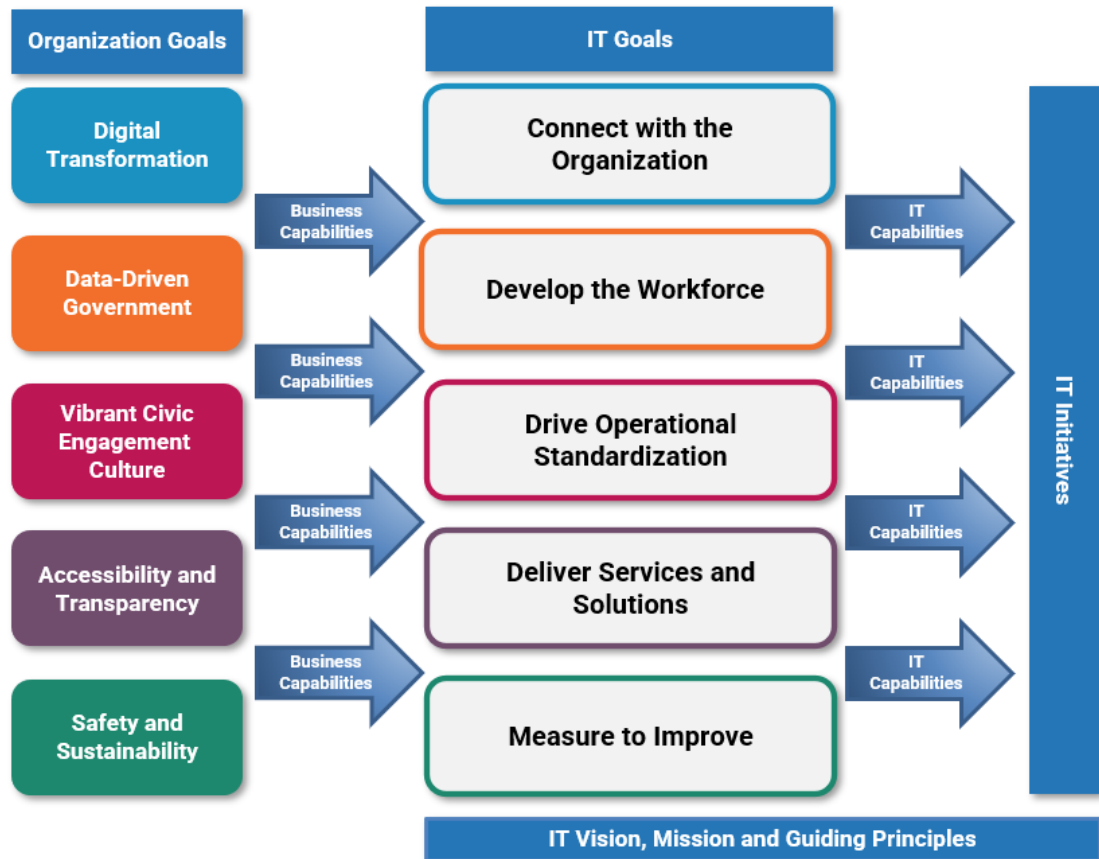
- Empowering staff
- Supporting each other
- Celebrating our success and learning from our mistakes
- Prioritizing growth and education

## Strategic Goals

The IT department has developed five strategic goals:

- Connect with the Organization
- Develop the Workforce
- Drive Operational Standardization
- Deliver Services and Solutions
- Measure to Improve

Alignment between the five goals presented in the Connected Carlsbad Roadmap and the strategic goals of the IT Department are critical to delivering effective technology services. This exercise was key to the development of the strategic goals.



# The Information Technology Department

The IT Department is organized into multiple divisions, including Enterprise Applications, Infrastructure and Operations, Project Management, Client Services, Public Safety, Security and Administration. These divisions work together to provide services that are crucial to digital transformation efforts.

The city also has numerous technologists, known as Business Systems Specialists, embedded into various departments in the city. These include departments in the Public Works branch, Parks & Recreation, Library & Cultural Arts, Finance and Community Development departments. These technologists specialize in the business processes of their respective departments, assist in the administration of that department's enterprise applications, and serve as technology liaisons between Information Technology and the department. The goal of the Business Systems Specialists team is to investigate business systems, identify options for improving business systems and bridge the needs of the business through technology solutions.

## IT Department Divisions

### Administration

The IT Administration Division provides support to the other IT Department divisions by centralizing the management of staff reports, contracts and agreements, accounts payable, purchasing, budgeting, and coordination of asset replacement requirements. Having central staff to handle these functions allows for continuity of procedures and standards within the department.

### Client Services

Client Services provides the first level of support in the IT department. This group manages the service desk, where staff call to get help when a technical service is not functioning as expected. This group also manages the replacement of mobile devices such as smart phones and tablets.

### Cybersecurity

The Cybersecurity section is responsible for building and managing the city's information technology security program. This includes the user security awareness program and training as well as incident response to malicious attacks. Recently, the city hired its first IT Security Manager to specifically oversee these efforts and formally define important strategies and policies. Given the nature of threats to many organizations, this is a role of critical importance.

### Enterprise Applications

The software applications used in the city deliver major technical services to city staff, providing them with the technology tools and data necessary to do conduct their core business functions and make data-driven decisions.

The IT Enterprise Applications Division is divided into two sections, database management and enterprise application management.

The database management team provides technical support and expertise related to the city's database infrastructure. This includes ensuring the city's database infrastructure is stable, secure and readily available to support the city's enterprise applications. Additionally, the database management team works closely with the city's Business Intelligence & Data Analytics Manager on initiatives related to data governance and operational analytics.

The enterprise applications team provides technical support and expertise related to the city's portfolio of enterprise applications. Enterprise applications are the major applications, such as the central finance system and public works enterprise asset management system, used by the city to accomplish its core business functions. The team is divided into three groups supporting dedicated departments within the city. One group supports the Public Works and Community Development departments, another group supports the Human Resources and Finance departments, and another group supports the remaining departments. The enterprise applications team also provides web administrative support for the city's internet website as well as assisting with the branding and configuration of other city web-based applications.

### Infrastructure and Operations

Infrastructure technologies are the foundation of all other digital services that IT provides. Without these systems, data cannot be transported, processed or stored.

The IT Infrastructure and Operations Division manages these technologies and is divided into three sections: Client Systems, Datacenter Systems and Networking. Each section of the team supports multiple technologies that make up the technical services they are responsible for delivering.

The Client Systems section provides endpoint support to all information systems users in the city. This includes deployment and support for desktops and laptops.

The Datacenter Systems section is responsible for the centralized computer processing and data storage systems at the city. These are the platforms many other departments rely upon for the delivery of critical applications. This section also holds the primary role in supporting collaboration and remote work tools.

The Networking section is responsible for the support of all digital communication networking technologies in the city. This section is also responsible for planning and implementing low voltage cabling and working with the Facilities Department to ensure all IT hardware systems have uninterruptible power and reliable cooling.

### Project Management

The Project Management team provides project management support for larger technology initiatives including new implementations and upgrades to existing systems. This team also provides support, guidance and assistance to other city departments managing smaller technology projects and assists departments in submitting project proposals as part of the Strategic Digital Transformation Investment Program.

### Public Safety

Public Safety IT is the technology team dedicated to public safety that provides application and hardware support to the city's Police and Fire departments. Regional information sharing amongst Law Enforcement Agencies along with Joint Powers Authority membership for the city's Fire Department requires IT to proactively engage with regional partners. With so much information being warehoused throughout the county, it is important to have a mechanism to intelligently display and interpret all this data.

# STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM PROJECTS

The following contains information about the projects in the SDTIP. Full project pages are provided for the new projects being requested for fiscal year 2022-23 and prior approved projects that have changes in funding needs or project requirements. Projects with no changes and projects that have been completed or cancelled are listed below. Full details for these projects can be found in the fiscal year 2021-22 budget document.

## Fiscal Year 2021-22 Continuing Projects – No Changes

The following projects were approved during the fiscal year 2021-22 SDTIP and have no changes to their funding needs or project requirements and are still in process. These projects are included in the totals of the various graphs and charts shown in the SDTIP.

- Project Portfolio Management Tool & Consulting
- ServiceNow Service Portal
- Global Positioning System, or GPS, Technology Hardware
- Digital Engagement & Analytics Consultant
- Outdoor Wireless Study
- Exploration Hub Audio Visual Upgrade
- Next Generation Online Catalog
- Online Permitting/Electronic Reviews, also known as E-Reviews

## Fiscal Year 2021-22 Completed or Cancelled Projects

The following projects were completed or cancelled during fiscal year 2021-22. The completed projects are not part of the totals of the various graphs and charts, while the cancelled projects are included if the project was previously funded.

### **Completed**

- Mobile Computer Program
- Council Chamber Technology Upgrade
- Records Management System Expansion
- Unified Communications System

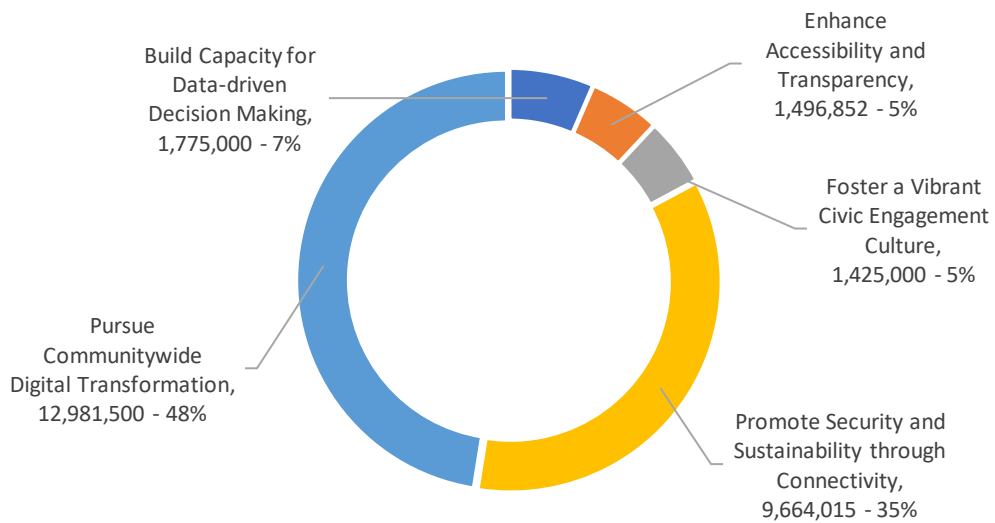
### **Cancelled**

- Intranet Upgrade
- ServiceNow SAM Implementation

## ESTIMATED TOTAL APPROPRIATIONS BY GOAL

Going into fiscal year 2022-23, there are 33 continuing and new projects planned over the next five years at an estimated total cost of \$27.34 million. Included in the \$27.34 million is approximately \$15.35 million in estimated new costs over the course of the same time frame to provide additional funding for the continuation of existing projects as well as funding for new projects. Within the \$15.35 million is approximately \$3.94 million of estimated new appropriations for fiscal year 2022-23 for these same projects.

Estimated Total Projects Costs by Goal  
FY 2022-23 to FY 2026-27  
\$27.34 million





## Pursue Communitywide Digital Transformation

\$12.98 million

This goal includes updating connectivity, up-to-date hardware and software, and a robust security strategy.

## Build Capacity for Data-Driven Decision Making

\$1.78 million

This goal's projects include the policies, procedures and staffing necessary for the city to fully capture the value of emerging models of data analytics. It builds a comprehensive approach to citywide data management to enable data-rich key performance metrics and effective operation of city departments. A data policy and resources will be created to align departments with standards of data cataloging for compliance ease of data sharing.

## Foster a Vibrant Civic Engagement Culture

\$1.43 million

The city's civic engagement culture builds upon the first two goals with a human-centered perspective to use data and technology in a way that respects people and their privacy. Projects in this category will support a vibrant culture where residents, organizations and businesses are invested in their community and its future.

## Enhance Accessibility and Transparency

\$1.49 million

This goal recognizes that open government and approaching problem-solving from an accessibility perspective leads to better outcomes for all. Projects in this category include Civic Engagement with Open Data, Online Permitting/Electronic Reviews, Patron Print/Copy Management and a Virtual Permitting Counter.

## Promote Security and Sustainability through Connectivity

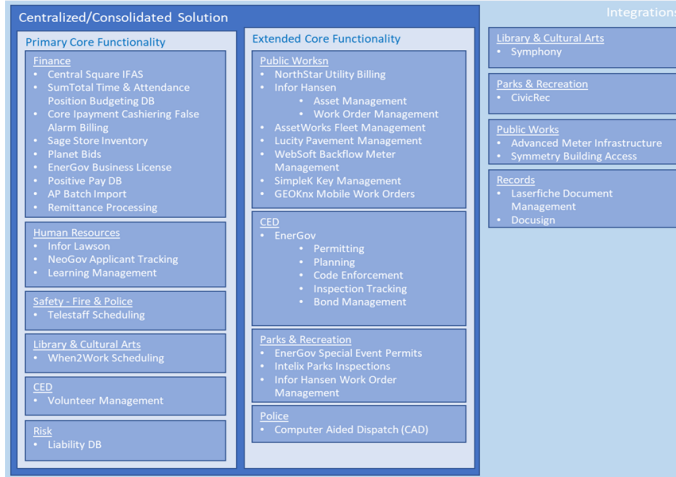
\$9.66 million

Projects in this goal include the annual replacement of hardware and technology infrastructure, a Facility Security Master Plan, the replacement of the Police Computer Aided Dispatch System, and an enhancement to the 9-1-1 emergency system.

# SDTIP PROJECTS

## PURSUE COMMUNITYWIDE DIGITAL TRANSFORMATION

### Consolidation & Replacement of Core Systems



**Project Funding Source:**  
Technology Investment \$ 4,400,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs**  
**Increase/(Decrease):**  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ 400,000	\$ 500,000	\$ 1,500,000	\$ 2,000,000	\$ -	\$ -	\$ 4,400,000

### About This Project

This project provides for the consolidation and replacement of the city’s core systems. There are approximately 20 core systems include the city’s financial, human resources, payroll, budget, asset and work order management, licensing and permitting, utilities operations, computer-aided dispatch, land management, and program-event management. Rather than operate many systems with narrow applicability, the city is evaluating ways to consolidate its core systems as legacy applications are replaced. This may mean accelerated replacement for certain systems. The goal is to reduce redundancy and inefficiency with operating many different systems with different vendors.

Consolidating down to a few systems that seamlessly integrates data and provides a more uniform interface will improve the experience of city employees and the public. The scope of this multi-year initiative includes the analysis, selection, purchase and implementation of the software and hardware necessary to consolidate, replace and integrate these systems with as few systems as possible while maintaining or enhancing existing capabilities.

The city is currently evaluating functional requirements and business processes. Once this process is complete, the city’s consultant will provide a comprehensive report outlining the city’s requirements for a new consolidated system as well as outlining the options and costs associated with system consolidation and replacement based on an evaluation of the city’s needs. The next step will involve the development and issuance of a request for proposal for a new consolidated system. This process will take place during fiscal year 2022-23 and there has been a funding adjustment to reflect the budgetary requirements of this process. City staff are not currently requesting funding for implementation, operation or replacement costs. Staff will request an estimated \$3.5 million in funding for the acquisition and implementation of a new system as part of the fiscal year 2023-24 and 2024-25 SDTIP. It is not currently feasible to determine any operational or replacement costs because

they depend on the recommendations of the request for proposal process; staff will identify more definitive costs during the request for proposal process.

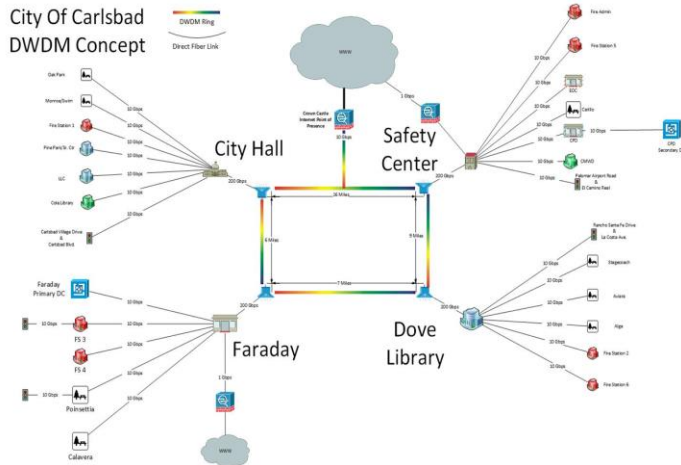
### Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

### Project Need

The city's current application portfolio does not meet the city's operational requirements, does not meet user needs, does not follow industry best practices, lacks integration, and is inhibiting the city's ability to make data-driven decisions. Having fewer systems that consolidate the city's core business functions will enable streamlined business processes and provide more timely access to data and information. It will also enhance operations and reduce inefficiencies of employees having to learn and operate multiple systems.

## Digital Information Network



**Project Funding Source:**  
Technology Investment \$ 6,025,584

**Managing Department:**  
Information Technology

**Estimated Annual Costs**  
**Increase/(Decrease):**  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ 4,825,584	\$ 200,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 6,025,584

### About This Project

The city has an opportunity to work with a private company called Crown Castle to build a more robust digital information network for its employees and facilities. Beginning in 2019, the city took full advantage of this opportunity and replaced a leased network from a third-party vendor.

As the initial phase of this project has been completed, staff are looking ahead to the second and third phases as originally approved by the City Council. These include leveraging the network to expand services to the Transportation and Utilities departments to replace the aging network infrastructure supporting their key systems. The additional funding request for fiscal year 2022-23 includes elements required for this expansion as well as some feature and functionality enhancements to the services already in place.

### Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

### Project Need

In 2017, Crown Castle reached a licensing agreement with the city allowing it to install wireless data transmitters on municipal facilities. The agreement with Crown Castle gives the city access to existing fiber-optic cable assets owned by Crown Castle for city use. These cables are made up of multiple fibers which cannot be physically separated from the rest of Crown Castle's cable infrastructure. The city must make special arrangements with Crown Castle to use this asset. This network will carry the information needed for data processing, email, internet access, public safety applications and a wide range of services that are crucial to city operations.

## Enterprise Asset Management System



**Project Funding Source:**

Technology Investment \$ 1,600,000

**Managing Department:**

Information Technology

**Estimated Annual Costs**

*Increase/(Decrease):*

Operational NA

Replacement NA

<b>Funding Source</b>	<b>Prior Year Budget</b>	<b>Req FY22-23 Budget</b>	<b>Est FY23-24 Budget</b>	<b>Est FY24-25 Budget</b>	<b>Est FY25-26 Budget</b>	<b>Est FY26-27 Budget</b>	<b>Total Budget</b>
Tech. Investment	\$ 1,100,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000

### About This Project

This project implements a new web-enabled enterprise asset and work order management system across all city departments to consolidate disparate asset databases, work order systems and inventory management tools. The city worked with a consultant to develop a comprehensive report outlining the city’s requirements for a new enterprise asset management system. The city used these requirements to develop and issue a request for proposal and is currently in the process of selecting a solution. Based on the costs identified in the request for proposal responses, an additional \$500,000 is being requested. More definitive costs will be identified during the contract negotiation process and will be approved by City Council when the contract for the selected solution is placed on a future City Council agenda.

### Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

### Project Need

Currently, departments manage and track assets and work orders in various ways. Many departments use disparate, stand-alone Excel spreadsheets, custom or Microsoft-based databases that lack integration, or paper files. The decentralized approach to asset management results in less accurate and reliable inventory numbers, decreased accountability for assets in general, less efficient use of staff time, and billing inaccuracies for those assets that are used as a basis to charge other departments and external customers.

## ServiceNow SAM Implementation - Cancelled



**Project Funding Source:**  
Technology Investment \$ -

**Managing Department:**  
Information Technology

**Estimated Annual Costs**  
*Increase/(Decrease):*  
Operational NA  
Replacement NA

<b>Funding Source</b>	<b>Prior Year Budget</b>	<b>Req FY22-23 Budget</b>	<b>Est FY23-24 Budget</b>	<b>Est FY24-25 Budget</b>	<b>Est FY25-26 Budget</b>	<b>Est FY26-27 Budget</b>	<b>Total Budget</b>
Tech. Investment	\$ 150,000	\$ (150,000)	\$ -	\$ -	\$ -	\$ -	\$ -

### About This Project

ServiceNow is the application that IT staff use to service staff technology needs. The Software Asset Management project would have added new functionality to the ServiceNow tool to allow the IT department to easily keep track of the city's software assets. The new functionality would have tracked how many software licenses have been purchased, who they are assigned to and the cost of each license.

After further review, staff determined this solution is not needed at this time but will be revisited at a later time.

### Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

### Project Need

The project will be reevaluated at a later time.

## Timekeeping System Upgrade



**Project Funding Source:**

Technology Investment      \$      95,000

**Managing Department:**

Information Technology

**Estimated Annual Costs**

*Increase/(Decrease):*

Operational      NA

Replacement      NA

<b>Funding Source</b>	<b>Prior Year Budget</b>	<b>Req FY22-23 Budget</b>	<b>Est FY23-24 Budget</b>	<b>Est FY24-25 Budget</b>	<b>Est FY25-26 Budget</b>	<b>Est FY26-27 Budget</b>	<b>Total Budget</b>
Tech. Investment	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 95,000

### About This Project

This project provides for the upgrade of the city’s timekeeping system to the latest version.

Operational costs will not change as a result of this project. There is no replacement cost associated with this project.

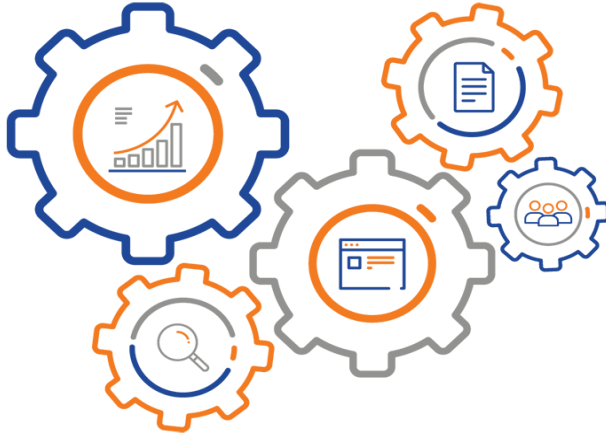
### Connected Carlsbad Goal:

Pursue Communitywide Digital Transformation

### Project Need

The city last updated its existing timekeeping system in 2019. In order to stay on a current, stable and vendor-supported version of the application, an upgrade is necessary. The next version will also fix bugs and provide functionality that will improve processes and increase the productivity of Finance Department payroll staff.

## Utility Billing Automation



**Project Funding Source:**  
Utility Replacement \$ 75,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs Increase/(Decrease):**  
Operational 7,500  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Utility Replacement	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000

### About This Project

This project involves implementing the automation platform which adds additional functionality to the city’s existing utility billing system. The automation platform allows city staff to schedule routine tasks and administer best practice workflows for common business processes. This functionality provides a flexible and modular approach to automating complex business rules and integrations, while data validation enforcement helps maintain data integrity.

Based on current project demand and resource availability, city staff are tentatively scheduling this for fiscal year 2023-24 and will request funding as part of the fiscal year 2023-24 SDTIP.

After this project is complete, staff expects operational costs for the utility billing automation platform to increase by an estimated \$7,500 annually. There is no replacement cost associated with this project.

### Connected Carlsbad Goal

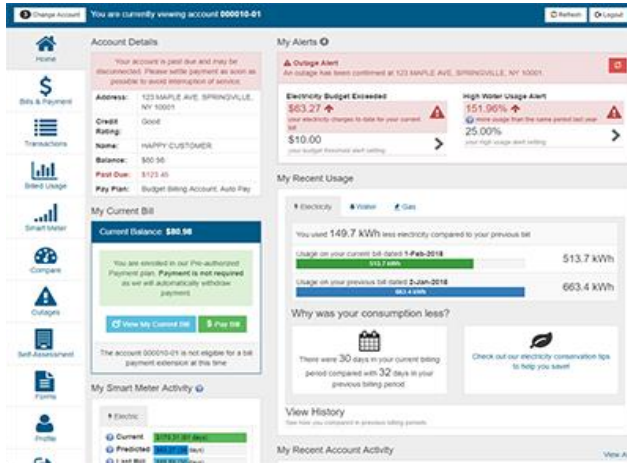
Pursue Communitywide Digital Transformation

### Project Need

There are several manual processes that take a significant amount of staff time and increase the potential for errors within the current system.



## Utility Billing Portal



**Project Funding Source:**  
Utility Replacement \$ 90,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs Increase/(Decrease):**  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Utility Replacement	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000

### About This Project

This project involves migrating from the existing CustomerConnect6 Utility Billing Portal to the vendor's most current utility billing portal solution.

City staff do not expect operational costs to change as a result of this project. There is no replacement cost associated with this project.

### Connected Carlsbad Goal:

Pursue Communitywide Digital Transformation

### Project Need

The vendor for the city's utility billing system announced they have ceased development on the city's existing utility billing customer portal and are migrating to a new solution. To ensure the city has a secure billing portal that protects the city and its customers, it is imperative that the city is using a billing portal supported by vendor-provided upgrades and security patches.

# BUILD CAPACITY FOR DATA-DRIVEN DECISION MAKING

## Business Process Automation



**Project Funding Source:**  
Technology Investment \$ 150,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs Increase/(Decrease):**  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

### About This Project

This project facilitates the expansion of business process automation by adding licenses to the city’s existing Laserfiche system. This will allow for the implementation of additional automated and electronic document related workflows, additional DocuSign licensing to enable continued migration from paper signatures to electronic signatures, and consulting services to assist with the automation of existing manual HR processes.

### Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

### Project Need

The COVID-19 pandemic surfaced several opportunities to improve upon manual and paper driven processes.



# Discovery Management



**Project Funding Source:**

Technology Investment \$ 170,000

**Managing Department:**

Innovation & Economic Development

Information Technology

**Estimated Annual Costs**

*Increase/(Decrease):*

Operational NA

Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ 30,000	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ 170,000

## About This Project

The first phase of this project involved the completion of an assessment to identify the functional and business requirements for a discovery management solution which will be used to draft a request for proposal. Based on current project demand and resource availability, city staff will develop and issue a request for proposal for the acquisition and implementation of a discovery management system during fiscal year 2023-24. This project is tentatively scheduled for fiscal year 2023-24; staff will identify and request funding as part of the fiscal year 2023-24 SDTIP.

## Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

## Project Need

The current process of identifying, gathering, sorting, reviewing and producing information and documents required for litigation discovery is cumbersome and time consuming. The implementation of a discovery management solution would enable the city to identify, gather, and sort information and records from the massive volumes of content that span the city, including emails, and then sort and eliminate exact copies to reduce the effort and cost of reviewing and producing the remaining content. City staff may also use the discovery management solution to respond to large California Public Records Act requests.

## Meter Data Management/Utility Analytics



**Project Funding Source:**  
Utility Replacement \$ 550,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs Increase/(Decrease):**  
Operational 175,000  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Utility Replacement	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ 550,000

### About This Project

This project implements the Meter Data Management and analytics modules offered as additional functionality to the existing utility billing system.

Based on current project demand and resource availability, city staff are tentatively rescheduling this project for fiscal year 2023-24 from fiscal year 2022-23; staff will identify and request funding as part of the fiscal year 2023-24 SDTIP.

After initial implementation, staff estimate operational costs to increase by \$175,000 going forward. There is no replacement cost associated with this project.

### Connected Carlsbad Goal

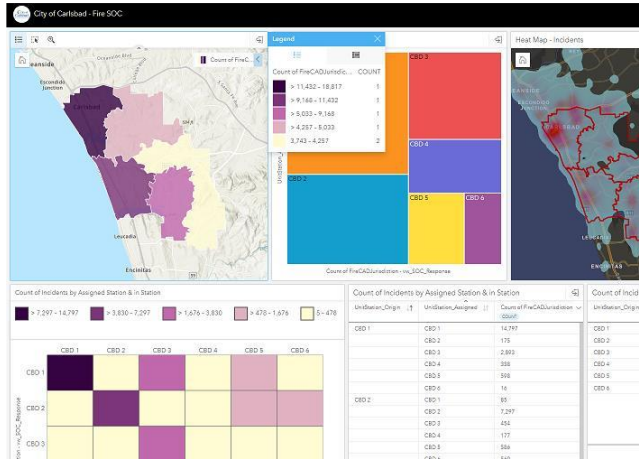
Build Capacity for Data-Driven Decision Making

### Project Need

The city has an existing automated meter infrastructure and completed a major upgrade to the utility billing system last year. However, there are still many manual processes that exist between the two systems. For example, if for some reason a meter is not being automatically read, the automated meter infrastructure system will generate a report identifying the meter and staff must manually create a work order in the utility billing system to dispatch a meter reader to troubleshoot the meter. Implementing the Meter Data Management functionality of the utility billing system will automate this and several other integration processes.

Additionally, the Meter Data Management solution offers robust analytics capability including a key performance indicator dashboard, advanced leak detection and notification, water loss analysis, and water conservation management.

## Professional Technical Services for Data Project Delivery



**Project Funding Source:**  
Technology Investment \$ 350,000

**Managing Department:**  
Innovation & Economic Development  
Information Technology

**Estimated Annual Costs Increase/(Decrease):**  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ -	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 350,000

### About This Project

The ESRI Advantage Program provides technical assistance to staff on projects that meet city and City Council goals. The program is currently being used to complete the first phase of the Fire Department Standards of Cover project. This funding will allow for staff to be agile in starting and executing new projects that use GIS and ESRI. The credits are also flexible so as city needs change, the city can adapt its use of the technical assistance. It is estimated that the city will use at least \$70,000 worth of credits in fiscal year 2022-23.

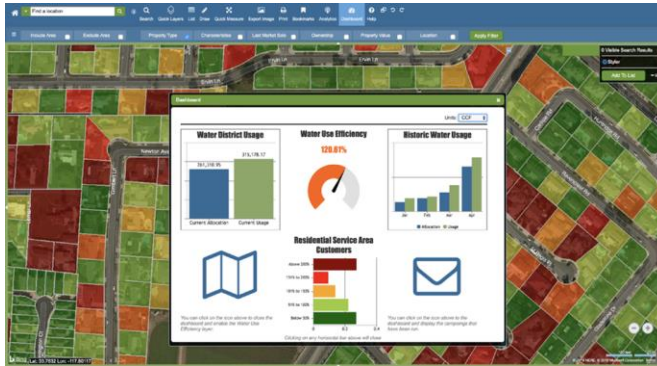
### Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

### Project Need

Annual consulting credit with ESRI to assist in GIS and data initiatives.

## Regulator Water Usage Analytics



**Project Funding Source:**

Utility Operating                   \$       50,000

**Managing Department:**

Information Technology

**Estimated Annual Costs**

**Increase/(Decrease):**

Operational                               42,000  
Replacement                               NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Utility Operating	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

### About This Project

Implement the Waterview Water Efficiency portal to assist the city in meeting legislatively established water conservation goals and reporting requirements.

After initial implementation, city staff estimate operational costs to increase by \$42,000 going forward. There is no replacement cost associated with this project.

### Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

### Project Need

The State of California has established water efficiency and allocation requirements as part of water conservation legislation, Senate Bill 606 and Assembly Bill 1668. These bills require urban water retail suppliers to develop annual urban water use objectives for their service areas that represent the total amount of efficiently used water that can be delivered to the service area. The District needs an application that analyzes data by the components of the water allocation and calculates water use efficiency to help meet the new water efficiency and allocation requirements and to provide the data needed for the annual reporting requirements which start November 2023.

# FOSTER A VIBRANT CIVIC ENGAGEMENT CULTURE

## Audiovisual Upgrades



**Project Funding Source:**  
Technology Investment \$ 1,125,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs**  
*Increase/(Decrease):*  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ 625,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,125,000

### About This Project

This project provides for upgrades and growth of the city's audiovisual equipment. The work landscape has changed—audiovisual equipment that previously supported in-person meetings in a room are now supporting meetings held virtually. The IT Department will update and maintain audiovisual equipment to meet this new work environment and other necessary enhancements to legacy technology.

There are no annual operational cost changes associated with this project. City staff cannot feasibly estimate replacement costs until after the new equipment is purchased.

### Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

### Project Need

This project allows for the standardization of audiovisual equipment within the city's work facilities so personnel can conduct business with internal and external resources virtually without the need to move between facilities for meetings.



# ENHANCE ACCESSIBILITY AND TRANSPARENCY

## Civic Engagement with Open Data



**Project Funding Source:**  
Technology Investment      \$      198,000

**Managing Department:**  
Innovation & Economic Development

**Estimated Annual Costs**  
*Increase/(Decrease):*  
Operational      175,000  
Replacement      NA

<b>Funding Source</b>	<b>Prior Year Budget</b>	<b>Req FY22-23 Budget</b>	<b>Est FY23-24 Budget</b>	<b>Est FY24-25 Budget</b>	<b>Est FY25-26 Budget</b>	<b>Est FY26-27 Budget</b>	<b>Total Budget</b>
Tech. Investment	\$ 180,000	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ 198,000

### About This Project

This project supports community engagement with city operations and makes government more open and accountable. An open data portal will provide a resource for citizen access to detailed financial, operational and historical datasets of city activity. City staff are requesting additional funding to cover design research services and increased licensing costs.

After initial implementation, staff estimate operational costs to increase by \$175,000 going forward. There is no replacement cost associated with this project.

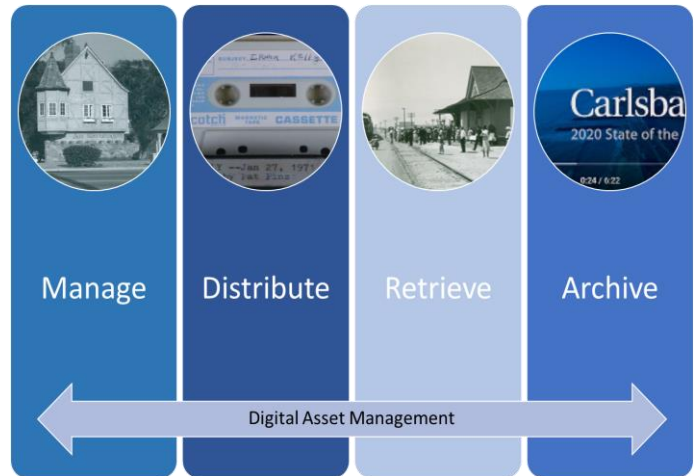
### Connected Carlsbad Goal

Enhance Accessibility and Transparency

### Project Need

Serving as the accessibility and transparency part of the Data Governance and Operational Analytics project, this project will leverage the city's data resources and deliver an online portal rich of city data to enable increased community engagement and transparency. It is anticipated that this project will also save staff time for all departments by reducing common public records requests by making these datasets always available online. This key project will facilitate a deeper understanding within the community and better inform residents that wish to know more about how their city operates. The data governance team will direct and oversee the open data online catalog and track access to these resources. Phase I will deliver a smaller set of data commonly requested by the public to an online platform. Phase II will expand the publicly available datasets to cover information from all departments and live progress on citywide initiatives and City Council goals.

## Enterprise Digital Asset Management



**Project Funding Source:**  
Technology Investment \$ 400,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs**  
*Increase/(Decrease):*  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ 50,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000

### About This Project

The city engaged with an outside consultant to complete an assessment that identified the functional and business requirements for an enterprise digital asset management solution that will provide for the storing, organizing, describing, accessing and preservation of digital assets. City staff will use these requirements to develop and issue a request for proposal, which will take place during fiscal year 2022-23. Staff are currently requesting funding for the acquisition and implementation of an enterprise digital asset management system.

At this time, depending on the identified solution, city staff cannot feasibly determine any operational or replacement costs.

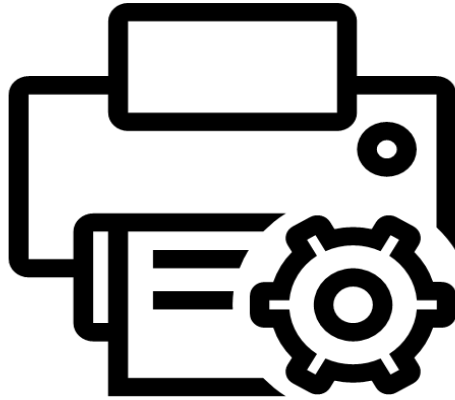
### Connected Carlsbad Goal

Enhance Accessibility and Transparency

### Project Need

Currently, the city has a wide range of digital assets maintained by numerous departments that are currently managed, stored, accessed and shared using a variety of methods. These digital assets range from unique archival documents, records, films, audio recordings, artwork and photos maintained by the Library & Cultural Arts Department, photos and videos related to the history of Leo Carrillo Ranch Historic Ranch maintained by Parks & Recreation Department, and photos of current events maintained by the Communications & Engagement Department. Storage of these assets varies from storage on an external hard drive, storage in SharePoint Digital Libraries or saved on network drives. As a result, no centralized environment exists to store and catalogue these assets, making it challenging to find, share and use these resources.

## Patron Print/Copy Management



**Project Funding Source:**

Technology Investment \$ 88,000

**Managing Department:**

Information Technology

**Estimated Annual Costs**

*Increase/(Decrease):*

*Operational* NA

*Replacement* NA

<b>Funding Source</b>	<b>Prior Year Budget</b>	<b>Req FY22-23 Budget</b>	<b>Est FY23-24 Budget</b>	<b>Est FY24-25 Budget</b>	<b>Est FY25-26 Budget</b>	<b>Est FY26-27 Budget</b>	<b>Total Budget</b>
Tech. Investment	\$ -	\$ 18,000	\$ 70,000	\$ -	\$ -	\$ -	\$ 88,000

### About This Project

This project replaces the existing print/copy management system used at the various library locations within the city. City staff will need to complete a request for proposal to identify and implement a new system.

At this time, city staff do not expect this project to result in an increase to operating or replacement costs.

### Connected Carlsbad Goal

Enhance Accessibility and Transparency

### Project Need

The existing agreement will expire in September 2022 and the Library & Cultural Arts Department is looking to enhance the current system.

## Virtual Permitting Counter (OpenCounter)



**Project Funding Source:**

Technology Investment \$ 84,000

**Managing Department:**

Information Technology

**Estimated Annual Costs**

*Increase/(Decrease):*

Operational 34,500

Replacement NA

	Prior Year	Req FY22-23	Est FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ 61,000	\$ -	\$ 23,000	\$ -	\$ -	\$ -	\$ 84,000

### About This Project

This project implements OpenCounter's Virtual Permitting Counter application. City staff adjusted the additional funding from fiscal year 2022-23 to fiscal year 2023-24 to better reflect the timing of this project.

After initial implementation, staff estimate operational costs to increase by \$34,500 going forward. There is no replacement cost associated with this project.

### Connected Carlsbad Goal

Enhance Accessibility and Transparency

### Project Need

Prior to determining what is required to establish a business or begin development in the City of Carlsbad, potential applicants typically must meet with city staff. Staff then work to educate the applicant on what is allowable from a zoning perspective, what type of plan cases and permits will be required, and how much permitting will cost. OpenCounter establishes an online virtual permitting counter that walks an applicant through much of this process online in a self-service portal.

# PROMOTE SECURITY AND SUSTAINABILITY THROUGH CONNECTIVITY

## Annual Hardware and Infrastructure Replacement



**Project Funding Source:**  
IT Replacement Fund \$ 5,465,436

**Managing Department:**  
Information Technology

**Estimated Annual Costs Increase/(Decrease):**  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
IT Replacement	Annual	\$ 790,436	\$ 1,030,000	\$ 1,485,000	\$ 1,110,000	\$ 1,050,000	\$ 5,465,436

### About This Project

This project provides for replacement equipment funding for scheduled replacement of laptops, desktops, internal servers, routers, switches, and other network and data center requirements.

There is no increase or decrease in operational costs associated with the annual replacement program. Due to the circular nature of the replacement program, replacement costs fluctuate annually depending on the hardware life cycles which can range from three years to 20 years.

### Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

### Project Need

Citywide hardware and infrastructure changes are necessary and ongoing. Replacement equipment is needed to support the city's technology infrastructure and department-specific needs.



## Computer Aided Dispatch



**Project Funding Source:**  
Technology Investment \$ 1,580,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs**  
*Increase/(Decrease):*  
Operational 170,000  
Replacement 90,000

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ 1,000,000	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ 1,580,000

### About This Project

The city purchased its current Public Safety Computer-Aided Dispatch system, or CAD, in 2005. Over the years, the current vendor provided a series of upgrades to the system as both needs and technology have evolved. Through a series of mergers and acquisitions, the city's current CAD system is now at the end of life, and the city must select a replacement CAD system to maintain the standards required by the State of California and expected by the citizens of Carlsbad. The city completed a request for proposal process and selected the Motorola CAD and in-car video system solution. The City Council approved the contract for this system on May 10, 2022.

With the selection of the CAD and in-car video system solution, city staff estimate the annual operating budget to increase by \$170,000 starting in fiscal year 2023-24. Staff estimate replacement costs to be \$90,000 annually for the in-car video system.

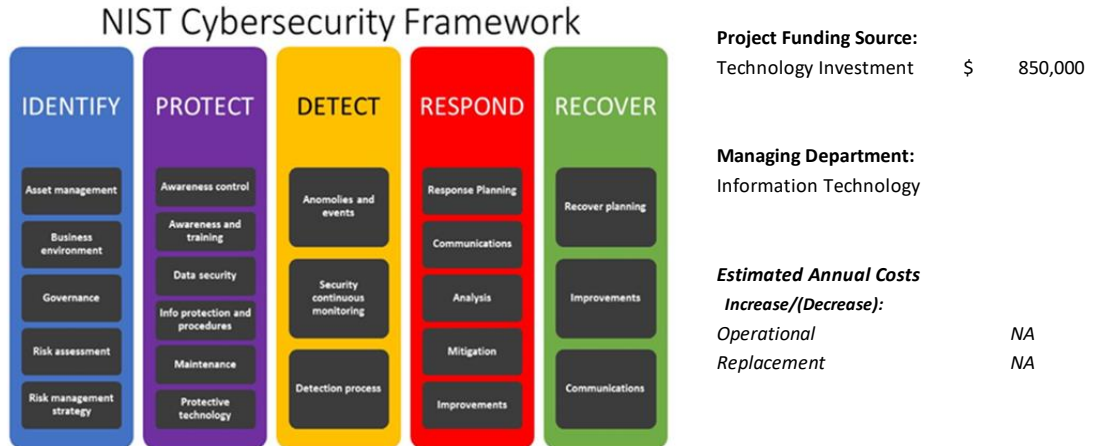
### Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

### Project Need

This project provides a new robust and reliable CAD system, designed to support law enforcement activities, that fully integrates with other system application components and meets the requirements established by the Department of Justice. The CAD solution shall include real-time mapping, automated vehicle location and a mobile data client. This mobile data client must include real-time integrated mobile mapping and AVL functionality that provides situational awareness and incident management tools to field personnel. The mobile application must be fully integrated with CAD software to ensure a seamless transfer of information between the CAD and Mobile applications, as well as the Police Department's Report Writing and Records Management Systems. The CAD configuration must address system redundancy factors and incorporate backup, failover and recovery solutions. The in-car video solution promotes officer safety by doubling as a forward facing LPR camera. The system also limits agency liability by automatically recording subjects placed in the backseat. Seamless integration with the proposed CAD system and real-time access to the camera views allow command staff to make informed situational awareness decisions with units out in the field.

## Cyber Security Program Development



Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ 350,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 850,000

### About This Project

The cybersecurity program provides support and protection to the City of Carlsbad so it can successfully accomplish its mission. As the threat landscape is changing and getting more sophisticated in lockstep with advances in technology, we need to ensure the city’s cybersecurity program is robust enough to keep threat actors from causing harm to the city.

To ensure we address the different areas and aspects of cybersecurity, city staff have developed and adopted an approach based on the National Institute of Standards and Technology Cybersecurity Framework to cybersecurity defense program which covers five functions:

- **Identify** – Develop the organizational understanding to manage cybersecurity risk to systems, assets, data and capabilities. The activities in the Identify function are foundational for effective use of the Framework. Understanding the business context, the resources that support critical functions, and the related cybersecurity risks enables an organization to focus and prioritize its efforts, consistent with its risk management strategy and business needs. Examples of outcome categories within this function include Asset Management, Business Environment, Governance, Risk Assessment and Risk Management Strategy.
- **Protect** – Develop and implement the appropriate safeguards to ensure delivery of critical infrastructure services. The Protect function supports the ability to limit or contain the impact of a potential cybersecurity event. Examples of outcome categories within this function include Access Control, Awareness and Training, Data Security, Information Protection Processes and Procedures, Maintenance, and Protective Technology.
- **Detect** – Develop and implement the appropriate activities to identify the occurrence of a cybersecurity event. The Detect function enables timely discovery of cybersecurity events. Examples of outcome categories within this function include Anomalies and Events, Security Continuous Monitoring, and Detection Processes.
- **Respond** – Develop and implement the appropriate activities to act regarding a detected cybersecurity event. The Respond function supports the ability to contain the impact of a potential cybersecurity event. Examples of outcome categories within this function include Response Planning, Communications, Analysis, Mitigation and Improvements.



- **Recover** – Develop and implement the appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to a cybersecurity event. The Recover function supports timely recovery to normal operations to reduce the impact from a cybersecurity event. Examples of outcome categories within this function include Recovery Planning, Improvements and Communications.

At this time, and depending on the types of programs implemented over the course of the project, city staff cannot feasibly determine any operational or replacement costs.

### Connected Carlsbad Goal

Promote Safety and Sustainability through Connectivity

#### Project Need

As a result of internal assessments and evaluations by external parties, city staff have identified certain initiatives within the five functions of the cybersecurity framework to translate into projects. Implementation of these projects will incur costs and require funding. The funding will cover assessment and evaluation, implementation, and staff training. Once the security infrastructure is in place, operational costs will move to the operation budget. City staff identified and planned the following projects for implementation:

- Disaster Recovery program assessment and development,
- Detection capability with security incident and event management technology,
- Cybersecurity governance program,
- Data classification tools, and
- Incident response procedure development and training.

## Electronic Patient Care Reporting



**Project Funding Source:**  
Technology Investment \$ 50,000

**Managing Department:**  
Information Technology

**Estimated Annual Costs**  
*Increase/(Decrease):*  
Operational NA  
Replacement NA

Funding Source	Prior Year Budget	Req FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Total Budget
Tech. Investment	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

### About This Project

This project implements the electronic patient care reporting system that is being used by the County of San Diego.

At this time, city staff do not expect this project to result in an increase to operating or replacement costs.

### Connected Carlsbad Goal

Promote Safety and Sustainability through Connectivity

### Project Need

The County of San Diego has requested that any agency in the county that provides Emergency Medical Service migrate to the electronic patient care reporting system that is used by the county. This will streamline Emergency Medical Service reporting requirements.



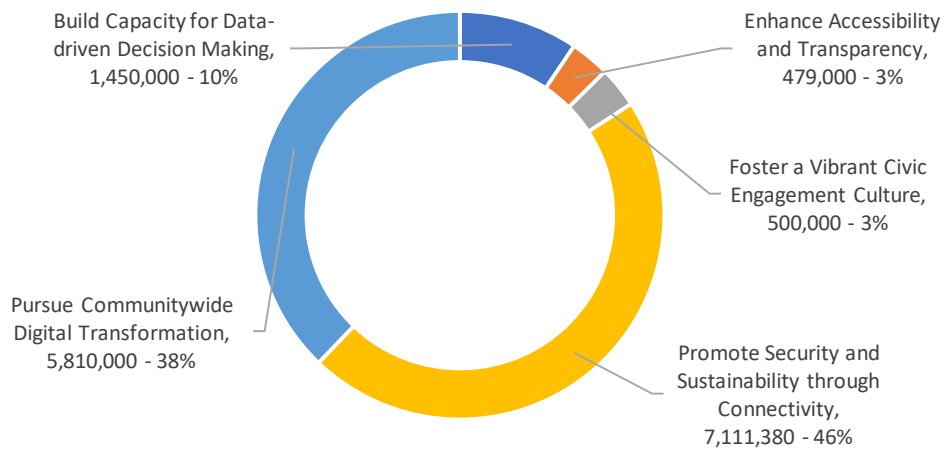


# FUTURE PROJECTS

## Estimated Fiscal Year 2022-23 through 2026-27 Appropriations by Goal

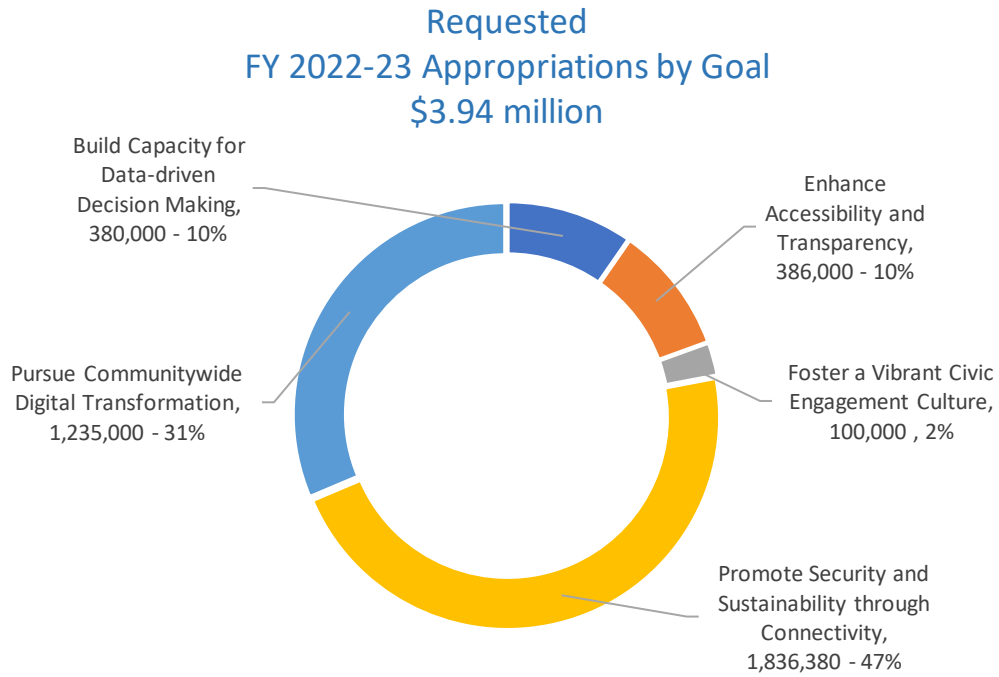
The City of Carlsbad’s SDTIP for fiscal year 2022-23 to fiscal year 2026-27 outlines 33 projects at an estimated total cost of \$27.34 million. Of the \$27.34 million, \$15.35 million is for new or increased funding for projects over the next five years. The information provided for future years reflects the most comprehensive snapshot of known or anticipated future projects as well as associated estimated costs.

Estimated Future Projects Costs by Goal  
FY 2022-23 to FY 2026-27  
\$15.35 million



## Estimated Fiscal Year 2022-23 Appropriations by Goal

The fiscal year 2022-23 SDTIP outlines \$3.94 million in new appropriations for fiscal year 2022-23 to provide additional funding for the continuation of existing projects as well as funding for new projects.



# FIVE-YEAR SCHEDULE OF PROJECTS BY CONNECTED CARLSBAD GOAL

Connected Carlsbad Goal	Funding Source	Funding ID	Project Type	Prior Appropriation	Requested Year 1 2022-23	Estimated Year 2 2023-24	Estimated Year 3 2024-25	Estimated Year 4 2025-26	Estimated Year 5 2026-27	Estimated Total Funding
<b>Pursue Communitywide Digital Transformation</b>										
Consolidation & Replacement of Core Systems	TICF	7009	Major	\$ 400,000	\$ 500,000	\$ 1,500,000	\$ 2,000,000	\$ -	\$ -	\$ 4,400,000
Digital Information Network	TICF	7007	Major	4,825,584	200,000	500,000	500,000	-	-	6,025,584
Enterprise Asset Management System	TICF	7013	Major	1,100,000	500,000	-	-	-	-	1,600,000
Project Portfolio Management Tool & Consulting	TICF	7004	Major	500,000	-	-	-	-	-	500,000
ServiceNow SAM Implementation	TICF	7015	Major	150,000	(150,000)	-	-	-	-	-
ServiceNow Service Portal	TICF	706	Major	150,000	-	-	-	-	-	150,000
Timekeeping System Upgrade	TICF	NA	Major	-	95,000	-	-	-	-	95,000
Utility Billing Automation	UEF	NA	Major	-	-	75,000	-	-	-	75,000
Utility Billing Portal	UEF	NA	Major	-	90,000	-	-	-	-	90,000
Global Positioning System (GPS) Technology Hardware	TICF	NA	Minor	45,916	-	-	-	-	-	45,916
<b>Pursue Communitywide Digital Transformation Total</b>										
				7,171,500	1,235,000	2,075,000	2,500,000	-	-	12,981,500
<b>Build Capacity for Data-driven Decision Making</b>										
Business Process Automation	TICF	NA	Major	-	150,000	-	-	-	-	150,000
Data Governance and Operational Analytics	TICF	7019	Major	295,000	110,000	100,000	-	-	-	505,000
Discovery Management Assessment	TICF	7020	Major	30,000	-	140,000	-	-	-	170,000
Meter Data Management/Utility Analytics	UEF	NA	Major	-	-	550,000	-	-	-	550,000
Professional Technical Services for Data Project/Delivery	TICF	NA	Major	-	70,000	70,000	70,000	-	70,000	350,000
Regulatory Water Usage Analytics (Operating Funds)	UEF	NA	Major	-	50,000	-	-	-	-	50,000
<b>Build Capacity for Data-driven Decision Making Total</b>										
				325,000	380,000	860,000	70,000	70,000	70,000	1,775,000
<b>Foster a Vibrant Civic Engagement Culture</b>										
Audio Visual Upgrades	TICF	7000	Major	625,000	100,000	100,000	100,000	100,000	100,000	1,125,000
Digital Engagement & Analytics Consultant	TICF	7008	Major	200,000	-	-	-	-	-	200,000
Outdoor Wireless Study	TICF	7014	Major	100,000	-	-	-	-	-	100,000
<b>Foster a Vibrant Civic Engagement Culture Total</b>										
				925,000	100,000	100,000	100,000	100,000	100,000	1,425,000
<b>Enhance Accessibility and Transparency</b>										
Civic Engagement with Open Data	TICF	7017	Major	180,000	18,000	-	-	-	-	198,000
Exploration Hub Audio Visual Upgrade	TICF	7023	Major	41,852	-	-	-	-	-	41,852
Enterprise Digital Asset Management	TICF	7022	Major	50,000	350,000	-	-	-	-	400,000
Next Generation Online Catalog	TICF	7024	Major	40,000	-	-	-	-	-	40,000
Online Permitting/Electronic Reviews (E-Reviews)	TICF	7025	Major	645,000	-	-	-	-	-	645,000
Patron Print/Copy Management	TICF	NA	Major	-	18,000	70,000	-	-	-	88,000
Virtual Permitting Counter (OpenCounter)	TICF	7026	Major	61,000	-	23,000	-	-	-	84,000
<b>Enhance Accessibility and Transparency Total</b>										
				1,017,852	386,000	93,000	-	-	-	1,496,852
<b>Promote Security and Sustainability through Connectivity</b>										
Annual Hardware and Infrastructure Replacement	ITRF	NA	Major	1,102,635	790,000	1,030,000	1,485,000	1,110,000	1,050,000	6,567,635
Business Process Documentation	TICF	NA	Major	-	150,000	-	-	-	-	150,000
Computer Aided Dispatch (CAD)	TICF	7018	Major	1,000,000	580,000	-	-	-	-	1,580,000
Cyber Security Program Development	TICF	7012	Major	350,000	100,000	100,000	100,000	100,000	100,000	850,000
Electronic Patient Care Reporting	TICF	NA	Major	-	50,000	-	-	-	-	50,000
Facility Security Master Plan	TICF	7003	Major	100,000	100,000	100,000	100,000	-	-	400,000
Live 911	TICF	NA	Major	-	66,380	-	-	-	-	66,380
<b>Promote Security and Sustainability through Connectivity Total</b>										
				2,552,635	1,836,380	1,230,000	1,685,000	1,210,000	1,150,000	9,664,015
<b>Projects Total</b>										
				\$ 11,991,987	\$ 3,937,380	\$ 4,358,000	\$ 4,355,000	\$ 1,380,000	\$ 1,320,000	\$ 27,342,367
<b>Funding Source Abbreviations</b>										
Information Technology Replacement Fund = ITRF										
Technology Investment Capital Fund = TICF										
Utilities Enterprise Funds (Operating or Capital) = UEF										

# FIVE-YEAR SCHEDULE OF PROJECTS BY FUND

Connected Carlsbad Goal Project Name	Funding Source	Connected Carlsbad Goal	Funding ID	Project Type	Prior Appropriation	Requested Year 1 2022-23	Estimated Year 2 2023-24	Estimated Year 3 2024-25	Estimated Year 4 2025-26	Estimated Year 5 2026-27	Estimated Total Funding	
<b>Technology Investment Capital Fund</b>												
Audio Visual Upgrades	TICF	FVCEC	7000	Major	\$ 625,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,125,000	
Business Process Automation	TICF	BCDDM	NA	Major	-	150,000	-	-	-	-	150,000	
Business Process Documentation	TICF	PSSC	NA	Major	-	150,000	-	-	-	-	150,000	
Civic Engagement with Open Data	TICF	EAT	7017	Major	180,000	-	-	-	-	-	180,000	
Computer Aided Dispatch (CAD)	TICF	PSSC	7018	Major	1,000,000	-	-	-	-	-	1,580,000	
Consolidation & Replacement of Core Systems	TICF	PCDT	7009	Major	400,000	1,500,000	2,000,000	-	-	-	4,400,000	
Cyber Security Program Development	TICF	PSSC	7012	Major	350,000	100,000	100,000	100,000	100,000	-	850,000	
Data Governance and Operational Analytics	TICF	BCDDM	7019	Major	295,000	100,000	-	-	-	-	505,000	
Digital Engagement & Analytics Consultant	TICF	FVCEC	7008	Major	200,000	-	-	-	-	-	200,000	
Digital Information Network	TICF	PCDT	7007	Major	4,825,584	500,000	500,000	-	-	-	6,025,584	
Discovery Management Assessment	TICF	BCDDM	7020	Major	30,000	140,000	-	-	-	-	170,000	
Electronic Patient Care Reporting	TICF	PSSC	NA	Major	-	50,000	-	-	-	-	50,000	
Enterprise Asset Management System	TICF	PCDT	7013	Major	1,100,000	500,000	-	-	-	-	1,600,000	
Enterprise Digital Asset Management	TICF	EAT	7022	Major	50,000	-	-	-	-	-	400,000	
Exploration Hub Audio Visual Upgrade	TICF	EAT	7023	Major	41,852	-	-	-	-	-	41,852	
Facility Security Master Plan	TICF	PSSC	7003	Major	100,000	100,000	-	-	-	-	400,000	
Live 911	TICF	PSSC	NA	Major	-	66,380	-	-	-	-	66,380	
Next Generation Online Catalog	TICF	EAT	7024	Major	40,000	-	-	-	-	-	40,000	
Online Permitting/Electronic Reviews (E-Reviews)	TICF	EAT	7025	Major	645,000	-	-	-	-	-	645,000	
Outdoor Wireless Study	TICF	FVCEC	NA	Major	100,000	-	-	-	-	-	100,000	
Patron Print/Copy Management	TICF	EAT	NA	Major	-	18,000	70,000	-	-	-	88,000	
Professional Technical Services for Data Project Delivery	TICF	BCDDM	NA	Major	-	70,000	70,000	70,000	70,000	-	350,000	
Project Portfolio Management Tool & Consulting	TICF	PCDT	7004	Major	500,000	-	-	-	-	-	500,000	
ServiceNow SAM Implementation	TICF	PCDT	7015	Major	150,000	(150,000)	-	-	-	-	-	
ServiceNow Service Portal	TICF	PCDT	7016	Major	150,000	-	-	-	-	-	150,000	
Timekeeping System Upgrade	TICF	PCDT	NA	Major	-	95,000	-	-	-	-	95,000	
Virtual Permitting Counter (OpenCounter)	TICF	EAT	7026	Major	61,000	23,000	-	-	-	-	84,000	
Global Positioning System (GPS) Technology Hardware	TICF	PCDT	NA	Minor	45,916	-	-	-	-	-	45,916	
<b>Technology Investment Capital Fund Total</b>					10,889,352	3,007,380	2,703,000	2,870,000	270,000	270,000	20,009,732	
<b>Information Technology Replacement Fund</b>												
Annual Hardware and Infrastructure Replacement	ITRF	PSSC	NA	Major	1,102,635	790,000	1,030,000	1,485,000	1,110,000	1,050,000	6,567,635	
<b>Utilities Enterprise Funds (Operating or Capital)</b>												
Meter Data Management/Utility Analytics	UEF	BCDDM	NA	Major	-	-	550,000	-	-	-	550,000	
Regulatory Water Usage Analytics (Operating Funds)	UEF	BCDDM	NA	Major	-	50,000	-	-	-	-	50,000	
Utility Billing Automation	UEF	PCDT	NA	Major	-	75,000	-	-	-	-	75,000	
Utility Billing Portal	UEF	PCDT	NA	Major	-	90,000	-	-	-	-	90,000	
<b>Total Utilities Enterprise Funds (Operating or Capital)</b>					-	140,000	625,000	-	-	-	765,000	
<b>Projects Total</b>					<b>\$ 11,991,987</b>	<b>\$ 3,937,380</b>	<b>\$ 4,358,000</b>	<b>\$ 4,355,000</b>	<b>\$ 1,380,000</b>	<b>\$ 1,320,000</b>	<b>\$ 27,342,367</b>	

**Connected Carlsbad Goal Abbreviations**

Build Capacity for Data-driven Decision Making = BCDDM  
 Enhance Accessibility and Transparency = EAT  
 Foster a Vibrant Civic Engagement Culture = FVCEC  
 Promote Security and Sustainability through Connectivity = PSSC  
 Pursue Communitywide Digital Transformation = PCDT



# PROJECT FUNDING SOURCES

**Technology Investment Capital Fund** – Funds set aside on a yearly basis to fund ongoing SDTIP digital transformation and technology projects. Revenue is mostly comprised of an annual General Fund transfer, estimated based on a portion of the transfer of 6% of General Fund revenues, in accordance with Council Policy No. 91 – Long Term General Fund Capital Funding Policy.

## TECHNOLOGY INVESTMENT CAPITAL FUND Revenue Estimates Schedule

FY 2021-22 Projected Revenue	\$ 10,739,000
FY 2022-23 Estimated Revenue	\$ 4,028,000

## Budget Expenditure Schedule

FY 2022-22 Estimated Exenditures	\$ 1,615,320
FY 2022-23 Continuing Appropriations	\$ 6,084,520
FY 2022-23 New Appropriations	\$ 3,007,380
FY 2022-23 Total Appropriations	\$ 9,091,900

**Information Technology Replacement Fund** – Funds are collected annually from the city’s operating departments as part of the IT Department internal service fund chargeback; charges are based on an asset’s lifecycle and original cost. These funds are used to replace assets at the end of their useful lives.

## Utilities Enterprise Funds (Operating or Capital) –

For information regarding the Utilities Enterprise Funds, please see the Public Works Section of the Fiscal Year 2022-23 Operating Budget and for the Capital Funds please see the CIP Section of the Fiscal Year 2022-23 Operating Budget.

# FUNDING SOURCES

## TECHNOLOGY INVESTMENT CAPITAL FUND FUNDS AVAILABILITY PROJECTION

	Estimated Balance 2021-22	Requested Year 1 2022-23	Estimated Year 2 2023-24	Estimated Year 3 2024-25	Estimated Year 4 2025-26	Estimated Year 5 2026-27
Beginning Available Balance		\$ 3,039,160	\$ 4,059,780	\$ 5,542,780	\$ 6,972,780	\$ 11,114,780
Transfers In		3,956,000	4,096,000	4,187,000	4,271,000	4,381,000
Interest Revenue		72,000	90,000	113,000	141,000	176,000
Project Appropriations		3,007,380	2,703,000	2,870,000	270,000	270,000
Ending Available Balance		\$ 4,059,780	\$ 5,542,780	\$ 6,972,780	\$ 11,114,780	\$ 15,401,780
<b>Balance Available for Future Projects</b>		\$ 3,039,160				

## INFORMATION TECHNOLOGY DEPARTMENT REPLACEMENT FUND FUNDS AVAILABILITY PROJECTION

	Balance 2021-22	Requested Year 1 2022-23	Estimated Year 2 2023-24	Estimated Year 3 2024-25	Estimated Year 4 2025-26	Estimated Year 5 2026-27
Beginning Available Balance	\$ 1,654,923	\$ 2,349,929	\$ 2,669,929	\$ 2,534,929	\$ 2,534,929	\$ 2,774,929
Replacement Cost Revenue		1,485,006	1,350,000	1,350,000	1,350,000	1,350,000
Replacement Appropriations		790,000	1,030,000	1,485,000	1,110,000	1,050,000
Ending Available Balance		\$ 2,349,929	\$ 2,669,929	\$ 2,534,929	\$ 2,774,929	\$ 3,074,929
<b>Estimated Available Funds</b>	\$ 1,654,923					

# FISCAL YEAR 2022-23 ROADMAP

## Strategic Digital Transformation Investment Program FY 2022-23 Schedule

Legend: <span style="background-color: #0070C0; color: white; padding: 2px;">Project</span> <span style="background-color: #D9D9D9; color: black; padding: 2px;">Ongoing</span>													
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Pursue Community Wide Digital Transformation	Consolidation & Replacement of Core Systems	Assessment		Decision			Ongoing						
	Digital Information Network												
	Enterprise Asset Management												
	Project Portfolio Management												
	ServiceNow Service Portal												
	Timekeeping System Upgrade												
	Utility Billing Portal												
Global Positioning System (GPS) Technology Hardware													
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Build Capacity for Data-driven Decision Making	Business Process Automation												
	Data Governance and Operational Analytics												
	Professional Technical Services for Data Project Delivery												
	Regulatory Water Usage Analytics												
	Global Positioning System (GPS) Technology Hardware												
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Foster a Vibrant Civic Engagement Culture	Audio Visual Upgrades												
	Outdoor Wireless Study												
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Enhance Accessibility and Transparency	Civic Engagement with Open Data												
	Exploration Hub Audio Visual Upgrade												
	Enterprise Digital Asset Management												
	Next Generation Online Catalog												
	Online Permitting/Electronic Reviews (E-Review)												
	Patron Print/Copy Management												
	Virtual Permitting Counter (OpenCounter)												
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Promote Safety and Sustainability through Connectivity	Annual Hardware and Infrastructure Replacement												
	Business Process Documentation												
	Computer Aided Dispatch (CAD)												
	Cyber Security Program Development												
	Electronic Patient Care Reporting												
Ensure Adoption of Relevant New Technologies are Mirrored into EOC													
Facility Security Master Plan													
Live911													
Traffic Management Functionality Enhancement													

# FIVE-YEAR ROADMAP

Strategic Digital Transformation Investment Program - 5-Year Roadmap		Legend:																
		Prior Years			In progress			Approved			Evaluating			Ongoing				
GOAL	INITIATIVES	Prior Years	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Pursue Community Wide Digital Transformation	Consolidation & Replacement of Core Systems																	
	Digital Information Network																	
	Enterprise Asset Management System																	
	Project Portfolio Management Tool & Consulting																	
	ServiceNow Service Portal																	
	Timekeeping System Upgrade																	
	Utility Billing Automation																	
	Utility Billing Portal																	
	Global Positioning System (GPS) Technology Hardware																	
	Transition to a Single Identity for Users of City Services																	
Build Capacity for Data-driven Decision Making	Business Process Automation																	
	Data Governance and Operational Analytics																	
	Discovery Management Assessment																	
	Meter Data Management/Utility Analytics																	
	Professional Technical Services for Data Project Delivery																	
	Regulatory Water Usage Analytics																	
Foster a Vibrant Civic Engagement Culture	Audio Visual Upgrades																	
	Digital Engagement & Analytics Consultant																	
	Outdoor Wireless Study																	
Enhance Accessibility and Transparency	Civic Engagement with Open Data																	
	Exploration Hub Audio Visual Upgrade																	
	Enterprise Digital Asset Management																	
	Next Generation Online Catalog																	
	Online Permitting/Electronic Reviews (E-Review)																	
	Patron Print/Copy Management																	
	Virtual Permitting Counter (OpenCounter)																	
Promote Safety and Sustainability through Connectivity	Annual Hardware and Infrastructure Replacement																	
	Business Process Documentation																	
	Computer Aided Dispatch (CAD)																	
	Cyber Security Program Development																	
	Electronic Patient Care Reporting																	
	Facility Security Master Plan																	
	Live 911																	
	Traffic Management Functionality Enhancement																	
	Ensure Adoption of Relevant New Technologies are Mirrored into EOC																	



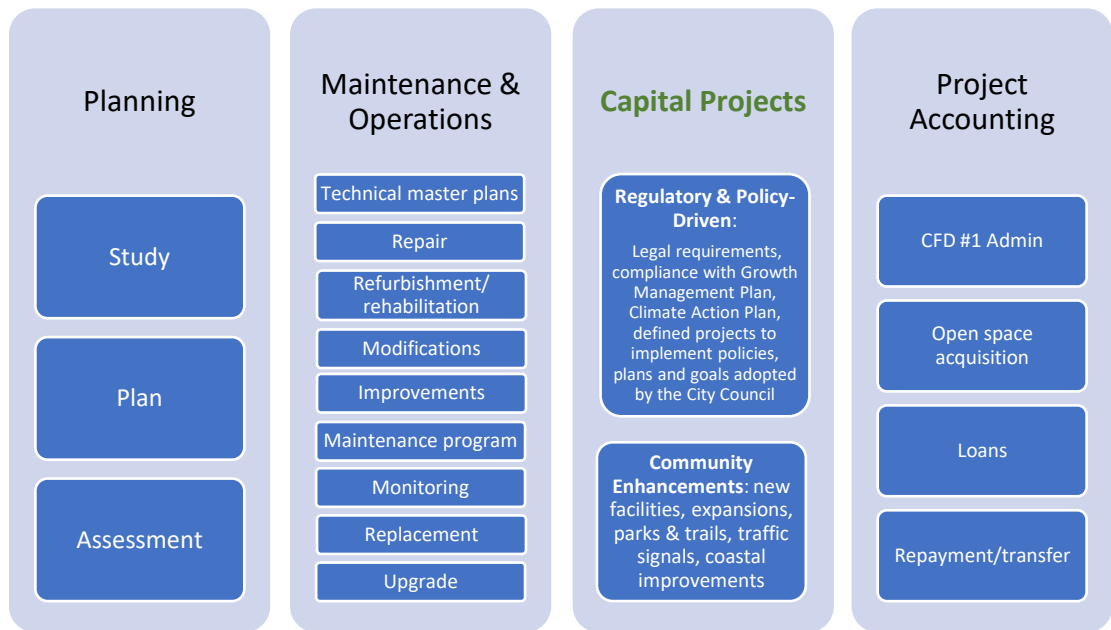
# CAPITAL IMPROVEMENT PROGRAM

The City of Carlsbad Capital Improvement Program reflects the city’s ongoing commitment to maintaining the highest standards of quality facilities for our community today and in the future. It is a planning document, not a commitment for spending. The 15-year program outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures.

Projects that are shown in the CIP are generally defined as any construction, rehabilitation or replacement of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities, water, sewer and drainage facilities, and other facilities that are located on or in the ground. In most cases, the total construction cost of each of these assets is recorded and tracked as part of the city’s inventory of capital infrastructure assets and other city-owned property.

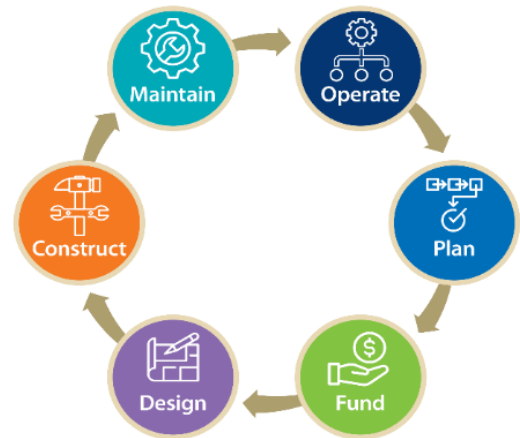
Once the City Council adopts the proposed annual CIP budget, projects receive an appropriation that authorizes spending in the amount specified for the adopted fiscal year only. Estimated budget information is shown for a 15-year period to provide the most comprehensive information about known future projects. Spending authority in future years is not granted until adoption of the annual proposed CIP budget associated with each year.

The CIP is organized by the following project classifications:



## INVESTING IN OUR QUALITY OF LIFE

The City of Carlsbad’s philosophy is to take a proactive, long-range planning approach to building high quality facilities and infrastructure that support the needs and priorities of the community. Prudent financial planning has ensured ongoing funding to modernize, repair, and replace existing infrastructure projects through numerous asset management programs. Since the city applies a comprehensive asset management approach to infrastructure planning and budgeting it is able to avoid more costly unexpected repairs or operational needs and minimize the burden on emergency expenditures.



As the city continues to grow and develop, there is a corresponding increase in the demand for development-related services and new facilities. To ensure that the necessary infrastructure and facilities are built on a schedule that meets or exceeds this demand, the citizens of Carlsbad adopted a Growth Management Plan in 1986. The plan was established to manage development within the city by linking residential, commercial, and industrial development directly to standards for availability of public services and facilities.

The Growth Management Plan states that unless a standard level of facilities is available to meet new demands resulting from the city’s growth, development cannot proceed. Recently, certain actions, such as imposing a moratorium, have been determined to be impermissible by the California Housing and Community Development Department, per Senate Bill 330, Housing Crisis Act of 2019, which became effective on Jan. 1, 2020.

The detailed level of planning required by Growth Management has allowed the city’s CIP to anticipate the funding needed for capital improvements in the next 15 years. Facilities such as community centers, parks and fire stations have been constructed and opened to the public under this program.

The CIP has been designed to specifically address areas where new or expanded facilities will be needed to maintain compliance with the adopted performance standards. With the adoption of the fiscal year 2022-23 CIP, compliance with the Growth Management Plan is continued.

## PROJECT EVALUATION

Development of the CIP is a team effort involving all operational departments, the City Manager’s Office, the City Council, and the community. Community feedback on infrastructure needs is considered and incorporated as appropriate. The CIP is fully vetted at multiple levels of the city organization by appropriate staff using an inclusive and transparent process and reviewed on a quarterly basis.

Projects were evaluated for the ability to deliver realistic outcomes considering anticipated revenue decreases in some capital funding sources. The city remains focused on matching existing resources with reasonable and achievable project schedules while continuing to work on projects that are already underway. Existing project balances were evaluated to determine whether additional funding was needed or if the existing balances were adequate. Funding recommendations were matched against project timing and balanced against available funding sources.

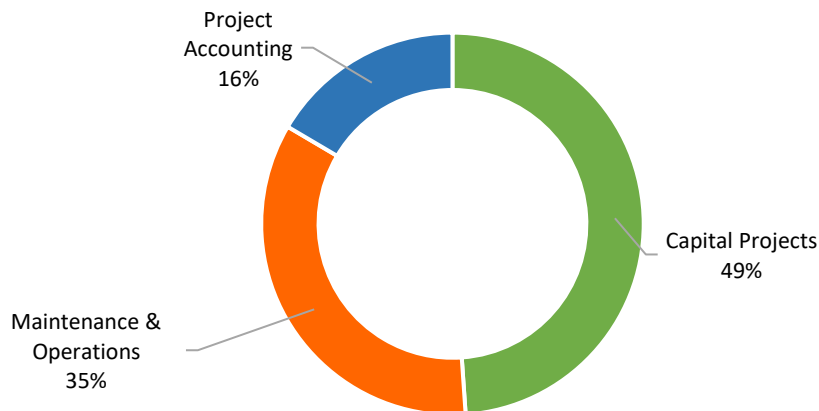


As the CIP is implemented throughout the year, staff continually re-evaluate projects’ scopes, costs and schedules to responsibly and cost-effectively manage infrastructure assets at the required levels of service throughout their lifecycle. Recommendations for project funding consider current project status, project scheduling and sequencing requirements, project constraints, and current staff capacity. Project charters are updated to include project description, location, summary of need, justification including any legislative or policy citations, cost estimates, and project scores.

### FISCAL YEAR 2022-23 APPROPRIATIONS BY CATEGORY

In the fiscal year 2022-23 CIP, there are approximately 226 continuing and new projects planned over the next 15 years. The fiscal year 2022-23 CIP outlines \$42.6 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for 14 new projects. Projected revenues during the same fiscal year are estimated at \$59.5 million.

#### FY 2022-23 Appropriations by Category \$42.6 million



## FISCAL YEAR 2022-23 APPROPRIATIONS BY PROJECT TYPE



### Civic Buildings and Facility Maintenance

\$1.7 million

This category includes a variety of facilities such as fire stations, libraries and the new City Hall. Costs include repair, maintenance and replacement of civic buildings.



### Parks

\$1.8 million

Projects include improvements and enhancements to existing parks, such as playground resurfacing, picnic areas and other needs identified by the community and in recently updated parks master plans.



### Drainage

\$3.3 million

The city's drainage infrastructure plays an important role in handling storm water runoff flows, as well as maintaining the water quality of the city's creeks, lagoons and ocean. As the city continues to age, it is increasingly necessary to balance repairing and replacing the existing lines with enhancing the current infrastructure to accommodate future needs.



### Sewer

\$13.9 million

The city's sewer, or wastewater, projects include numerous pipeline construction and rehabilitation projects, as well as improvements to the Encina Wastewater Treatment facility. Most new lines are built and paid for with impact fees collected with new development.



### Water and Recycled Water

\$2.8 million

Future water and recycled water projects include construction of new pipelines, replacement of existing waterlines and reservoir improvements. The Carlsbad Municipal Water District has been producing and delivering recycled water for over 30 years.



### Transportation

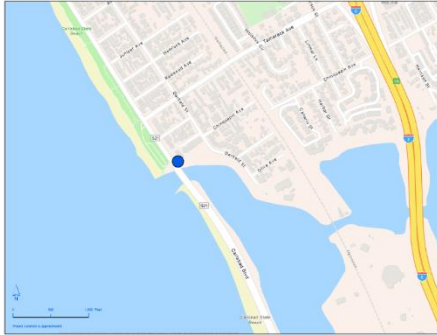
\$19 million

People of all ages and abilities want to go places safely and conveniently in Carlsbad, whether they drive, walk, bike, or ride a bus or train. The city continues to invest in modernizing roads, leveraging technology to improve traffic systems, and making timely repairs and rehabilitation of the roadways, bridges, sidewalks and other assets in public rights of way throughout the city.



# NEW CAPITAL IMPROVEMENT PROJECTS

## Chinquapin Lift Station Improvements



**Managing Department:** Utilities  
**Classification:** Capital Project  
**Funding Source:** Sewer Replacement

<b>Budget</b>	
<b>FY23</b>	<b>\$ 300,000</b>
<b>FY24</b>	<b>\$ 920,000</b>
<b>TOTAL</b>	<b>\$ 1,220,000</b>

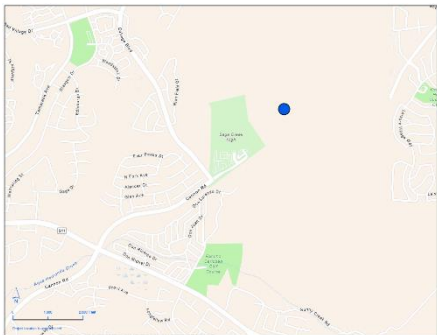
### About This Project

The project will replace the generator and electrical equipment and construct a building to reduce corrosion of the electrical gear.

### Project Need

Expansion of the enclosure is required to meet the electrical code. Salt laden air causes premature corrosion of electrical equipment, and a climate-controlled building is necessary. Generator replacement will provide continued reliability. The project is consistent with California Electrical Code.

## C-Tank Access Road Repair and Electrical Improvement



**Managing Department:** Utilities  
**Classification:** Capital Project  
**Funding Source:** Recycled Replacement, Recycled Connection

<b>Budget</b>	
<b>FY23</b>	<b>\$ 300,000</b>
<b>FY25</b>	<b>\$ 1,590,000</b>
<b>TOTAL</b>	<b>\$ 1,890,000</b>

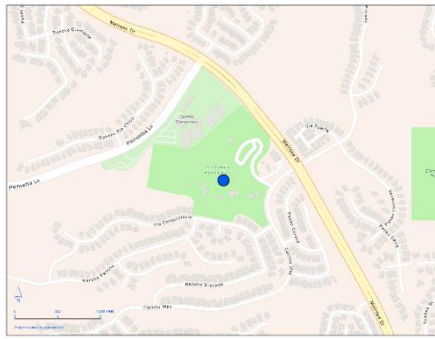
### About This Project

The project will repair asphalt and unimproved portions of the access road to maintain vehicle access to the reservoir. The project will provide electrical service from the end of Bobcat Boulevard to the reservoir for future Supervisory Control and Data Acquisition, or SCADA, and communications purposes.

### Project Need

Ensures access to the facility is preserved and provides future SCADA and communication capabilities.

## Leo Carrillo Ranch Park Phase 3B



**Managing Department:** Parks and Recreation

**Classification:** Capital Project

**Funding Source:** Park-in-Lieu Southeast

**Budget**

FY25	\$ 500,000
FY26	\$ 500,000
FY27	\$ 1,400,000

**TOTAL** \$ 2,400,000

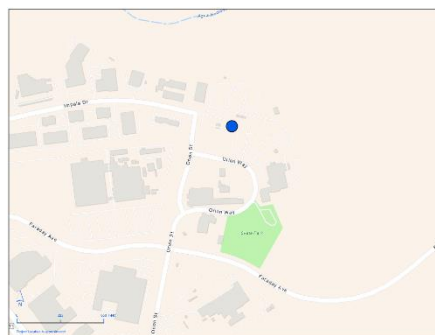
### About This Project

The individual projects that comprise the Leo Carrillo Ranch Park Phase 3B Project were included in the 1998 City Council approved (AB #14,521, Jan. 13, 1998) Leo Carrillo Ranch Master Plan. In 2014, the city held a public workshop on prioritization of the park’s individual projects for future planning and cost estimating purposes. The details of this project were prioritized by stakeholder and staff feedback received at that workshop. The project will include updates and improvements to the Carriage House, the Caretaker’s Residence, Botanical Garden, West Meadow, Botanical Trail, Arbor, and Feed Storage Building/Tack Shed. This prioritization of the park’s individual projects was affirmed via the 2015 Parks & Recreation Department Master Plan.

### Project Need

The Phase 3B project is consistent with the City Council approved 1998 Leo Carrillo Ranch Park Master Plan and the City Council adopted 2015 Parks & Recreation Department Master Plan (Park, Facility and Program Rankings).

## Orion Complex Energy Storage



**Managing Department:** Facilities

**Classification:** Planning

**Funding Source:** General Capital Construction

**Budget**

FY27	\$ 250,000
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**TOTAL** \$ 250,000

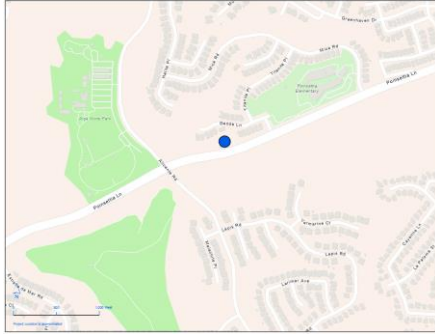
### About This Project

Study feasibility of alternative energy generation and storage, such as a microgrid, to support city facilities located along Orion Way.

### Project Need

If feasible, the project could offset ongoing energy costs and contribute to the city’s use of renewable energy sources.

## Poinsettia Lift Station Rehabilitation



**Managing Department:** Utilities  
**Classification:** Capital Project  
**Funding Source:** Sewer Replacement

<b>Budget</b>	
<b>FY24</b>	<b>\$ 2,500,000</b>
<b>TOTAL</b>	<b>\$ 2,500,000</b>

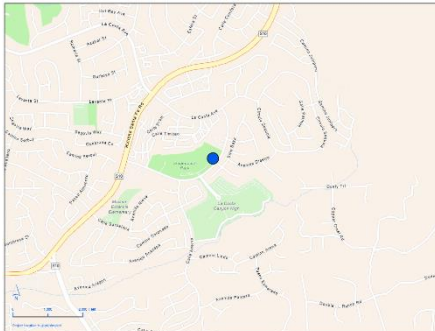
### About This Project

Replacement of the three pumps and related mechanical equipment and electrical and odor control improvements.

### Project Need

Improvements will provide continued functionality of a critical wastewater facility and mitigate potential of Sanitary Sewer Overflows.

## Stagecoach Community Park Community Gardens



**Managing Department:** Parks and Recreation  
**Classification:** Capital Project  
**Funding Source:** Park-in-Lieu Southeast

<b>Budget</b>	
<b>FY23</b>	<b>\$ 225,000</b>
<b>FY24</b>	<b>\$ 200,000</b>
<b>TOTAL</b>	<b>\$ 425,000</b>

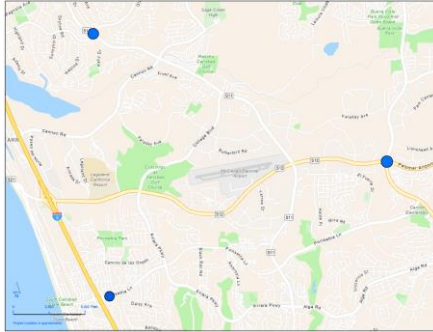
### About This Project

The maintenance yard has become available for a new use. Staff proposes converting maintenance yard at Stagecoach Park into a raised container community garden. Project will include 20 raised planting beds, kiosk, composting bins, tool storage and benches.

### Project Need

To address demand for community gardens in southeast quadrant. The project is consistent with the Parks and Recreation Master Plan.

## Traffic Signal Right Turn Overlaps



**Managing Department:** Transportation  
**Classification:** Capital Project  
**Funding Source:** Gas Tax

<b>Budget</b>	
FY23	\$ 150,000
<b>TOTAL</b>	<b>\$ 150,000</b>

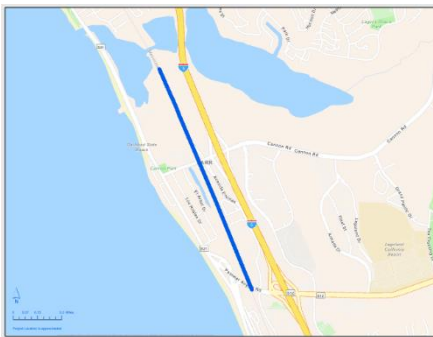
### About This Project

Traffic signal modification to provide right turn overlap phase at Poinsettia/Paseo Del Norte southbound approach, El Camino Real/Tamarack Avenue northbound approach, and Palomar Airport Road/Melrose Drive eastbound approach.

### Project Need

Right turn overlap phasing improves traffic flow through an intersection by allowing right turns to occur at the same time as the protected left turn movement on the intersecting road. This improves traffic flow efficiency while also reducing vehicle idling and emissions.

## Vista/Carlsbad Interceptor – Point Repair Reaches VC13 & VC14



**Managing Department:** Utilities  
**Classification:** Maintenance and Operations  
**Funding Source:** Sewer Replacement

<b>Budget</b>	
FY23	\$ 200,000
FY24	\$ 600,000
FY25	\$ 600,000
<b>TOTAL</b>	<b>\$ 1,400,000</b>

### About This Project

Rehabilitate approximately 8,600 lineal feet of existing 42-inch diameter interceptor sewer pipeline and manholes with cured-in-place pipe. Carlsbad shares the total cost of the project with the City of Vista as a percentage of capacity.

### Project Need

The existing 42-inch sewer is plastic lined and was constructed in the 1960s. Due to age and deformations in plastic liner, a comprehensive rehabilitation is needed.

## Village Decorative Lighting – Carlsbad Village Drive from Harding Street to Ocean Street



**Managing Department:** Transportation  
**Classification:** Capital Project  
**Funding Source:** General Capital Construction

<b>Budget</b>	
<b>FY23</b>	<b>\$ 400,000</b>
<b>TOTAL</b>	<b>\$ 400,000</b>

### About This Project

Install decorative lighting solutions along streets as prioritized in Phase 3 of the 2019 Village Decorative Lighting Study.

### Project Need

Recommended in the 2019 Village Decorative Lighting Study and requested to be accelerated by City Council on May 3, 2022.

## Village Decorative Lighting – Train Station Area



**Managing Department:** Transportation  
**Classification:** Capital Project  
**Funding Source:** General Capital Construction

<b>Budget</b>	
<b>FY24</b>	<b>\$ 800,000</b>
<b>TOTAL</b>	<b>\$ 800,000</b>

### About This Project

Install decorative lighting solutions along streets as prioritized in Phase 4 of the 2019 Village Decorative Lighting Study.

### Project Need

Recommended in the 2019 Village Decorative Lighting Study and requested to be accelerated by City Council on May 3, 2022.

## Village Decorative Lighting – Hospitality District



**Managing Department:** Transportation  
**Classification:** Capital Project  
**Funding Source:** General Capital Construction

<b>Budget</b>	
<b>FY24</b>	<b>\$ 800,000</b>
<b>TOTAL</b>	<b>\$ 800,000</b>

### About This Project

Install decorative lighting solutions along streets as prioritized in Phase 5 of the 2019 Village Decorative Lighting Study.

### Project Need

Recommended in the 2019 Village Decorative Lighting Study and requested to be accelerated by City Council on May 3, 2022.

## Village Decorative Lighting – Gateway Lighting



**Managing Department:** Transportation  
**Classification:** Capital Project  
**Funding Source:** General Capital Construction

<b>Budget</b>	
<b>FY24</b>	<b>\$ 900,000</b>
<b>TOTAL</b>	<b>\$ 900,000</b>

### About This Project

Install decorative lighting solutions along streets as prioritized in Phase 6 of the 2019 Village Decorative Lighting Study.

### Project Need

Recommended in the 2019 Village Decorative Lighting Study and requested to be accelerated by City Council on May 3, 2022.

## Village Decorative Lighting – Pedestrian Lampposts Oak Avenue



**Managing Department:** Transportation  
**Classification:** Capital Project  
**Funding Source:** General Capital Construction

<b>Budget</b>	
<b>FY24</b>	<b>\$ 450,000</b>
<b>TOTAL</b>	<b>\$ 450,000</b>

### About This Project

Install decorative lighting solutions along streets as prioritized in Phase 7.1 of the 2019 Village Decorative Lighting Study.

### Project Need

Recommended in the 2019 Village Decorative Lighting Study and requested to be accelerated by City Council on May 3, 2022.

## Village Decorative Lighting – Pedestrian Lighting at Village Outskirts



**Managing Department:** Transportation  
**Classification:** Capital Project  
**Funding Source:** General Capital Construction

<b>Budget</b>	
<b>FY24</b>	<b>\$ 850,000</b>
<b>TOTAL</b>	<b>\$ 850,000</b>

### About This Project

Install decorative lighting solutions along streets as prioritized in Phase 7.2 of the 2019 Village Decorative Lighting Study.

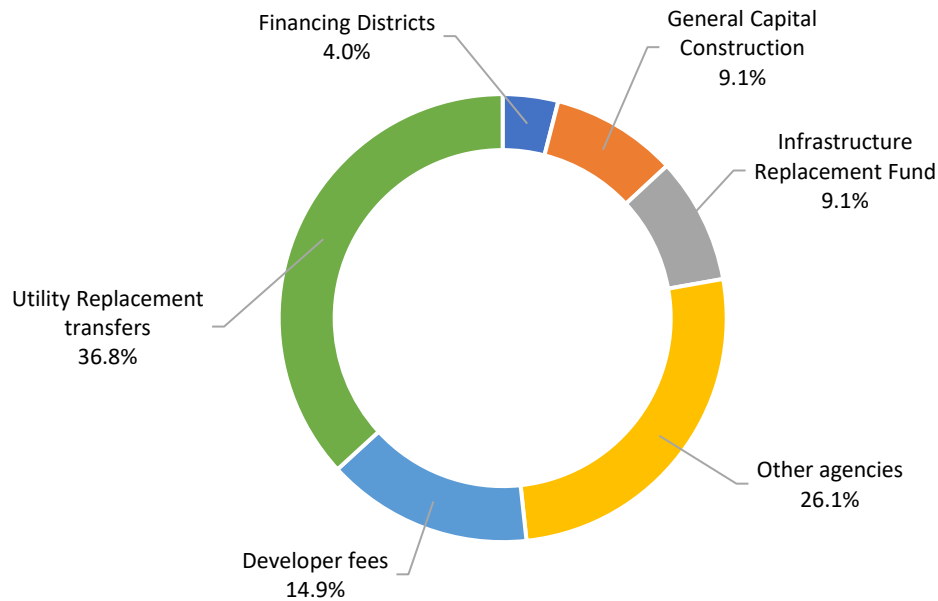
### Project Need

Recommended in the 2019 Village Decorative Lighting Study and requested to be accelerated by City Council on May 3, 2022.

## CAPITAL IMPROVEMENT PROGRAM REVENUES

Over the next 15 years, revenues for capital projects are estimated at \$758.6 million and are segregated into six major funding sources: (1) fees generated by development in the City of Carlsbad, (2) special district fees and taxes from the community facilities districts and bridge and thoroughfare benefit districts, (3) water and wastewater replacement funds, (4) infrastructure replacement funds other than wastewater and water, (5) general capital construction funds, and (6) other sources, including grants, sales taxes and contributions from other agencies.

### Capital Improvement Program Projected Revenues FY 2022-23 to FY 2035-37 \$758.6 million



Approximately 18.9% of all capital revenue is received as a result of development, including Developer Fees and financing districts in the chart above, and is dependent upon assumptions made about the city's annual growth in dwelling units and commercial and industrial square feet. These revenues include Public Facilities Fees, Traffic Impact Fees, Park-In-Lieu Fees, Planned Local Drainage Fees, Water Connection Fees, Sewer Connection charges, and community facilities districts and bridge and thoroughfare benefit districts fees.

Water and wastewater replacement revenues generated by user fees equal approximately 36.8% of total revenues and are used to pay for replacement of existing water and sewer facilities. Infrastructure Replacement and General Capital Construction revenues, equal to 18.2%, are transfers from the city's General Fund, which are being set aside to pay for replacement of major capital facilities other than wastewater and water facilities and the construction of various municipal projects. The remaining 26.1% consists of revenues from other agencies and include federal and state grants, the county sales tax program TransNet, gas taxes, and contributions or reimbursements from cities, developers, and other agencies.



## FUTURE GROWTH AND DEVELOPMENT

As shown on the graph on the previous page, there are a variety of revenues that are used to fund the capital projects. In order to estimate revenues to be received from development, several assumptions about the rate and type of future development are made. These assumptions can change from year to year and tend to correlate with the current economic climate.

Every year, city staff evaluates all existing and future private development projects and compares this information to the capacity of the city using the most current adopted general plans. Information about existing development activity combined with estimates of how remaining net developable land might develop is then summarized to prepare future projections about when and where residential and non-residential development may occur. The following table shows the number of residential units and non-residential square feet of development that was used in calculating estimated revenues for fiscal year 2022-23 and subsequent years to build out.

Fiscal Year	Residential Units	Non-Residential Square Feet
2022-23	396	135,792
2023-24	394	219,589
2024-25	294	56,725
2025-26	98	3,225
2026-27	97	3,225
2028-32	1,053	2,253,431
2033-build out	826	1,884,311
<b>Totals</b>	<b>3,158</b>	<b>4,556,298</b>

Financial forecasting schedules are prepared to ensure that funding will be sufficient and available for construction of capital projects as planned in the CIP. In addition to evaluating whether or not capital funds are sufficient, significant operating cost impacts and availability of staff resources are also considered in evaluating the timing of projects. Where funding discrepancies occur, alternative financing methods and project timing are evaluated, and recommendations are made to resolve the discrepancies.

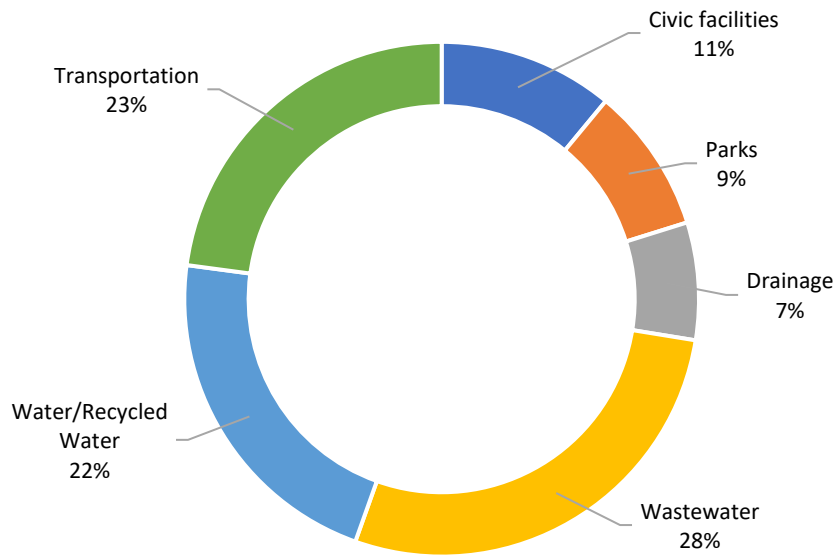
Conservatively, about 3,158 residential units are anticipated for future development, and it is currently estimated that the city is more than 90% built out. Residential development for fiscal year 2022-23 is projected at 396 units, and, over the next five years, should average 256 units per year. The amount of non-residential development is projected at about 419,000 square feet over the next five years.

Projects include several multi-family residential developments, commercial industrial, office and other mixed-use projects. Development estimates provide data for estimating future fee revenues, which are calculated by multiplying each applicable development fee by the estimated number of dwelling units and/or square feet of construction expected during each year.

## FUTURE PROJECTS

The CIP for fiscal year 2022-23 to fiscal year 2035-37 outlines approximately 246 projects at a cost of \$695 million. Long-range planning and responsible asset management play key roles in the development of future capital projects. Using data from various infrastructure master plans, ongoing asset condition assessments, technical modelling, field inspections as well as community feedback, the information provided for future years reflects the most comprehensive snapshot of known or anticipated future projects as well as associated estimated costs.

Future Project Costs By Type  
FY 2022-23 to FY 2035-37  
\$695 million



## CALCULATION OF FUTURE FEES

The revenue projections in the CIP reflect the growth assumptions identified in the previous section. The following information delineates how those assumptions were applied to estimate future development revenues. The mix of future multi-family and single-family residential units is assumed to be 80% and 20%, respectively, and reflects the anticipated mix of residential development for each Local Facilities Management Zone.

To calculate estimated revenues for Traffic Impact Fees, the number of average daily trips was computed for each type of development use. An attached multi-family residential dwelling unit is assigned either eight or six trips and a detached single-family unit is assigned 10 trips per day. The trips-per-day value for commercial and industrial buildings are 40 and eight trips per 1,000 square feet of development, respectively, although the actual volume of trips generated by commercial and industrial buildings can vary widely depending on the ultimate land use.

CFD No. 1 is a citywide district established to finance various civic facilities required under the city's Growth Management Plan. Park-in-Lieu Fees are collected for the purchase and development of parkland within each quadrant of the city, and the fees are based on the acquisition cost of parkland. Projects in the CIP funded with Park-in-Lieu Fees include future park site acquisition, development and restoration. Bridge and thoroughfare fee districts or BTDs are formed by property owners to finance specific road construction projects located within the district boundaries. BTD No.2 Poinsettia Lane/Aviara Parkway was formed to finance the construction of Poinsettia Lane between Aviara Parkway and El Camino Real and Aviara Parkway between Palomar Airport Road and Poinsettia Lane.

## UNFUNDED PROJECTS

There are six projects identified in the CIP for which there is no identifiable funding source and, in some cases, where only partial funding has been identified. The city will investigate obtaining possible external funding, such as federal and state grants, loans, or other financing sources. Once funding is identified for these projects, the project costs will have to be reviewed and updated to reflect actual cost estimates. The unfunded projects do not receive annual inflationary increases. Two projects are partially funded by the Traffic Impact Fee program. The program was planned to generate enough revenue to pay for 20% of the total costs of these projects, leaving the remaining 80% unfunded.

Business Park Recreational Facility (Partial Funding)	\$ 6,600,000
Cannon Lake Park (6.7 Acres)	2,243,000
Carlsbad Blvd. Mountain View To Northerly City Limits (Partial Funding)	6,905,600
Carlsbad Blvd./ Palomar Airport Road (Partial Funding)	14,109,600
Carlsbad Blvd. Realignment - Segments 3-5	26,100,000
College Boulevard Extension	30,000,000
<b>TOTAL UNFUNDED PROJECTS</b>	<b>\$ 85,958,200</b>

## PROJECTED FUND BALANCES FOR FISCAL YEAR 2021-22

Fund	July 1, 2021		Projected		Projected	June 30, 2022
	Unreserved Balance	Projected Revenues	Projected Expenditures	Projected Debt Service Loans & Other	Projected Balance	
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 13,513,126	\$ 1,881,644	\$ -	\$ -	\$ 15,394,770	
BTD#3 - Cannon Road West	520,569	6,026	-	-	526,595	
CFD #1 - Citywide	94,519,267	2,569,143	\$ 1,548,784	\$ 136,939	95,402,688	
Gas Tax	13,249,248	3,187,066	2,849,097	610,000	12,977,217	
Gas Tax (Road Maint. & Rehab Acct.)	4,470,272	2,449,147	5,435,499	-	1,483,920	
General Capital Const.	41,842,109	13,146,189	23,557,683	-	31,430,615	
Grants - Federal	(5,696)	1,138,005	145	-	1,132,164	
Infrastructure Replacement	123,490,551	1,790,608	12,051,911	-	113,229,248	
Other	1,914,046	22,138	962,234	-	973,950	
Park Fee Zones 5,13,16, 17, 18	4,746,080	225,641	-	-	4,971,721	
Park-In-Lieu NE	4,618,117	155,317	-	-	4,773,434	
Park-In-Lieu NW	2,181,771	399,653	-	-	2,581,424	
Park-In-Lieu SE	1,747,717	139,642	1,196	-	1,886,163	
Park-In-Lieu SW	754,704	54,984	-	-	809,688	
Planned Local Drainage Area A	972,197	32,116	34,551	-	969,762	
Planned Local Drainage Area B	1,478,924	84,142	110,661	-	1,452,405	
Planned Local Drainage Area C	1,547,165	56,164	2,802	-	1,600,527	
Planned Local Drainage Area D	657,242	275,385	33,732	-	898,895	
Public Facilities Fee	30,801,682	1,064,333	2,897,693	-	28,968,322	
Sewer Connection	6,610,339	256,504	2,762,488	-	4,104,355	
Sewer Replacement	21,282,557	5,519,725	6,405,387	-	20,396,895	
Traffic Impact Fee	23,287,504	1,256,032	4,783,390	-	19,760,146	
Transnet/Local	28,612,186	5,243,493	5,883,694	-	27,971,985	
Water - Potable	36,447,661	889,627	145,381	-	37,191,908	
Water - Recycled	(11,310,024)	2,159,175	1,874,866	-	(11,025,715)	
Water Replacement - Potable	57,252,332	4,723,694	3,150,724	-	58,825,301	
Water Replacement - Recycled	18,726,556	192,424	2,528,816	-	16,390,164	
<b>Total</b>	<b>\$ 523,928,204</b>	<b>\$ 48,918,018</b>	<b>\$ 77,020,734</b>	<b>\$ 746,939</b>	<b>\$ 495,078,549</b>	

## PROJECTED FUND BALANCES FOR FISCAL YEAR 2022-23

Fund	July 1, 2022		June 30, 2022	July 01, 2022	2022-23	June 30, 2023
	Projected Balance	Estimated Revenues	Continuing Appropriations	New Appropriations	Total Appropriations	Projected Balance
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 15,394,770	\$ -	\$ 13,499,116	\$ -	\$ 13,499,116	\$ 1,895,654
BTD#3 - Cannon Road West	526,595	-	-	-	-	526,595
CFD #1 - Citywide	95,402,688	2,853,218	32,056,555	1,367,250	33,423,805	64,832,101
Gas Tax	12,977,217	3,377,749	12,645,638	3,527,852	16,173,490	181,476
Gas Tax (Road Maint. & Rehab Acct.)	1,483,920	2,632,806	814,841	2,920,000	3,734,841	381,885
General Capital Const.	31,430,615	4,051,000	18,328,229	1,949,588	20,277,817	15,203,798
Grants - Federal	1,132,164	2,373,295	3,505,459	-	3,505,459	0
Infrastructure Replacement	113,229,248	3,977,000	34,360,424	3,475,878	37,836,302	79,369,946
Other	973,950	-	323,489	-	323,489	650,461
Park Fee Zones 5,13,16, 17, 18	4,971,721	48,255	-	-	-	5,019,975
Park-In-Lieu NE	4,773,434	-	400,000	214,000	614,000	4,159,434
Park-In-Lieu NW	2,581,424	1,792,968	792	2,561,764	2,562,556	1,811,837
Park-In-Lieu SE	1,886,163	679,039	2,916	220,889	223,805	2,341,398
Park-In-Lieu SW	809,688	-	221,919	(2,355)	219,564	590,124
Planned Local Drainage Area A	969,762	28,788	39,391	25,000	64,391	934,159
Planned Local Drainage Area B	1,452,405	151,107	29,823	10,355	40,178	1,563,334
Planned Local Drainage Area C	1,600,527	156,935	38,274	25,000	63,274	1,694,188
Planned Local Drainage Area D	898,895	80,989	41,820	-	41,820	938,063
Public Facilities Fee	28,968,322	1,866,561	6,088,569	(820,408)	5,268,161	25,566,722
Sewer Connection	4,104,355	396,950	3,384,837	1,003,000	4,387,837	113,467
Sewer Replacement	20,396,895	5,560,398	26,168,950	9,022,521	35,191,471	(9,234,178)
Traffic Impact Fee	19,760,146	1,535,630	15,976,033	3,419,516	19,395,549	1,900,228
Transnet/Local	27,971,985	5,347,000	21,040,978	6,946,268	27,987,246	5,331,739
Water - Potable	37,191,908	1,724,252	11,179,664	523,601	11,703,265	27,212,895
Water - Recycled	(11,025,715)	14,272,277	6,998,950	(4,017,388)	2,981,562	265,000
Water Replacement - Potable	58,825,301	5,609,663	39,292,528	8,783,006	48,075,534	16,359,430
Water Replacement - Recycled	16,390,164	1,000,000	5,092,443	1,417,500	6,509,943	10,880,221
<b>Total</b>	<b>\$ 495,078,549</b>	<b>\$ 59,515,879</b>	<b>\$ 251,531,638</b>	<b>\$ 42,572,837</b>	<b>\$ 294,104,475</b>	<b>\$ 260,489,953</b>

## REVENUE PROJECTIONS SCHEDULE

Fund	2018-19	2019-20	2020-21	2021-22	2022-23
	Actual Revenue	Actual Revenue	Actual Revenue	Projected Revenue	Estimated Revenue
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 751,810	\$ 217,466	\$ 22,020	\$ 1,881,644	\$ -
BTD#3 - Cannon Road West	18,996	17,696	949	6,026	-
CFD #1 - Citywide	6,095,889	5,736,415	2,286,479	2,569,143	2,853,218
Gas Tax	3,299,173	3,118,353	2,733,074	3,187,066	3,377,749
Gas Tax (Road Maint. & Rehab Acct.)	2,132,844	2,067,614	2,149,734	2,449,147	2,632,806
General Capital Const.	1,077,525	5,111,500	4,654,470	13,146,189	4,051,000
Grants - Federal	956,847	41,175	256,529	1,138,005	2,373,295
Infrastructure Replacement	15,073,019	9,369,345	4,704,670	1,790,608	3,977,000
Other	19,704	65,369	3,384	22,138	-
Park Fee Zones 5,13,16, 17, 18	244,229	255,028	78,182	225,641	48,255
Park-In-Lieu NE	1,441,530	347,407	451,497	155,317	-
Park-In-Lieu NW	1,086,531	260,256	429,037	399,653	1,792,968
Park-In-Lieu SE	372,419	326,671	3,205	139,642	679,039
Park-In-Lieu SW	190,127	271,373	319,862	54,984	-
Planned Local Drainage Area A	155,094	48,111	27,489	32,116	28,788
Planned Local Drainage Area B	136,887	174,328	635,853	84,142	151,107
Planned Local Drainage Area C	82,796	53,875	2,779	56,164	156,935
Planned Local Drainage Area D	124,198	31,433	2,877	275,385	80,989
Public Facilities Fee	3,673,762	3,439,781	1,751,477	1,064,333	1,866,561
Sewer Connection	874,464	749,326	332,049	256,504	396,950
Sewer Replacement	7,662,061	5,682,839	4,390,568	5,519,725	5,560,398
Traffic Impact Fee	2,586,291	1,924,738	1,084,181	1,256,032	1,535,630
Transnet/Local	3,779,436	4,546,554	3,347,237	5,243,493	5,347,000
Water - Potable	2,064,521	2,188,356	713,234	889,627	1,724,252
Water - Recycled	2,144,721	2,815,693	59,190	2,159,175	14,272,277
Water Replacement - Potable	6,970,260	7,885,252	6,378,189	4,723,694	5,609,663
Water Replacement - Recycled	2,046,796	1,995,701	1,083,332	192,424	1,000,000
<b>Total</b>	<b>\$ 65,061,930</b>	<b>\$ 58,741,652</b>	<b>\$ 37,901,545</b>	<b>\$ 48,918,018</b>	<b>\$ 59,515,879</b>

## BUDGET EXPENDITURE SCHEDULE

FUND	2019-20	2020-21	2021-22	2022-23	2022-23	2022-23
	Actual Expense	Actual Expense	Estimated Expense	Continuing Appropriations	New Appropriations	Total Appropriations
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 270,034	\$ -	\$ -	\$ 13,499,116	\$ -	\$ 13,499,116
BTD#3 - Cannon Road West	-	-	-	-	-	-
CFD #1 - Citywide	381,703	582,179	1,685,723	32,056,555	<b>1,367,250</b>	33,423,805
Gas Tax	2,803,727	2,911,799	3,459,097	12,645,638	<b>3,527,852</b>	16,173,490
Gas Tax (Road Maint. & Rehab Acct.)	889,601	170,381	5,435,499	814,841	<b>2,920,000</b>	3,734,841
General Capital Const.	5,503,817	5,086,290	23,557,683	18,328,229	<b>1,949,588</b>	20,277,817
Grants - Federal	41,175	260,820	145	3,505,459	-	3,505,459
Infrastructure Replacement	5,848,629	3,333,331	12,051,911	34,360,424	<b>3,475,878</b>	37,836,302
Other	-	8,868	962,234	323,489	-	323,489
Park Fee Zones 5,13,16, 17, 18	-	-	-	-	-	-
Park-In-Lieu NE	-	-	-	400,000	<b>214,000</b>	614,000
Park-In-Lieu NW	925	-	-	792	<b>2,561,764</b>	2,562,556
Park-In-Lieu SE	4,850	-	1,196	2,916	<b>220,889</b>	223,805
Park-In-Lieu SW	383,869	1,118	-	221,919	<b>(2,355)</b>	219,564
Planned Local Drainage Area A	107,524	6,131	34,551	39,391	<b>25,000</b>	64,391
Planned Local Drainage Area B	305,319	1,510,279	110,661	29,823	<b>10,355</b>	40,178
Planned Local Drainage Area C	99,472	4,174	2,802	38,274	<b>25,000</b>	63,274
Planned Local Drainage Area D	107,285	49,311	33,732	41,820	-	41,820
Public Facilities Fee	1,184,567	164,847	2,897,693	6,088,569	<b>(820,408)</b>	5,268,161
Sewer Connection	190,119	810,372	2,762,488	3,384,837	<b>1,003,000</b>	4,387,837
Sewer Replacement	7,797,397	8,206,747	6,405,387	26,168,950	<b>9,022,521</b>	35,191,471
Traffic Impact Fee	629,024	1,196,826	4,783,390	15,976,033	<b>3,419,516</b>	19,395,549
Transnet/Local	4,294,221	2,152,292	5,883,694	21,040,978	<b>6,946,268</b>	27,987,246
Water - Potable	42,813	17,507	145,381	11,179,664	<b>523,601</b>	11,703,265
Water - Recycled	6,937,689	3,235,638	1,874,866	6,998,950	<b>(4,017,388)</b>	2,981,562
Water Replacement - Potable	6,761,187	5,224,472	3,150,724	39,292,528	<b>8,783,006</b>	48,075,534
Water Replacement - Recycled	151,548	792,286	2,528,816	5,092,443	<b>1,417,500</b>	6,509,943
<b>Total</b>	<b>\$ 44,736,495</b>	<b>\$ 35,725,667</b>	<b>\$ 77,767,673</b>	<b>\$ 251,531,638</b>	<b>\$ 42,572,837</b>	<b>\$ 294,104,475</b>



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# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Abandon Potable Services (New Recycled Services)	NO	Citywide	Medium	52051	WATER REPL	875,825	50,000	500,000	500,000	-	-	-	-	1,925,825
ADA Beach Access - Pine to Tamarack	NO	1	Medium	60651	GCC	375,000	-	-	2,500,000	-	-	-	-	2,875,000
ADA Improvement Program	NO	1	High	60491	TRANSNET -LOC	2,440,000	715,000	175,000	715,000	175,000	715,000	2,225,000	2,225,000	9,385,000
Agua Hedionda Creek Maintenance	NO	2	High	33381	PLDB	3,559,894	-14,645	-	-	-	-	-	-	3,545,249
				66291	IRF	133,000	80,000	80,000	80,000	90,000	95,000	520,000	585,000	1,663,000
Agua Hedionda Lift Station Biological Monitoring and Maintenance	NO	2	Critical	55451	SEWER REPL	225,000	-	-	-	-	-	-	-	225,000
Alga Norte Park Modifications	NO	2	Medium	47331	GCC	314,000	-	706,200	-	-	-	-	-	1,020,200
Assessment District 97-1 Maintenance	NO	3	Medium	60841	GCC	420,000	-	-	-	-	-	-	-	420,000
Avenida Encinas and Palomar Airport Road Pedestrian Access Improvement	NO	2	Low	60911	GAS TAX	75,000	-	25,000	-	-	-	-	-	100,000
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	NO	2,3	Critical	60041	TIF	2,000,903	3,177,000	-	-	-	-	-	-	5,177,903
				60042	FED GRNT	1,776,000	-	-	-	-	-	-	-	1,776,000
Aviara Reimbursement Agreement	NO	2	Low	36491	PIL-SW	238,000	-	-	-	-	-	-	-	238,000
Barrio Street Lighting	NO	1	High	40131	GCC	760,000	-	-	-	-	-	-	-	760,000
				40133	GAS TAX	700,000	-	-	-	-	-	-	-	700,000
				40134	TRANSNET -LOC	-	1,280,000	1,280,000	1,030,000	-	-	-	-	3,590,000
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	NO	1	Critical	38961	IRF	4,112,750	1,800,000	-	-	-	-	-	-	5,912,750

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	NO	1	Critical	38962	GCC	6,199,000	-	-	-	-	-	-	-	6,199,000
Bridge Preventative Maintenance Program	NO	Citywide	High	60661	IRF	2,227,511	250,000	500,000	500,000	700,000	-	-	-	4,177,511
Buena Interceptor Sewer Access Road Improvements	NO	3	High	55371	SEWER REPL	1,150,000	-	-	-	-	-	-	-	1,150,000
Buena Interceptor Sewer Improvements	NO	2,3	High	55011	SEWER REPL	958,686	250,000	1,150,000	2,070,000	920,000	-	-	-	5,348,686
Buena Interceptor Sewer Realignment - East Segment	NO	2	High	55441	SEWER REPL	507,000	-	2,168,000	-	-	-	-	-	2,675,000
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	NO	1	Critical	66191	GCC	1,250,000	-	-	30,000	150,000	30,000	375,000	425,000	2,260,000
Business Park Recreational Facility (Partial Funding)	NO	2	Low	19041	ZONE 5	2,820,000	-	1,200,000	-	-	-	-	-	4,020,000
C-Tank Access Road Repair and Electrical Improvements	YES	2	Medium	52151	RECY REPL	-	250,000	-	1,325,000	-	-	-	-	1,575,000
Calavera Hills Community Center Refurbishment	NO	2	Medium	47461	IRF	685,000	1,300,000	-	-	-	-	-	-	1,985,000
Calavera Hills Community Park Gateway Improvements	NO	2	High	46011	GCC	1,407,850	-	-	-	-	-	-	-	1,407,850
Camino De Los Coches and La Costa Avenue Intersection Control	NO	4	Critical	63251	GAS TAX	350,000	-	500,000	-	-	-	-	-	850,000
Camino Hills and Jackspar Drive Slope Stabilization	NO	2	Medium	60301	GCC	859,400	-	-	-	-	-	-	-	859,400
Cannon Park Restroom	NO	2	Low	47261	GCC	45,765	-	-	-	-	-	-	-	45,765

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Cannon Road Lift Station Improvements	NO	2	High	55521	SEWER REPL	150,000	565,000	-	-	-	-	-	-	715,000
Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvements	NO	1	High	60581	GAS TAX	1,576,000	-	-	700,000	-	-	-	-	2,276,000
				60583	TRANSNET -LOC	1,054,000	-	-	-	-	-	-	-	1,054,000
Carlsbad Boulevard Emergency Repair	NO	3	High	60631	GAS TAX	841,000	-	-	-	-	-	-	-	841,000
Carlsbad Boulevard Lane Reduction and Edge Striping	NO	2,3	High	60961	GAS TAX	300,000	-	-	-	-	-	-	-	300,000
	NO	1	Low	19071	GAS TAX	-	-	-	-	-	-	-	2,763,000	2,763,000
Carlsbad Boulevard Pedestrian Improvement Project	NO	1	High	60971	GAS TAX	222,100	-	-	-	-	-	-	-	222,100
				60972	FED GRNT	591,600	-	-	-	-	-	-	-	591,600
Carlsbad Boulevard Pedestrian Lighting	NO	1	High	60681	TRANSNET -LOC	1,325,000	-	-	-	-	-	-	-	1,325,000
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	NO	2	Low	19081	TIF	-	-	-	-	-	-	-	932,000	932,000
				19091	TIF	-	-	-	-	-	-	-	3,681,000	3,681,000
Carlsbad Boulevard Waterline Replacement at Terramar	NO	2	Critical	50481	WATER REPL	3,430,000	1,300,000	-	-	-	-	-	-	4,730,000
Carlsbad Village Drive and Grand Avenue Pedestrian and Crossing Improvements	NO	1	Medium	19121	TRANSNET -LOC	-	-	-	-	1,320,000	-	-	-	1,320,000
	NO	3	High	52031	WATER REPL	599,944	-	-	-	-	-	-	-	599,944
Carlsbad Water Recycling Facility (Encina Capital Projects)	NO	3	High	52032	RECL REPL	3,691,710	366,000	474,000	895,000	1,879,000	223,000	252,000	1,252,000	9,032,710
Carlsbad Water Recycling Facility Irrigation and Landscape	NO	3	High	52131	RECL REPL	175,000	-	-	-	-	-	-	-	175,000

# 15-year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Carisbad Water Recycling Facility Roof Replacement	NO	3	Low	47491	RECL REPL	225,000	-	-	-	-	-	-	-	225,000
Catholic Protection Program	NO	Citywide	Critical	50071	WATER REPL	1,606,700	190,000	190,000	190,000	190,000	190,000	260,000	280,000	3,096,700
CFD#1 Administration	NO	2,3	Low	19151	CFD#1	-	110,000	110,000	110,000	110,000	110,000	-	-	550,000
Chestnut Avenue Complete Street Improvements - Valley to Pio Pico	NO	1	Medium	19161	TRANSNET -LOC	-	-	-	1,080,000	-	-	-	-	1,080,000
Chestnut Complete Street I-5 to Railroad Project Study	NO	1	Medium	60691	TRANSNET -LOC	-	-	85,000	-	-	-	-	-	85,000
Chestnut Underpass Public Art Project	NO	1	Medium	60981	GCC	100,000	150,000	-	-	-	-	-	-	250,000
Chinquapin Lift Station Improvements	YES	1	High	55541	SEWER REPL	-	300,000	920,000	-	-	-	-	-	1,220,000
Christiansen Way Improvements	NO	1	Medium	19171	TRANSNET -LOC	-	-	-	-	310,000	-	-	-	310,000
City Facility Accessibility Upgrades	NO	Citywide	Medium	47271	GCC	500,000	-	-	-	-	-	-	-	500,000
City Facility Safety and Parking Lot Lighting Assessment	NO	Citywide	High	60741	IRF	1,910,000	-	-	-	-	-	-	-	1,910,000
City Fire Stations Wash Water BMPs	NO	2	Medium	66161	GCC	280,000	-	-	-	-	-	-	-	280,000
City Hall Complex	NO	Citywide	Critical	40081	CFD#1	1,028,105	-	-	-	-	-	50,000,000	-	51,028,105
City Hall Complex Refurbishment	NO	1	Medium	47181	IRF	1,144,000	-	-	-	-	-	-	-	1,144,000
City Hall Exterior Refurbishment	NO	1	Critical	47251	GCC	2,250,000	-	-	-	-	-	-	-	2,250,000
Citywide Drainage Improvement Program	NO	1	High	66082	GAS TAX	6,090,594	-	-	-	-	-	-	-	6,090,594

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Citywide Drainage Improvement Program	NO	1	High	66083	IRF	4,681,500	900,000	300,000	300,000	300,000	300,000	1,500,000	1,500,000	9,781,500
Citywide Street Lighting Program	NO	Citywide	Medium	60921	GAS TAX	150,000	-	-	-	-	-	-	-	150,000
Citywide Thermoplastic Pavement Markings	NO	Citywide	Critical	60931	GAS TAX	50,000	-	-	-	-	-	-	-	50,000
Cole Library Expansion	NO	1	Low	19211	CFD#1	-	-	-	-	-	-	-	5,988,000	5,988,000
				19212	PFF	-	-	-	-	-	-	-	11,936,000	11,936,000
				19213	GCC	-	-	-	-	-	-	-	1,000,000	1,000,000
Cole Library Security Fencing	NO	1	Low	47501	IRF	40,000	130,000	-	-	-	-	-	-	170,000
College Boulevard - Cannon Road To Badger Lane (375 Zone)	NO	2	Medium	50131	WATER CONN	250,183	28,200	-	1,000,000	-	-	-	-	1,278,383
College Boulevard - Cannon Road To Badger Lane (490 Zone)	NO	2	Medium	50121	WATER CONN	300,000	12,600	-	1,250,000	-	-	-	-	1,562,600
College Boulevard Extension	NO	2	High	36362	OTHER	1,713,002	-	-	-	-	-	-	-	1,713,002
				36363	PLDB	-	-	-	-	-	-	-	-	-
				36364	TRANSNET -LOC	1,205,000	-	-	-	-	-	-	-	1,205,000
Concrete Repair/Replacement Program	NO	4	Medium	60132	GAS TAX	2,933,000	-	-	-	-	-	-	-	2,933,000
				60133	RMRA	727,000	620,000	620,000	620,000	620,000	620,000	1,250,000	1,250,000	6,327,000
Coordinated Traffic Signal Program	NO	Citywide	High	63261	TRANSNET -LOC	2,583,979	-	-	-	-	-	-	-	2,583,979
				63264	TRANSNET -LOC	1,000,000	-	-	-	-	-	-	-	1,000,000

# 15-year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Coordinated Traffic Signal Program	NO	Citywide	High	63265	IRF	800,000	-	-	-	-	-	-	-	800,000
Crestview Drive Transmission Main	NO	1	Medium	50331	WATER REPL	300,000	21,000	535,000	-	-	-	-	-	856,000
Desalinated Water Flow Control Facility No. 5	NO	2	High	50381	WATER CONN	10,104,300	707,301	-	-	-	-	-	-	10,811,601
DMP Facility AAA (Jefferson Street)	NO	1	Low	19231	PLDA	-	-	-	-	-	-	-	289,534	289,534
DMP Facility AAAA (Madison Street)	NO	1	Medium	19241	PLDA	-	-	-	-	-	-	-	416,500	416,500
DMP Facility AC (Highland Drive Drainage Project)	NO	1	Medium	66091	PLDA	-	-	-	-	-	-	-	921,408	921,408
DMP Facility AFA (Hidden Valley Drainage Restoration and Enhancement Project)	NO	2	Low	19251	PLDA	-	-	-	-	-	-	-	91,608	91,608
DMP Facility AFB (Calavera Hills Drainage Restoration and Enhancement Project)	NO	2	Low	19261	PLDA	-	-	-	-	-	-	-	163,164	163,164
DMP Facility BB 1 and 2 (Washington Street)	NO	1	Low	19271	PLDB	-	-	-	-	-	-	-	1,086,065	1,086,065
DMP Facility BCB (Magnolia Avenue)	NO	1	Medium	19281	PLDB	-	-	-	-	-	-	-	468,096	468,096
DMP Facility BFA (Country Store)	NO	2	High	66271	PLDB	1,241,649	-	-	-	-	-	-	-	1,241,649
DMP Facility BFB-L and BFB-1 (Tamarack and El Camino Real Pida "B")	NO	1	Low	19291	PLDB	-	-	-	-	-	-	-	904,329	904,329
DMP Facility BFB-U (El Camino Real)	NO	1	High	66221	PLDB	153,489	-	-	-	-	-	-	-	153,489
DMP Facility BL-L (College Boulevard Bridge Reimbursement Plda "B")	NO	2	Low	19301	PLDB	-	-	-	-	-	-	1,816,101	-	1,816,101
DMP Facility BL-U (College Boulevard)	NO	2	Low	19311	PLDB	-	-	-	-	-	-	-	384,509	384,509

# 15-year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
DMP Facility BM (Cantarini/College Boulevard Box Culvert)	NO	2	Low	19321	PLDB	-	-	-	-	-	-	-	204,077	204,077
DMP Facility BQ (Sunny Creek)	NO	2	Low	19331	PLDB	-	-	-	-	-	-	-	131,355	131,355
DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)	NO	2	Low	19341	PLDB	-	-	-	-	-	-	-	180,773	180,773
DMP Facility C2 (Paseo Del Norte)	NO	3	Low	19351	PLDC	-	-	-	-	-	-	-	727,730	727,730
DMP Facility CA (Avenida Encinas)	NO	3	Low	19361	PLDC	-	-	-	-	-	-	-	529,402	529,402
DMP Facility DBB (Avenida Encinas)	NO	4	Low	19381	PLDD	-	-	-	-	-	-	-	429,108	429,108
DMP Facility DFA (Batiquitos Lagoon Stormwater Treatment)	NO	4	Low	19391	PLDD	-	-	-	-	-	-	-	256,423	256,423
DMP Facility DH (Altiive Place Canyon Restoration)	NO	3	Low	19401	PLDD	-	-	-	-	-	-	-	232,812	232,812
DMP Facility DQB (La Costa Town Center)	NO	4	Medium	19411	PLDD	-	-	-	-	-	-	-	745,842	745,842
DMP Facility DZ (Poinsettia Lane)	NO	3	High	19421	PLDD	-	-	-	-	-	-	-	642,063	642,063
Dove Library Lighting Improvements	NO	3	Low	40811	GCC	225,000	-	-	-	-	-	-	-	225,000
Drainage Master Plan Facility DBA (Poinsettia Village)	NO	4	Low	19371	PLDD	-	-	-	-	-	-	-	167,215	167,215
Drainage Master Plan Update	NO	Citywide	High	66231	PLDA	191,512	25,000	-	-	-	-	-	-	216,512
				66232	PLDB	558,000	25,000	-	-	-	-	-	-	583,000
				66233	PLDC	146,890	25,000	-	-	-	-	-	-	171,890
				66234	PLDD	234,598	-	-	-	-	-	-	-	234,598

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
El Camino Real and Agua Hedionda Creek Bridge Railing and Sidewalk	NO	2	Critical	60561	IRF	210,000	-	-	-	-	-	-	-	210,000
El Camino Real and Cannon Road Intersection Improvements	NO	2	Critical	60421	TIF	3,536,000	-	-	-	-	-	-	-	3,536,000
				60422	GAS TAX	837,000	-	-	-	-	-	-	-	837,000
El Camino Real and College Boulevard Intersection Improvements	NO	2	Critical	60711	GAS TAX	1,020,000	-	-	-	-	-	-	-	1,020,000
				60712	GCC	131,000	-	-	-	-	-	-	-	131,000
El Camino Real Medians	NO	Citywide	Low	36431	PFF	695,780	-	-	-	-	-	-	-	695,780
				36432	GAS TAX	904,530	-	-	-	-	-	-	-	904,530
El Camino Real Right Turn Lane to East Bound Alga Road	NO	3	Low	19441	TIF	-	-	-	-	-	-	438,000	-	438,000
El Camino Real Widening - Arenal Road to La Costa Avenue	NO	4	High	60511	TIF	3,250,000	-	6,010,000	-	-	-	-	-	9,260,000
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	NO	2	Critical	60721	TRANSMET -LOC	3,105,000	50,000	-	-	-	-	-	-	3,155,000
				60722	FED GRNT	1,440,000	-	-	-	-	-	-	-	1,440,000
El Camino Real Widening - Sunny Creek to Jackspar	NO	2	Critical	60941	TRANSMET -LOC	4,000,000	1,010,000	-	-	-	-	-	-	5,010,000
				55531	SEWER CONN	180,000	-	650,000	-	-	-	-	-	830,000
Emergency Operations Center Reconfiguration	NO	2	Medium	47191	GCC	1,658,000	-	-	-	-	-	-	-	1,658,000
				47192	IRF	200,000	500,000	-	-	-	-	-	-	700,000
Encina Capital Projects	NO	Citywide	Critical	58011	SEWER REPL	48,823,301	6,367,800	6,957,000	8,450,000	8,002,500	7,757,200	42,644,000	39,174,600	168,176,401



# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Faraday and El Camino Real Sewer Replacement - Orion to Palomar Airport Road	NO	2	High	55391	SEWER CONN	140,000	1,600,000	-	-	-	-	-	-	1,740,000
	NO	2	High	60991	GCC	100,000	-	-	-	-	-	-	-	100,000
Faraday Center Refurbishment	NO	2	Medium	47201	IRF	3,154,380	-	-	-	-	-	-	-	3,154,380
Fire Administration Offices	NO	2	Medium	40891	GCC	150,000	-	-	-	-	-	-	-	150,000
Fire Flow Capacity System Improvements	NO	1	High	50431	WATER REPL	1,710,000	-1,500,000	1,700,000	264,000	-	-	-	-	2,174,000
Fire Station No. 2 Replacement	NO	4	High	40601	GCC	13,000,000	-	-	-	-	-	-	-	13,000,000
Fire Station No. 6 Renovation	NO	4	Low	47511	IRF	35,000	-	-	-	-	-	-	-	35,000
Fleet Fuel Island Upgrade	NO	2	High	47471	IRF	1,763,800	500,000	200,000	400,000	400,000	100,000	-	-	3,363,800
Fleet Maintenance Refurbishment	NO	2	High	47141	IRF	2,074,000	500,000	-	-	-	-	-	-	2,574,000
Foxes Landing Lift Station Wetwell and Pump Replacement	NO	1	Critical	55261	SEWER REPL	5,692,000	700,000	-	-	-	-	-	-	6,392,000
Gas Tax Transfer to General Fund (Transportation Operating Budget)	NO	Citywide	Null	PA011	GAS TAX	-	600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000	9,000,000
Grand Avenue Promenade Feasibility Study	NO	1	Medium	40612	GCC	-	200,000	600,000	-	-	-	-	-	800,000
Guardrail Replacement and Improvement Program	NO	Citywide	Medium	60871	GAS TAX	300,000	-	-	-	-	-	-	-	300,000
Harding Center Refurbishment	NO	1	Low	47081	IRF	165,000	-	140,000	-	-	-	-	-	305,000

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Headwall Replacement Program	NO	1	High	66241	IRF	510,000	-	-	-	-	-	-	-	510,000
Hosp Grove Park Improvements	NO	1	Low	47281	IRF	1,562,000	-	-	-	-	-	-	-	1,562,000
				47282	PIL-NW	120,000	1,000,000	208,650	1,323,476	-	-	-	-	2,652,126
Hydroelectric Generation at Water Facilities	NO	2	Medium	50591	WATER CONN	400,000	28,000	1,425,000	-	-	-	-	-	1,853,000
Intelligent Traffic Control Devices	NO	Citywide	Low	66341	GAS TAX	200,000	-	-	-	-	-	-	-	200,000
Kelly Drive and Park Drive Complete Street Improvements	NO	1	High	60751	TRANSNET -LOC	4,175,000	500,000	-	-	-	-	-	-	4,675,000
				60753	GAS TAX	130,000	-	-	-	-	-	-	-	130,000
				60754	PFF	1,085,000	-	-	-	-	-	-	-	1,085,000
Kelly Drive Channel Repair	NO	1	Medium	66061	IRF	1,041,000	500,000	1,900,000	-	-	-	-	-	3,441,000
La Costa Avenue Traffic Improvements	NO	4	Medium	60761	GAS TAX	121,300	-	741,700	-	-	-	-	-	863,000
Laguna Drive Storm Drain	NO	1	Medium	66281	GAS TAX	256,000	-	-	-	1,000,000	-	1,494,000	-	2,750,000
Lake Calavera Outlet Improvements	NO	2	Critical	50541	GCC	1,436,001	-	-	-	-	-	-	-	1,436,001
Lake Calavera Reservoir Maintenance	NO	2	High	50492	GCC	531,001	50,000	50,000	120,000	50,000	50,000	250,000	250,000	1,351,001
Las Palmas Roof Replacement	NO	2	Medium	47521	IRF	500,000	-	-	-	-	-	-	-	500,000
Las Palmas Trunk Sewer	NO	2	High	55401	SEWER CONN	556,000	-	2,907,000	-	-	-	-	-	3,463,000
Left Turn Lane Extensions	NO	3,4	High	60771	GAS TAX	200,000	150,000	150,000	150,000	150,000	-	-	-	800,000

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Leo Carrillo Ranch Park Phase 3B	YES	3	Medium	23071	PIL-SE	-	-	-	500,000	500,000	1,400,000	-	-	2,400,000
Leo Carrillo Ranch Roof Repairs	NO	3	High	47481	IRF	1,450,000	-	-	-	-	-	-	-	1,450,000
Library Fire Alarm Panel Upgrades	NO	1,3	Low	47411	IRF	180,000	-	-	-	-	-	-	-	180,000
Limited Access Pipeline Relocation Program	NO	1,3	Critical	50351	WATER REPL	1,940,000	-	2,000,000	1,000,000	-	-	-	-	4,940,000
Loan Repay - Park-in-Lieu NE to Public Facility Fee Fund	NO	Null	Null	PA041	PIL-NE	-	-	-	-	-	-	-	4,550,000	4,550,000
Loan Repay - Park-in-Lieu SW to Public Facility Fee Fund	NO	Null	Null	PA021	PIL-SW	-	-	-	-	-	-	-	1,100,000	1,100,000
Loan Repay - Sewer Conn to Sewer Repl	NO	Null	Null	PA031	SEWER CONN	-	-	-	-	-	-	-	4,700,000	4,700,000
Maerkle Facility Improvements	NO	2	Critical	50091	WATER REPL	2,235,200	500,000	-	-	-	-	-	-	2,735,200
Maerkle Reservoir Floating Cover Replacement	NO	2	Critical	50361	WATER REPL	11,032,844	-	-	-	-	-	-	-	11,032,844
Maerkle Reservoir Solar Project	NO	2	Medium	47222	WATER REPL	830	249,170	-	-	-	-	-	-	250,000
Maerkle Reservoir Transmission Main	NO	2	Medium	50011	WATER REPL	773,000	-	1,000,000	4,557,000	-	-	-	-	6,330,000
Marca Place Drainage Improvements	NO	4	Medium	66141	GAS TAX	65,000	-	-	-	-	-	-	-	65,000
Melrose Drive Right Turn Lane to West Bound Palomar Airport Road	NO	2	Critical	60341	TIF	911,000	-	-	-	-	-	-	-	911,000
Miscellaneous City Building Improvements	NO	Citywide	Medium	47231	IRF	1,715,000	150,000	150,000	150,000	-	-	750,000	750,000	3,665,000
Monroe Street Pool Replacement	NO	1	High	47241	IRF	6,187,000	-4,438,236	908,983	-	-	-	-	-	2,657,747
				47242	GCC	62,000	-61,764	-	-	-	-	-	-	236

# 15-year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Monroe Street Pool Replacement	NO	1	High	47243	PIL-NW	-	1,561,764	1,500,000	-	-	-	-	-	3,061,764
New Village Arts Building Roof and Exterior Refurbishment	NO	1	Low	47391	IRF	313,626	-	-	-	-	-	-	-	313,626
New Village Arts Tenant Improvements	NO	1	Medium	47551	GCC	613,000	-	-	-	-	-	-	-	613,000
Normally Closed Valve (Install Motorized Valve)	NO	3	High	50501	WATER REPL	485,000	500,000	-	-	-	-	-	-	985,000
North Batiquitos Access Road Improvement	NO	4	High	55471	SEWER REPL	250,000	113,800	-	-	-	-	-	-	363,800
North Batiquitos Lift Station Forcemain Rehabilitation	NO	4	High	55361	SEWER REPL	950,000	-750,000	-	-	-	-	-	-	200,000
Ocean Street Reconfiguration Concepts Study	NO	1	Medium	60781	GCC	-	-	200,000	-	-	-	-	-	200,000
Ocean Street Restroom Facility	NO	1	Medium	47291	GCC	775,000	-	-	-	59,355	-	-	-	834,355
Odor and Corrosion Prevention Assessment	NO	Citywide	Medium	55201	SEWER REPL	320,000	-	-	-	-	-	-	-	320,000
Open Space and Trail Acquisition (Prop C)	NO	Citywide	High	40831	GCC	4,015,000	-	-	-	-	-	-	-	4,015,000
Orion Center	NO	2	High	35721	CFD#1	35,257,727	-	-	-	-	-	-	-	35,257,727
				35722	WATER REPL	6,789,409	-	-	-	-	-	-	-	6,789,409
				35723	SEWER REPL	4,078,500	-	-	-	-	-	-	-	4,078,500
				35724	CFD#1	429	-	-	-	-	-	-	-	429
				35725	RECL REPL	2,715,600	-	-	-	-	-	-	-	2,715,600
Orion Complex Energy Storage	YES	2	Medium	23101	GCC	-	-	-	-	-	250,000	-	-	250,000

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Palomar Airport Road and Avenida Encinas Growth Management Plan Improvements	NO	2.3	High	61021	GAS TAX	230,000	-	-	-	-	-	-	-	230,000
	NO	2	Critical	60281	TIF	1,295,500	-	-	-	-	-	-	-	1,295,500
Palomar Airport Road and College Boulevard Improvements	NO	Citywide	High	60441	GAS TAX	430,538	-110,000	-	-	-	-	-	-	320,538
				60442	TRANSNET -LOC	925,639	-8,157	-	-	-	-	-	-	917,482
Palomar Airport Waterline Realignment	NO	2	Critical	50551	WATER REPL	1,750,000	560,000	-	-	-	-	-	-	2,310,000
Park Drive Street and Drainage Improvement	NO	1	Critical	66111	GCC	717,439	-	-	-	-	-	-	-	717,439
Parking Lot Maintenance Program	NO	1	High	60521	IRF	1,530,000	60,000	130,000	60,000	130,000	60,000	475,000	475,000	2,920,000
	NO	Citywide	High	60011	TRANSNET -LOC	19,186,563	-	1,150,000	1,650,000	1,650,000	1,650,000	8,250,000	8,250,000	41,786,563
Poinsettia Community Park - Phase 4 - Dog Park				60012	GAS TAX	7,930,850	-	-	-	-	-	-	-	7,930,850
				60013	TRANSNET -LOC	14,146,476	2,200,000	950,000	950,000	950,000	950,000	4,750,000	4,750,000	29,646,476
Poinsettia Community Park - Phase 4 - Dog Park				60016	RMRA	8,036,000	2,300,000	2,400,000	2,400,000	2,400,000	2,400,000	12,000,000	12,000,000	43,936,000
				46081	PFF	2,838,140	-	-	-	-	-	-	-	2,838,140
Poinsettia Lane - Cassia Road to Skimmer Court (Reimbursement Agreement)				46082	PFF	-	-	-	-	-	-	-	-	-
	NO	3	Medium	50451	WATER CONN	600,000	-	-	-	-	-	-	-	600,000
Poinsettia Lane - Reach E Cassia Road to Skimmer Court	NO	3	High	39221	BTB#2	14,081,200	-	-	-	-	-	-	-	14,081,200

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Poinsettia Lane - Reaches A,B,C,F,G and Aviara Parkway Reimbursement	NO	2	High	19591	BTD#2	-	-	-	-	-	-	-	1,168,833	1,168,833
Poinsettia Lift Station Rehabilitation	YES	2	High	23041	SEWER REPL	-	-	2,500,000	-	-	-	-	-	2,500,000
Police and Fire Headquarters Renovation	NO	2	High	47151	IRF	9,993,050	-	-	-	-	-	-	-	9,993,050
Pressure Reducing Station Program	NO	Citywide	Critical	50201	WATER REPL	4,062,000	600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000	13,062,000
Rancho Carlsbad Groundwater Supply	NO	2	Low	50611	WATER CONN	200,000	-	-	-	125,000	-	1,425,000	-	1,750,000
Rancho Santa Fe Trail Slope Improvements	NO	4	High	60881	WATER REPL	200,000	-	-	-	125,000	-	1,425,000	-	1,750,000
Recycled Water Condition Assessment Program	NO	Citywide	High	52111	RECL REPL	700,000	50,000	50,000	50,000	50,000	50,000	280,000	310,000	1,540,000
Recycled Water Phase 3 - Reservoir Program	NO	3	High	52101	WATER REPL	980,000	-	-	-	-	-	-	-	980,000
Recycled Water Pipeline Replacement	NO	2	Medium	19541	RECL REPL	-	-	350,000	350,000	350,000	350,000	2,150,000	2,910,000	6,460,000
Reservoir Repair and Maintenance Program	NO	Citywide	High	50241	WATER REPL	5,850,000	-	1,960,000	-	-	-	3,070,000	3,610,000	14,490,000
Retroreflectivity Sign Replacement Program	NO	Citywide	Medium	60371	GAS TAX	1,000,000	-	-	-	-	-	-	-	1,000,000
Roadway Improvements - Coastal Area Analysis and Implementation	NO	Citywide	Medium	60791	GCC	200,000	-	-	-	-	-	-	-	200,000

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Roadway Slope Stabilization	NO	2	High	60811	GAS TAX	580,000	200,000	500,000	-	-	-	-	-	1,280,000
Robertson Ranch Park Development (Partial Funding)	NO	2	Medium	38011	PIL-NE	400,000	214,000	400,000	2,621,500	-	-	-	-	3,635,500
				38012	PFF	-	-	-	13,473,440	-	-	-	-	13,473,440
Romeria Drainage Improvements	NO	4	High	66041	GCC	410,000	-	-	-	-	-	-	-	410,000
Safety Training Center Settlement	NO	2	Low	47431	GCC	1,156,995	-	-	-	-	-	-	-	1,156,995
				66042	GAS TAX	347,940	-	-	-	-	-	-	-	347,940
San Luis Rey Mission Basin Groundwater Supply	NO	Citywide	Low	50441	WATER CONN	277,500	-277,500	-	-	-	280,000	5,500,000	2,500,000	8,280,000
				50442	WATER REPL	77,500	-77,500	-	-	-	80,000	6,000,000	-	6,080,000
Santa Fe II Inlet Pipeline	NO	Null	High	50571	WATER REPL	495,000	34,650	-	2,500,000	-	-	-	-	3,029,650
Santa Fe II Reservoir Site Electrical Improvements	NO	3	Medium	50461	WATER REPL	33,581	150,000	-	-	-	-	-	-	183,581
				55421	SEWER REPL	4,128,733	175,165	380,734	-	-	-	-	-	4,684,632
SCADA Improvements	NO	Citywide	Critical	55422	WATER REPL	3,923,400	3,209,200	2,412,500	610,500	-	-	-	-	10,155,600
				55423	RECL REPL	1,026,900	631,500	337,600	398,000	-	-	-	-	2,394,000
Schulman Auditorium and Cannon Art Gallery	NO	3	Medium	47531	IRF	200,000	150,000	-	-	-	-	-	-	350,000
Senior Center Refurbishment	NO	1	Medium	47381	IRF	1,248,000	600,000	-	-	-	-	-	-	1,848,000
Senior Center Security Fencing	NO	1	Low	47541	IRF	20,000	58,000	-	-	-	-	-	-	78,000

## 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Sewer Condition Assessment	NO	Citywide	Critical	55131	SEWER REPL	1,458,000	100,000	100,000	100,000	100,000	-	750,000	750,000	3,358,000
Sewer Lift Station Repairs and Upgrades	NO	2	Critical	38401	SEWER REPL	4,235,380	150,000	150,000	150,000	150,000	150,000	750,000	750,000	6,485,380
Sewer Line Capacity Improvements	NO	1	High	55481	SEWER REPL	200,000	1,800,000	1,800,000	-	-	-	-	-	3,000,000
Sewer Modeling	NO	Citywide	Medium	55461	SEWER CONN	300,000	-	-	-	-	-	-	-	300,000
Sewer Monitoring Program (Capacity)	NO	Citywide	High	55041	SEWER CONN	642,000	-	-	44,000	-	-	154,000	110,000	950,000
Sewer System Rehabilitation and Replacement	NO	1,2,3	High	55031	SEWER REPL	8,226,475	1,200,000	1,200,000	1,850,000	1,850,000	1,850,000	13,350,000	14,050,000	43,576,475
Sidewalk/Street Construction Program	NO	1,2	High	60021	TIF	3,800,000	-	-	987,500	333,000	107,500	890,000	2,835,000	8,953,000
South Carlsbad Coastline	NO	2,3,4	Medium	60022	GAS TAX	-	-	-	-	300,000	-	1,500,000	-	1,800,000
South Shore Agua Hedionda Lagoon Trail	NO	2	High	40851	TRANSNET -LOC	1,779,026	-	1,000,000	-	-	-	-	-	2,779,026
Stagecoach Community Park Community Gardens	YES	4	Medium	46111	GCC	755,500	34,440	-	-	-	-	-	-	789,940
State Street and Grand Avenue Road Improvements	NO	1	Medium	60821	TRANSNET -LOC	-	-	-	-	325,000	-	-	-	325,000
State Street Parking Lot Electric Vehicle Charging Stations	NO	1	Medium	40901	PFF	300,000	-	-	-	-	-	-	-	300,000
Storm Drain Condition Assessment	NO	Citywide	High	66201	IRF	600,000	270,000	300,000	350,000	375,000	420,000	2,375,000	3,002,500	7,692,500
Storm Drain System Rehab and Repair Program	NO	1,2,3	High	66071	IRF	4,991,360	200,000	250,000	250,000	300,000	300,000	1,822,500	2,140,000	10,253,860
Street Lighting Replacement Program	NO	Citywide	High	60621	GCC	319,269	-	-	-	-	-	-	-	319,269



# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Street Lighting Replacement Program	NO	Citywide	High	60622	TRANSNET -LOC	3,325,000	-	-	-	-	-	-	-	3,325,000
Sustainable Mobility Plan Implementation Program	NO	Citywide	High	61041	GAS TAX	-	510,566	510,000	-	-	-	-	-	1,020,566
Temporary Fire Station No. 7	NO	2	High	40911	GCC	900,000	-	-	-	-	-	-	-	900,000
Terramar Area Coastal Improvements	NO	2	High	60541	TIF	6,650,001	-	-	2,800,000	-	-	-	-	9,450,001
				60542	GCC	999,999	-	-	-	-	-	-	-	-
	NO			60543	TRANSNET -LOC	1,000,000	-	1,000,000	-	-	-	-	-	2,000,000
				60544	SEWER REPL	-	-	-	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	NO	2	High	60545	PFF	2,450,000	-	-	-	-	-	-	-	2,450,000
				40841	GCC	835,500	-	-	-	-	-	-	-	-
	NO			40842	GCC	200,000	-	-	-	-	-	-	-	200,000
				63292	GAS TAX	411,000	-	-	-	-	-	-	-	-
Traffic Control Improvements - Poinsettia Lane and Oriole Court	NO	3	High	63302	GAS TAX	411,000	-	-	-	-	-	-	-	411,000
Traffic Impact Fee Funds to CFD #1	NO	Null	Null	PA051	TIF	-	90,000	90,000	90,000	90,000	-	90,000	1,404,000	1,854,000
Traffic Impact Fee Update	NO	Citywide	High	60401	TIF	240,000	30,000	-	-	-	-	-	-	270,000
Traffic Improvement Program	NO	1,2,4	Critical	60701	GAS TAX	2,388,000	-	-	-	-	-	-	-	2,388,000

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Traffic Improvement Program	NO	1,2,4	Critical	60702	GCC	-	400,000	400,000	400,000	-	-	-	-	1,200,000
Traffic Monitoring Program	NO	Citywide	High	60031	TIF	1,622,900	122,516	-	-	-	-	-	-	1,745,416
Traffic Signal - Maverick Way and Camino De Los Coches	NO	4	Critical	63322	GAS TAX	140,000	240,000	-	-	-	-	-	-	380,000
Traffic Signal - Tamarack Avenue and Valley Street	NO	1	Medium	63351	GAS TAX	502,370	-	-	-	-	-	-	-	502,370
Traffic Signal Operations Modifications	NO	2	Medium	63271	GAS TAX	180,000	135,800	-	-	-	-	-	-	315,800
Traffic Signal Right Turn Overlaps	YES	2,3,4	Low	66361	GAS TAX	-	150,000	-	-	-	-	-	-	150,000
Trail Connectivity to Tamarack State Beach (Prop C)	NO	1	Low	40631	GCC	152,156	-	-	-	3,342,513	-	-	-	3,494,669
Trash Amendment Compliance Program	NO	1,2,3	Medium	66261	IRF	530,000	100,000	1,200,000	2,700,000	175,000	2,000,000	3,000,000	-	9,705,000
Tri-Agency Water Transmission Pipeline Replacement	NO	2	High	50081	WATER REPL	3,618,970	-	1,000,000	1,836,030	-	-	-	-	6,455,000
Tyler Street Traffic Circulation Study	NO	1	Medium	61031	GCC	-	70,000	-	-	-	-	-	-	70,000
Utility Undergrounding Program Study	NO	Citywide	Medium	60831	GCC	-	-	100,000	-	-	-	-	-	100,000
Vallecitos Interceptor Sewer Cleaning and CCTV	NO	2,3	Critical	55491	SEWER REPL	250,000	100,000	-	-	-	-	-	-	350,000
Valley and Magnolia Complete Streets	NO	1	High	60191	TIF	3,536,206	-	-	-	1,000,000	-	-	-	4,536,206
				60192	WATER REPL	71,000	-	-	-	-	-	-	-	71,000
				60193	TRANSNET -LOC	-	1,200,000	-	-	-	-	-	-	1,200,000
Valley Street Traffic Calming	NO	1	Medium	19741	TRANSNET -LOC	-	-	-	-	1,645,000	-	-	-	1,645,000

# 15- year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Veteran's Memorial Park (All Quadrants)	NO	2	Critical	46091	CFD#1	3,112,200	1,257,250	1,257,250	24,630,950	-	-	-	-	30,257,650
Village and Barrio Traffic Circles	NO	1	High	40151	GCC	415,000	-	-	-	-	-	-	-	415,000
						40152	1,025,000	-	-	-	-	-	-	-
Village Decorative Lighting - Carlsbad Village Drive from Harding Street to Ocean Street	YES	1	Medium	61051	GCC	160,000	-	-	-	-	-	-	-	160,000
						40153	2,759,000	1,400,000	-	-	-	-	-	-
Village Decorative Lighting - Gateway Lighting	YES	1	Medium	23141	GCC	-	-	900,000	-	-	-	-	-	900,000
Village Decorative Lighting - Hospitality District	YES	1	Medium	23131	GCC	-	-	800,000	-	-	-	-	-	800,000
Village Decorative Lighting - Pedestrian Lampposts Oak Avenue	YES	1	Medium	23151	GCC	-	-	450,000	-	-	-	-	-	450,000
Village Decorative Lighting - Pedestrian Lighting at Village Outskirts	YES	1	Medium	23161	GCC	-	-	850,000	-	-	-	-	-	850,000
Village Decorative Lighting - State Street, Madison, Roosevelt, and Washington	NO	1	Medium	40161	GCC	703,853	400,000	-	-	-	-	-	-	1,103,853
Village Decorative Lighting - Train Station Area	YES	1	Medium	61061	GCC	-	500,000	-	-	-	-	-	-	500,000
Village H South Off Leash Dog Area and Trail Segment 5B	NO	2	Medium	46101	PFF	522,000	160,500	1,320,701	-	-	-	-	-	2,003,201
Village Intelligent Parking Implementation	NO	1	Low	60891	GCC	-	-	-	-	300,000	-	-	-	300,000
Villas Sewer Lift Station Replacement	NO	2	Critical	55501	SEWER REPL	1,154,000	100,000	-	-	-	-	-	-	1,254,000
Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-VC13)	NO	2	Critical	34921	SEWER CONN	33,190,972	-	-	-	-	-	-	-	33,190,972

# 15-year Capital Improvement Program

Project Name	New Project	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Year 4 (2025-26)	Year 5 (2026-27)	Year 6-10 (2028-32)	Year 11-15 (2033-37)	Total Funding Source
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	NO	1	High	55351	SEWER CONN	396,000	-100,000	100,000	939,000	-	-	-	-	1,335,000
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	NO	Citywide	Critical	38861	SEWER CONN	9,464,833	-	-	-	-	-	-	-	9,464,833
Vista Carlsbad Interceptor - Reach VC3	NO	1	Critical	39501	SEWER CONN	597,000	-497,000	380,000	-	-	-	-	-	480,000
Vista Carlsbad Interceptor - Reach VC14 To VC15	NO	Citywide	High	39491	SEWER CONN	21,362,390	-	-	-	-	-	-	-	21,362,390
Vista Carlsbad Interceptor - Rehabilitation (VC1 and VC2)	NO	2	Critical	55511	SEWER REPL	141,000	-	500,000	1,500,000	-	-	-	-	2,141,000
Vista/Carlsbad Interceptor - Point Repair Reaches (VC13 & VC14)	YES	2,3	High	55551	SEWER REPL	-	200,000	600,000	600,000	-	-	-	-	1,400,000
Water Infrastructure Condition Assessment Program	NO	Citywide	Critical	50511	WATER REPL	1,780,000	410,000	410,000	420,000	420,000	450,000	2,250,000	2,480,000	8,620,000
Water Loss Monitoring Program	NO	Citywide	High	50521	WATER REPL	350,000	-	110,000	110,000	110,000	110,000	550,000	550,000	1,890,000
Water Modeling	NO	Citywide	Critical	50581	WATER CONN	350,000	25,000	25,000	25,000	-	-	-	-	425,000
Water System Rehabilitation and Replacement	NO	Citywide	Critical	39041	WATER REPL	9,568,366	2,690,000	2,800,000	3,000,000	3,000,000	3,000,000	19,890,000	21,080,000	65,028,366
Water Valve Repair/Replacement Program	NO	Citywide	Critical	50191	WATER REPL	6,920,000	940,000	960,000	960,000	960,000	1,000,000	5,110,000	5,650,000	22,500,000

## CAPITAL IMPROVEMENT PROGRAM SUMMARY BY FUND

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE							
	Prior Years	Year 1 2022-23	Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27	Year 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 1,895,654</b>	<b>\$ 1,895,654</b>	<b>\$ 2,411,774</b>	<b>\$ 2,924,766</b>	<b>\$ 2,924,766</b>	<b>\$ 2,924,766</b>
<b>REVENUES</b>							
Developer Fees		-	516,120	512,992	-	-	2,143,409
<b>Total Revenues</b>	<b>N/A</b>	<b>-</b>	<b>516,120</b>	<b>512,992</b>	<b>-</b>	<b>-</b>	<b>2,143,409</b>
<b>CAPITAL PROJECTS</b>							
Poinsettia Lane - Reach E Cassia Road To Skimmer Court	\$ 14,081,198	-	-	-	-	-	-
Poinsettia Lane - Reaches A,B,C,F,G & Aviara Pkwy Reimb	-	-	-	-	-	-	1,168,833
<b>Total Project Expenditures</b>	<b>14,081,198</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,168,833</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 1,895,654</b>	<b>\$ 2,411,774</b>	<b>\$ 2,924,766</b>	<b>\$ 2,924,766</b>	<b>\$ 2,924,766</b>	<b>\$ 3,899,342</b>

BTD NO. 3 CANNON ROAD WEST							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>
<b>REVENUES</b>							
Developer Fees		-	-	-	-	-	-
<b>Total Revenues</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PROJECTS</b>							
BTD#3 Reconciliation and Closeout	\$ 19,977	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>19,977</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>	<b>\$ 526,595</b>

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 63,346,133</b>	<b>\$ 64,832,101</b>	<b>\$ 66,372,017</b>	<b>\$ 43,985,014</b>	<b>\$ 45,104,880</b>	<b>\$ 46,240,357</b>
<b>REVENUES</b>							
Developer Special Taxes		2,853,218	2,907,166	2,353,947	1,229,866	1,245,477	16,807,450
<b>Total Revenues</b>	<b>N/A</b>	<b>2,853,218</b>	<b>2,907,166</b>	<b>2,353,947</b>	<b>1,229,866</b>	<b>1,245,477</b>	<b>16,807,450</b>
<b>CAPITAL PROJECTS</b>							
CFD#1 Administration	\$ -	110,000	110,000	110,000	110,000	110,000	-
City Hall Complex	1,028,105	-	-	-	-	-	50,000,000
Cole Library Expansion	-	-	-	-	-	-	5,988,000
Orion Center	35,258,155	-	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	3,112,202	1,257,250	1,257,250	24,630,950	-	-	-
<b>Total Project Expenditures</b>	<b>39,398,462</b>	<b>1,367,250</b>	<b>1,367,250</b>	<b>24,740,950</b>	<b>110,000</b>	<b>110,000</b>	<b>55,988,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 64,832,101</b>	<b>\$ 66,372,017</b>	<b>\$ 43,985,014</b>	<b>\$ 45,104,880</b>	<b>\$ 46,240,357</b>	<b>\$ 7,059,807</b>

<b>GAS TAX FUND</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 331,579</b>	<b>\$ 181,476</b>	<b>\$ 590,621</b>	<b>\$ 2,637,776</b>	<b>\$ 4,122,623</b>	<b>\$ 7,086,291</b>
<b>REVENUES</b>							
Gas Tax and Prop 42 Funds		3,377,749	3,435,845	3,497,155	3,534,848	3,563,667	36,373,917
<b>Total Revenues</b>	<b>N/A</b>	<b>3,377,749</b>	<b>3,435,845</b>	<b>3,497,155</b>	<b>3,534,848</b>	<b>3,563,667</b>	<b>36,373,917</b>
<b>CAPITAL PROJECTS</b>							
Advance Street Name Signs	\$ 40,000	(40,000)	-	-	-	-	-
Avenida Encinas Pedestrian Access Improvements	75,000	-	25,000	-	-	-	-
Barrio Street Lighting	700,000	-	-	-	-	-	-
Cannon Road and Paseo del Norte SMP and GMP Improvements	60,000	(55,657)	-	-	-	-	-
Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,576,001	-	-	700,000	-	-	-
Carlsbad Boulevard Emergency Repair	841,001	-	-	-	-	-	-
Carlsbad Boulevard Lane Reduction and Edge Striping	300,000	-	-	-	-	-	-
Carlsbad Blvd Median-Tamarack Avenue To Pine Avenue	-	-	-	-	-	-	2,763,000
Carlsbad Blvd Pedestrian Improvement Project	222,100	-	-	-	-	-	-
Citywide Drainage Improvement Program	6,090,594	-	-	-	-	-	-
Citywide Street Lighting Program	150,000	-	-	-	-	-	-
Citywide Thermoplastic Pavement Markings	50,000	-	-	-	-	-	-
Concrete Repair/Replacement Program	2,932,999	-	-	-	-	-	-
El Camino Real And Cannon Road Intersection Improvements	837,001	-	-	-	-	-	-
El Camino Real And College Blvd Intersection Improvements	1,020,000	-	-	-	-	-	-
El Camino Real Medians	904,530	-	-	-	-	-	-
Gas Tax Transfer To General Fund (Transportation Operating Budget)	-	600,000	600,000	600,000	600,000	600,000	6,000,000
Guardrail Replacement And Improvement Program	300,000	-	-	-	-	-	-
Intelligent Traffic Control Devices	200,000	-	-	-	-	-	-
Intersection Control - Camino De Los Coches And La Costa Avenue	350,000	-	500,000	-	-	-	-
Jefferson Street SMP Improvements	75,000	(70,657)	-	-	-	-	-
Kelly Drive And Park Drive Road Diet And Multiuse Trail	130,000	-	-	-	-	-	-
La Costa Avenue SMP Improvements	110,000	(99,252)	-	-	-	-	-
La Costa Avenue Traffic Improvements	121,300	-	741,700	-	-	-	-
La Costa Slope Repair West of Romeria	255,751	-	-	-	-	-	-
Laguna Drive Storm Drain	256,000	-	-	-	1,000,000	-	1,494,000
Left Turn Lane Extensions	200,000	150,000	150,000	150,000	150,000	-	-
Marca Place Drainage Improvements	65,000	-	-	-	-	-	-
Palomar Airport Rd and Avenida Encinas GMP Improvements	230,000	-	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Left Turn Lane	194,547	(52,948)	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Right Turn Lane	430,538	(110,000)	-	-	-	-	-
Park Drive Drainage And Street Improvements	2,935,002	1,030,000	-	-	-	-	-
Pavement Management Program	7,930,849	-	-	-	-	-	-
Retroreflectivity Sign Replacement Program	999,999	-	-	-	-	-	-
Roadway Slope Stabilization	579,997	200,000	500,000	-	-	-	-
Romeria Drainage Improvements	347,938	-	-	-	-	-	-
Sidewalk/Street Construction Program	-	-	-	-	300,000	-	1,500,000
Sustainable Mobility Plan Implementation Program	-	510,566	510,000	-	-	-	-
Traffic Control Improvements - Poinsettia Lane & Cassia Road	411,000	-	-	-	-	-	-
Traffic Control Improvements - Poinsettia Lane & Oriole Court	410,999	-	-	-	-	-	-
Traffic Improvement Program	2,388,003	-	-	-	-	-	-
Traffic Signal - El Fuerte Street And Rancho Pancho	210,000	(210,000)	-	-	-	-	-
Traffic Signal - La Costa Avenue And Levante Street	250,000	(250,000)	-	-	-	-	-
Traffic Signal - Maverick Way & Camino De Los Coches	140,000	240,000	-	-	-	-	-
Traffic Signal - Tamarack Avenue And Valley Street	502,370	-	-	-	-	-	-
Traffic Signal Operations Modifications	180,000	135,800	-	-	-	-	-
Traffic Signal Right Turn Overlaps	-	150,000	-	-	-	-	-
Village And Barrio Traffic Circles	2,759,000	1,400,000	-	-	-	-	-
Wayfinding Sign Replacement Program	50,683	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>38,813,202</b>	<b>3,527,852</b>	<b>3,026,700</b>	<b>1,450,000</b>	<b>2,050,000</b>	<b>600,000</b>	<b>11,757,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 181,476</b>	<b>\$ 590,621</b>	<b>\$ 2,637,776</b>	<b>\$ 4,122,623</b>	<b>\$ 7,086,291</b>	<b>\$ 31,703,207</b>

<b>GAS TAX (ROAD MAINTENANCE AND REHABILITATION ACCOUNT)</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 669,079</b>	<b>\$ 381,885</b>	<b>\$ 126,331</b>	<b>\$ 17,293</b>	<b>\$ 82,913</b>	<b>\$ 370,698</b>
<b>REVENUES</b>							
Gas Tax (RMRA) Revenues		2,632,806	2,764,446	2,910,962	3,085,620	3,307,785	45,955,333
<b>Total Revenues</b>	<b>N/A</b>	<b>2,632,806</b>	<b>2,764,446</b>	<b>2,910,962</b>	<b>3,085,620</b>	<b>3,307,785</b>	<b>45,955,333</b>
<b>CAPITAL PROJECTS</b>							
Concrete Repair/Replacement Program	\$ 727,000	620,000	620,000	620,000	620,000	620,000	2,500,000
Pavement Management Program	8,036,002	2,300,000	2,400,000	2,400,000	2,400,000	2,400,000	24,000,000
<b>Total Project Expenditures</b>	<b>8,763,002</b>	<b>2,920,000</b>	<b>3,020,000</b>	<b>3,020,000</b>	<b>3,020,000</b>	<b>3,020,000</b>	<b>26,500,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 381,885</b>	<b>\$ 126,331</b>	<b>\$ 17,293</b>	<b>\$ 82,913</b>	<b>\$ 370,698</b>	<b>\$ 19,826,031</b>

<b>GENERAL CAPITAL CONSTRUCTION (GCC)</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 13,102,386</b>	<b>\$ 15,203,798</b>	<b>\$ 14,334,598</b>	<b>\$ 15,519,598</b>	<b>\$ 15,895,730</b>	<b>\$ 19,954,730</b>
<b>REVENUES</b>							
Transfer from General Fund		4,051,000	4,187,000	4,235,000	4,278,000	4,389,000	47,708,000
<b>Total Revenues</b>	<b>N/A</b>	<b>4,051,000</b>	<b>4,187,000</b>	<b>4,235,000</b>	<b>4,278,000</b>	<b>4,389,000</b>	<b>47,708,000</b>
<b>CAPITAL PROJECTS</b>							
ADA Beach Access - Pine to Tamarack	\$ 375,002	-	-	2,500,000	-	-	-
Alga Norte Park Modifications	314,000	-	706,200	-	-	-	-
Assessment District 97-1 Maintenance	420,000	-	-	-	-	-	-
Barrio Street Lighting	760,001	-	-	-	-	-	-
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	6,199,000	-	-	-	-	-	-
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	1,250,000	-	-	30,000	150,000	30,000	800,000
Calavera Hills Community Park Gateway Improvements	1,407,851	-	-	-	-	-	-
Camino Hills and Jackspar Drive Slope Stabilization	859,399	-	-	-	-	-	-
Cannon Park Restroom	55,645	-	-	-	-	-	-
Chestnut Underpass Public Art Project	100,000	150,000	-	-	-	-	-
City Facility Accessibility Upgrades	500,001	-	-	-	-	-	-
City Fire Stations Wash Water BMPs	280,000	-	-	-	-	-	-
City Hall Exterior Refurbishment	2,250,001	-	-	-	-	-	-
Cole Library Expansion	-	-	-	-	-	-	1,000,000
Dove Library Lighting Improvements	225,000	-	-	-	-	-	-
Dove Library Parking Lot Renovation	474,999	-	-	-	-	-	-
El Camino Real and College Boulevard Intersection Improvements	131,000	-	-	-	-	-	-
Emergency Operations Center Reconfiguration	1,658,001	-	-	-	-	-	-
Faraday Avenue Improvements	100,000	-	-	-	-	-	-
Fire Administration Offices	150,000	-	-	-	-	-	-
Fire Station No. 2 Replacement	13,000,000	-	-	-	-	-	-
Fire Station No. 5 New Roof and Storage Building	345,001	(121,373)	-	-	-	-	-
Fleet Maintenance Refurbishment	896,100	-	-	-	-	-	-
Grand Avenue Promenade Feasibility Study	-	200,000	600,000	-	-	-	-
Lake Calavera Outlet Improvements	1,436,002	-	-	-	-	-	-
Lake Calavera Reservoir Maintenance	531,004	50,000	50,000	120,000	50,000	50,000	500,000
Lake Calavera Storm Drain Improvements	5,569	-	-	-	-	-	-
Lake Calavera Trails Master Plan/Construction (Prop C)	1,128,248	-	-	-	-	-	-
Maerkle Reservoir Solar Project	830	-	-	-	-	-	-
Monroe Street Pool Replacement	62,000	(61,764)	-	-	-	-	-
New Village Arts Tenant Improvements	613,000	-	-	-	-	-	-
Ocean Street Reconfiguration Concepts Study	-	-	200,000	-	-	-	-
Ocean Street Restroom Facility	775,000	-	-	-	59,355	-	-
Open Space and Trail Acquisition (Prop C)	4,015,000	-	-	-	-	-	-
Orion Complex Energy Storage	-	-	-	-	-	250,000	-
Park Drive Street and Drainage Improvement	717,440	-	-	-	-	-	-
Police and Fire Headquarters Renovation	10,973,501	-	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	3,610,340	-	-	-	-	-	-
Rancho Santa Fe Trail Slope Improvements	350,000	-	-	-	-	-	-
Roadway Improvements - Coastal Area Analysis and Implementation	200,000	-	-	-	-	-	-
Romeria Drainage Improvements	409,999	-	-	-	-	-	-
Safety Training Center Settlement	1,156,996	-	-	-	-	-	-
Safety Training Center Water Recirculating System Study	50,000	(50,000)	-	-	-	-	-
South Shore Agua Hedionda Lagoon Trail	755,501	34,440	-	-	-	-	-
Street Lighting Replacement Program	319,270	-	-	-	-	-	-
Temporary Fire Station No. 7	900,000	-	-	-	-	-	-
Terramar Area Coastal Improvements	1,000,000	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	835,500	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	200,000	-	-	-	-	-	-
Traffic Improvement Program	-	400,000	400,000	400,000	-	-	-
Traffic Signal Master Plan	150,001	(9,040)	-	-	-	-	-
Trail Connectivity to Tamarack State Beach (Prop C)	152,156	-	-	-	3,342,513	-	-
Tyler Street Traffic Circulation Study	-	70,000	-	-	-	-	-
Utility Undergrounding Program Study	-	-	100,000	-	-	-	-
Village and Barrio Traffic Circles	415,000	-	-	-	-	-	-
Village Decorative Lighting - Carlsbad Village Drive from Harding Street to	-	400,000	-	-	-	-	-
Village Decorative Lighting - Gateway Lighting	-	-	900,000	-	-	-	-
Village Decorative Lighting - Hospitality District	-	-	800,000	-	-	-	-
Village Decorative Lighting - Pedestrian Lampposts Oak Avenue	-	-	450,000	-	-	-	-
Village Decorative Lighting - Pedestrian Lighting at Village Outskirts	-	-	850,000	-	-	-	-
Village Decorative Lighting - State Street, Madison, Roosevelt, and Washir	703,853	400,000	-	-	-	-	-
Village Decorative Lighting - Train Station Area	-	500,000	-	-	-	-	-
Village Intelligent Parking Implementation	-	-	-	-	300,000	-	-
Village Railroad Tracks Trenching	560,103	(12,675)	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>63,777,314</b>	<b>1,949,588</b>	<b>5,056,200</b>	<b>3,050,000</b>	<b>3,901,868</b>	<b>330,000</b>	<b>2,300,000</b>
	<b>N/A</b>	<b>\$ 15,203,798</b>	<b>\$ 14,334,598</b>	<b>\$ 15,519,598</b>	<b>\$ 15,895,730</b>	<b>\$ 19,954,730</b>	<b>\$ 65,362,730</b>

<b>GRANTS - FEDERAL</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ (2,373,295)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>REVENUES</b>							
Grant Revenue		2,373,295	-	-	-	-	-
<b>Total Revenues</b>	<b>N/A</b>	<b>2,373,295</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PROJECTS</b>							
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$ 1,776,000	-	-	-	-	-	-
Carlsbad Boulevard Pedestrian Improvement Project	591,600	-	-	-	-	-	-
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	1,440,000	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>3,807,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

<b>INFRASTRUCTURE MAINTENANCE &amp; REPLACEMENT</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 78,868,824</b>	<b>\$ 79,369,946</b>	<b>\$ 73,206,963</b>	<b>\$ 72,553,963</b>	<b>\$ 74,304,963</b>	<b>\$ 75,360,963</b>
<b>REVENUES</b>							
Transfer from General Fund		3,977,000	4,096,000	4,187,000	4,271,000	4,381,000	48,220,000
<b>Total Revenues</b>	<b>N/A</b>	<b>3,977,000</b>	<b>4,096,000</b>	<b>4,187,000</b>	<b>4,271,000</b>	<b>4,381,000</b>	<b>48,220,000</b>
<b>CAPITAL PROJECTS</b>							
Agua Hedionda Creek Maintenance	\$ 133,002	80,000	80,000	80,000	90,000	95,000	1,105,000
Aviara and Hidden Canyon Parks Playground Safety Resurfacing	600,000	-	-	-	-	-	-
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	4,112,752	1,800,000	-	-	-	-	-
Bridge Preventative Maintenance Program	2,227,512	250,000	500,000	500,000	700,000	-	-
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	2,820,000	-	1,200,000	-	-	-	-
Calavera Hills Community Center Refurbishment	685,001	1,300,000	-	-	-	-	-
City Facility Safety and Parking Lot Lighting Assessment	1,910,000	-	-	-	-	-	-
City Hall Complex Refurbishment	1,143,999	-	-	-	-	-	-
Citywide Drainage Improvement Program	4,681,502	900,000	300,000	300,000	300,000	300,000	3,000,000
Cole Library Security Fencing	40,000	130,000	-	-	-	-	-
Coordinated Traffic Signal Program	800,000	-	-	-	-	-	-
DMP Facility BFB-U (El Camino Real)	750,000	100,000	3,000,000	50,000	50,000	50,000	100,000
El Camino Real and Agua Hedionda Creek Bridge Railing and Sidewalk	210,000	-	-	-	-	-	-
Emergency Operations Center Reconfiguration	200,000	500,000	-	-	-	-	-
Faraday Center Refurbishment	3,154,382	-	-	-	-	-	-
Farol Court Storm Drain Outfall at Agua Hedionda Creek	529,749	-	-	-	-	-	-
Fire Station No. 2 Replacement	1,433,884	-	-	-	-	-	-
Fire Station No. 4 Expansion	267,410	(80,634)	-	-	-	-	-
Fire Station No. 6 Renovation	35,000	-	-	-	-	-	-
Fleet Fuel Island Upgrade	1,763,798	500,000	200,000	400,000	400,000	100,000	-
Fleet Maintenance Refurbishment	2,074,003	500,000	-	-	-	-	-
Harding Center Refurbishment	165,000	-	140,000	-	-	-	-
Headwall Replacement Program	510,001	-	-	-	-	-	-
Holiday Park Facilities Maintenance	79,823	-	-	-	-	-	-
Hosp Grove Park Improvements	1,562,000	-	-	-	-	-	-
Kelly Drive Channel Repair	1,041,003	500,000	1,900,000	-	-	-	-
La Costa Avenue Drainage Improvements	868,367	-	-	-	-	-	-
Las Palmas Roof Replacement	500,000	-	-	-	-	-	-
Leo Carrillo Ranch Roof Repairs	1,449,999	-	-	-	-	-	-
Library Fire Alarm Panel Upgrades	180,000	-	-	-	-	-	-
Miscellaneous City Building Improvements	1,715,000	150,000	150,000	150,000	-	-	1,500,000
Monroe Street Pool Replacement	6,187,001	(4,438,236)	908,983	-	-	-	-
New Village Arts Building Roof and Exterior Refurbishment	313,627	-	-	-	-	-	-
Parking Lot Maintenance Program	1,529,999	60,000	130,000	60,000	130,000	60,000	950,000
Police and Fire Headquarters Renovation	9,993,049	-	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	726,683	(153,252)	-	-	-	-	-
Schulman Auditorium and Cannon Art Gallery	200,000	150,000	-	-	-	-	-
Senior Center Refurbishment	1,248,002	600,000	-	-	-	-	-
Senior Center Security Fencing	20,000	58,000	-	-	-	-	-
Stagecoach Park Synthetic Turf Replacement	2,200,000	-	-	-	-	-	-
Storm Drain Condition Assessment	600,000	270,000	300,000	350,000	375,000	420,000	5,377,500
Storm Drain System Rehab and Repair Program	4,991,364	200,000	250,000	250,000	300,000	300,000	3,962,500
Trash Amendment Compliance Program	530,000	100,000	1,200,000	2,700,000	175,000	2,000,000	3,000,000
	<b>66,182,912</b>	<b>3,475,878</b>	<b>10,258,983</b>	<b>4,840,000</b>	<b>2,520,000</b>	<b>3,325,000</b>	<b>18,995,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 79,369,946</b>	<b>\$ 73,206,963</b>	<b>\$ 72,553,963</b>	<b>\$ 74,304,963</b>	<b>\$ 75,360,963</b>	<b>\$ 104,585,963</b>



OTHER							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>
<b>REVENUES</b>							
Other Financing Sources		-	-	-	-	-	-
<b>Total Revenues</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PROJECTS</b>							
College Blvd Reach A And Cannon Road Reach 4A	\$ 1,712,999	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>1,712,999</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>	<b>\$ 650,461</b>

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE (1)</b>	<b>N/A</b>	<b>\$ 4,373,434</b>	<b>\$ 4,159,434</b>	<b>\$ 3,759,434</b>	<b>\$ 1,158,356</b>	<b>\$ 1,158,356</b>	<b>\$ 1,158,356</b>
<b>REVENUES</b>							
Developer Fees		-	-	20,422	-	-	3,543,259
<b>Total Revenues</b>	<b>N/A</b>	<b>-</b>	<b>-</b>	<b>20,422</b>	<b>-</b>	<b>-</b>	<b>3,543,259</b>
<b>CAPITAL PROJECTS</b>							
Loan - Park-in-Lieu NE to Public Facility Fee Fund for Park Site Acquisition	\$ -	-	-	-	-	-	4,550,000
Robertson Ranch Park Development	400,000	214,000	400,000	2,621,500	-	-	-
<b>Total Project Expenditures</b>	<b>400,000</b>	<b>214,000</b>	<b>400,000</b>	<b>2,621,500</b>	<b>-</b>	<b>-</b>	<b>4,550,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 4,159,434</b>	<b>\$ 3,759,434</b>	<b>\$ 1,158,356</b>	<b>\$ 1,158,356</b>	<b>\$ 1,158,356</b>	<b>\$ 151,615</b>

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 2,580,632</b>	<b>\$ 1,811,837</b>	<b>\$ 1,777,963</b>	<b>\$ 2,431,525</b>	<b>\$ 3,099,627</b>	<b>\$ 3,760,912</b>
<b>REVENUES</b>							
Developer Fees		1,792,968	1,874,777	1,977,037	668,102	661,285	6,333,337
<b>Total Revenues</b>	<b>N/A</b>	<b>1,792,968</b>	<b>1,874,777</b>	<b>1,977,037</b>	<b>668,102</b>	<b>661,285</b>	<b>6,333,337</b>
<b>CAPITAL PROJECTS</b>							
City Facility Safety and Parking Lot Lighting Assessment	\$ -	-	200,000	-	-	-	-
Hosp Grove Park Improvements	120,000	1,000,000	208,650	1,323,476	-	-	-
Monroe Street Pool Replacement	-	1,561,764	1,500,000	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	2,197,002	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>2,317,002</b>	<b>2,561,764</b>	<b>1,908,650</b>	<b>1,323,476</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 1,811,837</b>	<b>\$ 1,777,963</b>	<b>\$ 2,431,525</b>	<b>\$ 3,099,627</b>	<b>\$ 3,760,912</b>	<b>\$ 10,094,248</b>

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 1,883,247</b>	<b>\$ 2,341,398</b>	<b>\$ 2,748,960</b>	<b>\$ 2,248,960</b>	<b>\$ 1,748,960</b>	<b>\$ 348,960</b>
<b>REVENUES</b>							
Developer Fees		679,039	607,562	-	-	-	5,106
<b>Total Revenues</b>	<b>N/A</b>	<b>679,039</b>	<b>607,562</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,106</b>
<b>CAPITAL PROJECTS</b>							
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construct	\$ 1,334,100	(4,111)	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3B	-	-	-	500,000	500,000	1,400,000	-
Stagecoach Community Park Community Gardens	-	225,000	200,000	-	-	-	-
<b>Total Project Expenditures</b>	<b>1,334,100</b>	<b>220,889</b>	<b>200,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,400,000</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 2,341,398</b>	<b>\$ 2,748,960</b>	<b>\$ 2,248,960</b>	<b>\$ 1,748,960</b>	<b>\$ 348,960</b>	<b>\$ 354,065</b>

<b>PARK-IN-LIEU SW</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 587,769	\$ 590,124	\$ 590,124	\$ 590,124	\$ 590,124	\$ 590,124
<b>REVENUES</b>							
Developer Fees/Loans		-	-	-	-	-	260,384
<b>Total Revenues</b>	N/A	-	-	-	-	-	<b>260,384</b>
<b>CAPITAL PROJECTS</b>							
Aviara Community Park - Phase 2	\$ 3,120,504	-	-	-	-	-	-
Aviara Community Park - Phase 2 (Art)	38,199	(2,355)	-	-	-	-	-
Aviara Reimbursement Agreement	238,001	-	-	-	-	-	-
Loan Repay - Park-in-Lieu SW to Public Facility Fee Fund	-	-	-	-	-	-	1,100,000
<b>Total Project Expenditures</b>	<b>3,396,704</b>	<b>(2,355)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>
	N/A	\$ 590,124	\$ 590,124	\$ 590,124	\$ 590,124	\$ 590,124	\$ (249,493)

<b>PARK FEE ZONES 5,13,16,17,18</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 4,971,721	\$ 5,019,975	\$ 5,105,909	\$ 4,725,909	\$ 60,709	\$ 60,709
<b>REVENUES</b>							
Developer Fees		48,255	85,933	20,000	-	-	972,947
<b>Total Revenues</b>	N/A	<b>48,255</b>	<b>85,933</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>972,947</b>
<b>CAPITAL PROJECTS</b>							
Business Park Recreational Facility (Partial Funding)	\$ -	-	-	400,000	4,665,200	-	-
<b>Total Project Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>4,665,200</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ 5,019,975	\$ 5,105,909	\$ 4,725,909	\$ 60,709	\$ 60,709	\$ 1,033,655

<b>PLANNED LOCAL DRAINAGE AREA A FEES (PLD A)</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 930,371	\$ 934,159	\$ 934,159	\$ 941,999	\$ 941,999	\$ 941,999
<b>REVENUES</b>							
Developer Fees		28,788	-	7,840	-	-	39,328
<b>Total Revenues</b>	N/A	<b>28,788</b>	<b>-</b>	<b>7,840</b>	<b>-</b>	<b>-</b>	<b>39,328</b>
<b>CAPITAL PROJECTS</b>							
DMP Facility AAA (Jefferson Street)	\$ -	-	-	-	-	-	289,534
DMP Facility AAAA (Madison Street)	-	-	-	-	-	-	416,500
DMP Facility AC (Highland Drive Drainage Project)	-	-	-	-	-	-	921,408
DMP Facility AFA (Hidden Valley Drainage Restoration and Enhancement Proj)	-	-	-	-	-	-	91,608
DMP Facility AFB (Calavera Hills Drainage Restoration and Enhancement Proj)	-	-	-	-	-	-	163,164
Drainage Master Plan Update	191,511	25,000	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>191,511</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,882,214</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ 934,159	\$ 934,159	\$ 941,999	\$ 941,999	\$ 941,999	\$ (900,887)

<b>PLANNED LOCAL DRAINAGE AREA B FEES (PLD B)</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 1,422,582	\$ 1,563,334	\$ 1,824,449	\$ 1,906,101	\$ 1,987,753	\$ 2,068,606
<b>REVENUES</b>							
Developer Fees		151,107	261,116	81,652	81,652	80,852	2,447,221
<b>Total Revenues</b>	N/A	<b>151,107</b>	<b>261,116</b>	<b>81,652</b>	<b>81,652</b>	<b>80,852</b>	<b>2,447,221</b>
<b>CAPITAL PROJECTS</b>							
Agua Hedionda Creek Maintenance	\$ 3,559,890	(14,645)	-	-	-	-	-
College Boulevard Wetland Habitat Creation	99,245	-	-	-	-	-	-
DMP Facility BB 1 and 2 (Washington Street)	-	-	-	-	-	-	1,086,065
DMP Facility BCB (Magnolia Avenue)	-	-	-	-	-	-	468,096
DMP Facility BFA (Country Store)	1,241,649	-	-	-	-	-	-
DMP Facility BFB-L and BFB-1 (Tamarack and El Camino Real Plda "B")	-	-	-	-	-	-	904,329
DMP Facility BFB-U (El Camino Real)	153,489	-	-	-	-	-	-
DMP Facility BL-L (College Boulevard Bridge Reimbursement Plda "B")	-	-	-	-	-	-	1,816,101
DMP Facility BL-U (College Boulevard)	-	-	-	-	-	-	384,509
DMP Facility BM (Cantarini/College Boulevard Box Culvert)	-	-	-	-	-	-	204,077
DMP Facility BQ (Sunny Creek)	-	-	-	-	-	-	131,355
DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)	-	-	-	-	-	-	180,773
Drainage Master Plan Update	558,001	25,000	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>5,612,274</b>	<b>10,355</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,175,305</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ 1,563,334	\$ 1,824,449	\$ 1,906,101	\$ 1,987,753	\$ 2,068,606	\$ (659,478)

PLANNED LOCAL DRAINAGE AREA C FEES (PLD C)							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 1,562,253	\$ 1,694,188	\$ 1,799,312	\$ 1,924,085	\$ 1,924,085	\$ 1,924,085
<b>REVENUES</b>							
Developer Fees		156,935	105,124	124,772	-	-	1,852,643
<b>Total Revenues</b>	N/A	<b>156,935</b>	<b>105,124</b>	<b>124,772</b>	<b>-</b>	<b>-</b>	<b>1,852,643</b>
<b>CAPITAL PROJECTS</b>							
DMP Facility C1 (Carlsbad Boulevard Encinas Creek Bridge Plda "C")	\$ 2,376,548	-	-	-	-	-	-
DMP Facility C2 (Paseo Del Norte)	-	-	-	-	-	-	727,730
DMP Facility CA (Avenida Encinas)	-	-	-	-	-	-	529,402
Drainage Master Plan Update	146,890	25,000	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>2,523,438</b>	<b>25,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,257,132</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ <b>1,694,188</b>	\$ <b>1,799,312</b>	\$ <b>1,924,085</b>	\$ <b>1,924,085</b>	\$ <b>1,924,085</b>	\$ <b>2,519,596</b>

PLANNED LOCAL DRAINAGE AREA D FEES (PLD D)							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 857,075	\$ 938,063	\$ 1,057,740	\$ 1,104,953	\$ 1,104,953	\$ 1,104,953
<b>REVENUES</b>							
Developer Fees		80,989	119,676	47,213	-	-	1,231,849
<b>Total Revenues</b>	N/A	<b>80,989</b>	<b>119,676</b>	<b>47,213</b>	<b>-</b>	<b>-</b>	<b>1,231,849</b>
<b>CAPITAL PROJECTS</b>							
DMP Facility DBB (Avenida Encinas)	\$ -	-	-	-	-	-	429,108
DMP Facility DFA (Batiquitos Lagoon Stormwater Treatment)	-	-	-	-	-	-	256,423
DMP Facility DH (Altiave Canyon Restoration)	-	-	-	-	-	-	232,812
DMP Facility DQB (La Costa Town Center)	-	-	-	-	-	-	745,842
DMP Facility DZ (Poinsettia Lane)	-	-	-	-	-	-	642,063
Drainage Master Plan Facility DBA (Poinsettia Village)	-	-	-	-	-	-	167,215
Drainage Master Plan Update	234,599	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>234,599</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,473,463</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ <b>938,063</b>	\$ <b>1,057,740</b>	\$ <b>1,104,953</b>	\$ <b>1,104,953</b>	\$ <b>1,104,953</b>	\$ <b>(136,661)</b>

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 22,879,753	\$ 25,566,722	\$ 26,181,915	\$ 14,070,813	\$ 14,555,616	\$ 15,036,195
<b>REVENUES</b>							
Developer Fees		1,866,561	1,935,894	1,362,338	484,803	480,579	17,427,278
<b>Total Revenues</b>	N/A	<b>1,866,561</b>	<b>1,935,894</b>	<b>1,362,338</b>	<b>484,803</b>	<b>480,579</b>	<b>17,427,278</b>
<b>CAPITAL PROJECTS</b>							
Aviara Community Park - Phase 2	\$ 700,001	(263,919)	-	-	-	-	-
Cole Library Expansion	-	-	-	-	-	-	11,936,000
El Camino Real Medians	695,781	-	-	-	-	-	-
Kelly Drive and Park Drive Complete Street Improvements	1,085,000	-	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construction	1,631,500	-	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construction	29,654	(29,367)	-	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	10,016,036	(687,622)	-	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	123,300	-	-	-	-	-	-
Poinsettia Community Park - Phase 3	5,236,067	-	-	-	-	-	-
Poinsettia Community Park - Phase 3	38,632	-	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park	2,838,141	-	-	-	-	-	-
Robertson Ranch Park Development (Partial Funding)	-	-	-	13,473,440	-	-	-
State Street Parking Lot Electric Vehicle Charging Stations	300,000	-	-	-	-	-	-
Temporary Fire Station No. 7	922,000	-	-	-	-	-	-
Terramar Area Coastal Improvements	2,450,000	-	-	-	-	-	-
Village H South Off Leash Dog Area and Trail Segment 5B	522,000	160,500	1,320,701	-	-	-	-
<b>Total Project Expenditures</b>	<b>26,588,112</b>	<b>(820,408)</b>	<b>1,320,701</b>	<b>13,473,440</b>	<b>-</b>	<b>-</b>	<b>11,936,000</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ <b>25,566,722</b>	\$ <b>26,181,915</b>	\$ <b>14,070,813</b>	\$ <b>14,555,616</b>	\$ <b>15,036,195</b>	\$ <b>20,527,473</b>

<b>SEWER CONNECTION FEE FUND</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 719,518</b>	<b>\$ 113,467</b>	<b>\$ (3,422,219)</b>	<b>\$ (3,458,447)</b>	<b>\$ (3,321,996)</b>	<b>\$ (3,180,682)</b>
<b>REVENUES</b>							
Developer Fees and Miscellaneous		396,950	436,314	336,422	136,451	141,314	3,469,588
Other Agency Contributions (City of Vista)		-	65,000	610,350	-	-	-
<b>Total Revenues</b>	<b>N/A</b>	<b>396,950</b>	<b>501,314</b>	<b>946,772</b>	<b>136,451</b>	<b>141,314</b>	<b>3,469,588</b>
<b>CAPITAL PROJECTS</b>							
Buena Interceptor Sewer Improvements	\$ 550,000	-	-	-	-	-	-
El Fuerte Lift Station Pump Addition	180,000	-	650,000	-	-	-	-
Faraday and El Camino Real Sewer Replacement - Orion to Palomar Airport Road	140,000	1,600,000	-	-	-	-	-
Las Palmas Trunk Sewer	556,000	-	2,907,000	-	-	-	-
Loan Repay - Sewer Conn to Sewer Repl	-	-	-	-	-	-	4,700,000
Sewer Modeling	299,999	-	-	-	-	-	-
Sewer Monitoring Program (Capacity)	642,000	-	-	44,000	-	-	264,000
Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-VC13)	32,363,824	-	-	-	-	-	-
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	396,001	(100,000)	100,000	939,000	-	-	-
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	9,464,834	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC14 To VC15	21,362,393	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC3	597,000	(497,000)	380,000	-	-	-	-
<b>Total Project Expenditures</b>	<b>66,552,051</b>	<b>1,003,000</b>	<b>4,037,000</b>	<b>983,000</b>	<b>-</b>	<b>-</b>	<b>4,964,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 113,467</b>	<b>\$ (3,422,219)</b>	<b>\$ (3,458,447)</b>	<b>\$ (3,321,996)</b>	<b>\$ (3,180,682)</b>	<b>\$ (4,675,094)</b>

<b>SEWER REPLACEMENT FUND</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ (5,772,055)</b>	<b>\$ (9,234,178)</b>	<b>\$ (17,372,624)</b>	<b>\$ (15,940,256)</b>	<b>\$ (10,386,145)</b>	<b>\$ (4,387,038)</b>
<b>REVENUES</b>							
Transfer from Sewer Operating Fund		5,560,398	10,287,288	16,152,368	16,576,611	15,756,307	110,993,215
<b>Total Revenues</b>	<b>N/A</b>	<b>5,560,398</b>	<b>10,287,288</b>	<b>16,152,368</b>	<b>16,576,611</b>	<b>15,756,307</b>	<b>110,993,215</b>
<b>CAPITAL PROJECTS</b>							
Agua Hedionda Lift Station Biological Monitoring and Maintenance	\$ 225,000	-	-	-	-	-	-
Buena Interceptor Sewer Access Road Improvements	1,150,000	-	-	-	-	-	-
Buena Interceptor Sewer Improvements	958,691	250,000	1,150,000	2,070,000	920,000	-	-
Buena Interceptor Sewer Realignment - East Segment	507,000	-	2,168,000	-	-	-	-
Cannon Road Lift Station Improvements	150,000	565,000	-	-	-	-	-
Chinquapin Lift Station Force Main Outfall Realignment	320,000	(299,244)	-	-	-	-	-
Chinquapin Lift Station Improvements	-	300,000	920,000	-	-	-	-
Encina Capital Projects	48,823,298	6,367,800	6,957,000	8,450,000	8,002,500	7,757,200	81,818,600
Foxes Landing Lift Station Wetwell and Pump Replacement	5,692,002	700,000	-	-	-	-	-
North Batiquitos Access Road Improvement	250,000	113,800	-	-	-	-	-
North Batiquitos Lift Station Forcemain Rehabilitation	950,000	(750,000)	-	-	-	-	-
Odor and Corrosion Prevention Assessment	320,000	-	-	-	-	-	-
Orion Center	4,078,500	-	-	-	-	-	-
Poinsettia Lane Lift Station Overflow	1,008,592	-	-	-	-	-	-
Poinsettia Lift Station Rehabilitation	-	-	2,500,000	-	-	-	-
SCADA Improvements	4,128,733	175,165	380,734	-	-	-	-
Sewer Condition Assessment	1,457,999	100,000	100,000	100,000	100,000	-	1,500,000
Sewer Lift Station Repairs and Upgrades	4,235,384	150,000	150,000	150,000	150,000	150,000	1,500,000
Sewer Line Capacity Improvements	200,000	1,000,000	1,800,000	-	-	-	-
Sewer System Rehabilitation and Replacement	8,226,479	1,200,000	1,200,000	1,850,000	1,850,000	1,850,000	27,400,000
Simsbury Sewer Extension	638,402	-	-	-	-	-	-
Terramar Area Coastal Improvements	-	-	-	-	-	-	-
Terramar Sewer Replacement - El Arbol and Los Robles	1,250,000	(1,250,000)	-	-	-	-	-
Vallecitos Interceptor Sewer Cleaning and CCTV	250,000	100,000	-	-	-	-	-
Village and Barrio Traffic Circles	160,001	-	-	-	-	-	-
Villas Sewer Lift Station Replacement	1,154,002	100,000	-	-	-	-	-
Vista Carlsbad Interceptor - Rehabilitation (VC1 and VC2)	141,000	-	500,000	1,500,000	-	-	-
Vista/Carlsbad Interceptor - Point Repair Reaches (VC13 & VC14)	-	200,000	600,000	600,000	-	-	-
Water, Recycled and Sewer Master Plan	389,985	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>86,665,068</b>	<b>9,022,521</b>	<b>18,425,734</b>	<b>14,720,000</b>	<b>11,022,500</b>	<b>9,757,200</b>	<b>112,218,600</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ (9,234,178)</b>	<b>\$ (17,372,624)</b>	<b>\$ (15,940,256)</b>	<b>\$ (10,386,145)</b>	<b>\$ (4,387,038)</b>	<b>\$ (5,612,423)</b>

<b>TRAFFIC IMPACT FEES (TIF)</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 3,784,113	\$ 1,900,228	\$ (2,472,275)	\$ (5,301,030)	\$ (6,439,086)	\$ (6,264,448)
<b>REVENUES</b>							
Developer Fees		1,535,630	1,727,498	1,048,745	284,944	282,138	15,260,829
<b>Total Revenues</b>	N/A	<b>1,535,630</b>	<b>1,727,498</b>	<b>1,048,745</b>	<b>284,944</b>	<b>282,138</b>	<b>15,260,829</b>
<b>CAPITAL PROJECTS</b>							
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$ 2,170,653	3,177,000	-	-	-	-	-
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	-	-	-	-	-	932,000
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	-	-	-	-	-	3,681,000
El Camino Real and Cannon Road Intersection Improvements	3,536,000	-	-	-	-	-	-
El Camino Real Right Turn Lane to East Bound Alga Road	-	-	-	-	-	-	438,000
El Camino Real Widening - Arenal Road to La Costa Avenue	3,250,001	-	6,010,000	-	-	-	-
Melrose Drive Right Turn Lane to West Bound Palomar Airport Road	911,002	-	-	-	-	-	-
Palomar Airport Road and College Boulevard Improvements	1,295,499	-	-	-	-	-	-
Sidewalk/Street Construction Program	3,800,000	-	-	987,500	333,000	107,500	3,725,000
Terramar Area Coastal Improvements	6,650,005	-	-	2,800,000	-	-	-
Traffic Impact Fee Funds to CFD #1	-	90,000	90,000	90,000	90,000	-	1,494,000
Traffic Impact Fee Update	240,000	30,000	-	-	-	-	-
Traffic Monitoring Program	1,622,899	122,516	-	-	-	-	-
Valley and Magnolia Complete Streets	3,536,206	-	-	-	1,000,000	-	-
<b>Total Project Expenditures</b>	<b>27,012,265</b>	<b>3,419,516</b>	<b>6,100,000</b>	<b>3,877,500</b>	<b>1,423,000</b>	<b>107,500</b>	<b>10,270,000</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ <b>1,900,228</b>	\$ <b>(2,472,275)</b>	\$ <b>(5,301,030)</b>	\$ <b>(6,439,086)</b>	\$ <b>(6,264,448)</b>	\$ <b>(1,273,619)</b>

<b>TRANSNET - LOCAL</b>							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 6,931,007	\$ 5,331,739	\$ 4,701,939	\$ 4,424,723	\$ 3,343,483	\$ 5,470,618
<b>REVENUES</b>							
Transportation Taxes		5,347,000	5,010,200	5,147,784	5,293,760	5,442,135	55,010,356
<b>Total Revenues</b>	N/A	<b>5,347,000</b>	<b>5,010,200</b>	<b>5,147,784</b>	<b>5,293,760</b>	<b>5,442,135</b>	<b>55,010,356</b>
<b>CAPITAL PROJECTS</b>							
ADA Improvement Program	\$ 2,440,001	715,000	175,000	715,000	175,000	715,000	4,450,000
Barrio Street Lighting	-	1,280,000	1,280,000	1,030,000	-	-	-
Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvements	1,054,001	-	-	-	-	-	-
Carlsbad Boulevard Pedestrian Lighting	1,325,000	-	-	-	-	-	-
Carlsbad Village Drive and Grand Avenue Pedestrian and Crossing Improvements	-	-	-	-	1,320,000	-	-
Chestnut Avenue Complete Street Improvements - Valley to Pio Pico	-	-	-	1,080,000	-	-	-
Chestnut Complete Street I-5 to Railroad Project Study	-	-	85,000	-	-	-	-
Christiansen Way Improvements	-	-	-	-	310,000	-	-
College Boulevard Extension	1,205,001	-	-	-	-	-	-
Coordinated Traffic Signal Program	2,583,979	-	-	-	-	-	-
Coordinated Traffic Signal Program	1,000,001	-	-	-	-	-	-
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	3,105,001	50,000	-	-	-	-	-
El Camino Real Widening - Sunny Creek to Jackspar	3,999,999	1,010,000	-	-	-	-	-
Kelly Drive and Park Drive Complete Street Improvements	4,175,000	500,000	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Left Turn Lane Extension	250,278	(575)	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Right Turn Lane	925,641	(8,157)	-	-	-	-	-
Pavement Management Program	19,186,565	-	1,150,000	1,650,000	1,650,000	1,650,000	16,500,000
Pavement Management Program	14,146,476	2,200,000	950,000	950,000	950,000	950,000	9,500,000
South Carlsbad Coastline	1,779,027	-	1,000,000	-	-	-	-
State Street and Grand Avenue Road Improvements	-	-	-	-	325,000	-	-
Street Lighting Replacement Program	3,325,001	-	-	-	-	-	-
Terramar Area Coastal Improvements	1,000,000	-	1,000,000	-	-	-	-
Valley and Magnolia Complete Streets	-	1,200,000	-	-	-	-	-
Valley Street Traffic Calming	-	-	-	-	1,645,000	-	-
Village and Barrio Traffic Circles	1,024,999	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>62,525,970</b>	<b>6,946,268</b>	<b>5,640,000</b>	<b>5,425,000</b>	<b>6,375,000</b>	<b>3,315,000</b>	<b>30,450,000</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ <b>5,331,739</b>	\$ <b>4,701,939</b>	\$ <b>4,424,723</b>	\$ <b>3,343,483</b>	\$ <b>5,470,618</b>	\$ <b>30,030,974</b>

WATER CONNECTION - POTABLE							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 26,012,244	\$ 27,212,895	\$ 27,778,968	\$ 27,139,512	\$ 28,104,068	\$ 29,004,396
<b>REVENUES</b>							
Developer Fees		1,724,252	2,016,073	1,635,544	1,089,556	1,180,328	15,159,895
<b>Total Revenues</b>	N/A	<b>1,724,252</b>	<b>2,016,073</b>	<b>1,635,544</b>	<b>1,089,556</b>	<b>1,180,328</b>	<b>15,159,895</b>
<b>CAPITAL PROJECTS</b>							
College Boulevard - Cannon Road To Badger Lane (375 Zone)	\$ 250,183	28,200	-	1,000,000	-	-	-
College Boulevard - Cannon Road To Badger Lane (490 Zone)	300,000	12,600	-	1,250,000	-	-	-
Desalinated Water Flow Control Facility No. 5	10,104,300	707,301	-	-	-	-	-
Hydroelectric Generation at Water Facilities	400,000	28,000	1,425,000	-	-	-	-
Poinsettia Lane - Cassia Road to Skimmer Court (Reimbursement Agreement)	600,000	-	-	-	-	-	-
Rancho Carlsbad Groundwater Supply	200,000	-	-	-	125,000	-	1,425,000
San Luis Rey Mission Basin Groundwater Supply	277,500	(277,500)	-	-	-	280,000	8,000,000
Water Modeling	350,000	25,000	25,000	25,000	-	-	-
<b>Total Project Expenditures</b>	<b>12,481,983</b>	<b>523,601</b>	<b>1,450,000</b>	<b>2,275,000</b>	<b>125,000</b>	<b>280,000</b>	<b>9,425,000</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ <b>27,212,895</b>	\$ <b>27,778,968</b>	\$ <b>27,139,512</b>	\$ <b>28,104,068</b>	\$ <b>29,004,396</b>	\$ <b>34,739,292</b>

WATER CONNECTION - RECYCLED							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ (18,024,665)	\$ 265,000	\$ 265,000	\$ 0	\$ 0	\$ 0
<b>REVENUES</b>							
Recycled Water Loans and Grants		14,272,277	-	-	-	-	-
<b>Total Revenues</b>	N/A	<b>14,272,277</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PROJECTS</b>							
C-Tank Access Road Repair and Electrical Improvements	\$ -	50,000	-	265,000	-	-	-
Recycled Water Line - Carlsbad Water Recycling Facility to Agua Hedionda Lagoon	3,417,406	(13,500)	-	-	-	-	-
Recycled Water Phase 3 - Carlsbad Water Recycling Facility Expansion	6,753,630	-	-	-	-	-	-
Recycled Water Phase 3 - Pipelines	21,256,333	(4,253,888)	-	-	-	-	-
Recycled Water Phase 3 - Reservoir	3,120,000	200,000	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>34,547,369</b>	<b>(4,017,388)</b>	<b>-</b>	<b>265,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ <b>265,000</b>	\$ <b>265,000</b>	\$ <b>0</b>	\$ <b>0</b>	\$ <b>0</b>	\$ <b>0</b>

WATER REPLACEMENT - POTABLE							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	N/A	\$ 19,532,773	\$ 16,359,430	\$ 4,880,391	\$ (6,551,478)	\$ (6,781,987)	\$ (6,977,989)
<b>REVENUES</b>							
Transfer from Water Operating Fund		5,609,663	5,323,461	5,115,661	5,174,491	5,233,998	55,767,363
<b>Total Revenues</b>	N/A	<b>5,609,663</b>	<b>5,323,461</b>	<b>5,115,661</b>	<b>5,174,491</b>	<b>5,233,998</b>	<b>55,767,363</b>
<b>CAPITAL PROJECTS</b>							
Abandon Potable Services (New Recycled Services)	\$ 875,827	50,000	500,000	500,000	-	-	-
Aviara Parkway and Plum Tree Waterline	200,000	(200,000)	-	-	-	-	-
Carlsbad Boulevard Waterline Replacement at Terramar	3,430,001	1,300,000	-	-	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	599,943	-	-	-	-	-	-
Catholic Protection Program	1,606,701	190,000	190,000	190,000	190,000	190,000	540,000
Crestview Drive Transmission Main	300,000	21,000	535,000	-	-	-	-
Fire Flow Capacity System Improvements	1,710,000	(1,500,000)	1,700,000	264,000	-	-	-
Limited Access Pipeline Relocation Program	1,939,999	-	2,000,000	1,000,000	-	-	-
Maerle Facility Improvements	2,235,201	500,000	-	-	-	-	-
Maerle Reservoir Floating Cover Replacement	11,032,843	-	-	-	-	-	-
Maerle Reservoir Solar Project	-	249,170	-	-	-	-	-
Maerle Reservoir Transmission Main	773,000	-	1,000,000	4,557,000	-	-	-
Normally Closed Valve (Install Motorized Valve)	485,000	500,000	-	-	-	-	-
Orion Center	6,789,410	-	-	-	-	-	-
Palomar Airport Waterline Realignment	1,750,000	560,000	-	-	-	-	-
Pressure Reducing Station Program	4,061,999	600,000	600,000	600,000	600,000	600,000	6,000,000
Rancho Carlsbad Groundwater Supply	200,000	-	-	-	125,000	-	1,425,000
Recycled Water Line - Carlsbad Water Recycling Facility to Agua Hedionda Lagoon	1,632,595	(303,763)	-	-	-	-	-
Recycled Water Phase 3 - Carlsbad Water Recycling Facility Expansion	3,291,435	-	-	-	-	-	-
Recycled Water Phase 3 - Pipelines	2,497,528	(349,751)	-	-	-	-	-
Recycled Water Phase 3 - Reservoir	980,000	-	-	-	-	-	-
Reservoir Repair and Maintenance Program	5,849,999	-	1,960,000	-	-	-	6,680,000
San Dieguito Water Intertie And Pipeline Extension	280,000	(280,000)	-	-	-	-	-
San Luis Rey Mission Basin Groundwater Supply	77,500	(77,500)	-	-	-	80,000	6,000,000
Santa Fe II Inlet Pipeline	495,000	34,650	-	2,500,000	-	-	-
Santa Fe II Reservoir Site Electrical Improvements	33,580	-	-	-	-	-	-
SCADA Improvements	3,923,400	3,209,200	2,412,500	610,500	-	-	-
Tri-Agency Water Transmission Pipeline Replacement	3,618,972	-	1,000,000	1,836,030	-	-	-
Valley and Magnolia Complete Streets	71,000	-	-	-	-	-	-
Water Infrastructure Condition Assessment Program	1,780,000	410,000	410,000	420,000	420,000	450,000	4,730,000
Water Loss Monitoring Program	349,999	-	110,000	110,000	110,000	110,000	1,100,000
Water System Rehabilitation and Replacement	9,568,372	2,690,000	2,800,000	3,000,000	3,000,000	3,000,000	40,970,000
Water Valve Repair/Replacement Program	6,919,997	940,000	960,000	960,000	960,000	1,000,000	10,760,000
Water, Recycled and Sewer Master Plan	491,213	-	-	-	-	-	-
<b>Technology Investment Projects</b>							
Meter Data Management/Utility Analytics	-	-	550,000	-	-	-	-
Utility Billing Automation	-	-	75,000	-	-	-	-
Utility Billing Portal	-	90,000	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>79,850,514</b>	<b>8,783,006</b>	<b>16,802,500</b>	<b>16,547,530</b>	<b>5,405,000</b>	<b>5,430,000</b>	<b>78,205,000</b>
<b>ENDING FUND BALANCE</b>	N/A	\$ <b>16,359,430</b>	\$ <b>4,880,391</b>	\$ <b>(6,551,478)</b>	\$ <b>(6,781,987)</b>	\$ <b>(6,977,989)</b>	\$ <b>(29,415,626)</b>

WATER REPLACEMENT - RECYCLED							
	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 11,297,721</b>	<b>\$ 10,880,221</b>	<b>\$ 11,101,856</b>	<b>\$ 9,413,716</b>	<b>\$ 8,476,250</b>	<b>\$ 9,211,649</b>
<b>REVENUES</b>							
Transfer from Recycled Water Operating Fund		1,000,000	1,433,235	1,449,860	1,466,534	1,483,399	14,833,990
<b>Total Revenues</b>	<b>N/A</b>	<b>1,000,000</b>	<b>1,433,235</b>	<b>1,449,860</b>	<b>1,466,534</b>	<b>1,483,399</b>	<b>14,833,990</b>
<b>CAPITAL PROJECTS</b>							
C-Tank Access Road Repair and Electrical Improvements	\$ -	250,000	-	1,325,000	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	3,691,710	366,000	474,000	895,000	1,879,000	223,000	1,504,000
Carlsbad Water Recycling Facility Irrigation and Landscape	175,000	-	-	-	-	-	-
Carlsbad Water Recycling Facility Roof Replacement	225,000	-	-	-	-	-	-
Orion Center	2,715,600	-	-	-	-	-	-
Recycled Water Condition Assessment Program	700,001	50,000	50,000	50,000	50,000	50,000	590,000
Recycled Water Pipeline Replacement	-	-	350,000	350,000	350,000	350,000	5,060,000
Recycled Water Valve and Appurtenance Replacement Program	260,000	120,000	-	120,000	125,000	125,000	1,330,000
SCADA Improvements	1,026,900	631,500	337,600	398,000	-	-	-
Water, Recycled and Sewer Master Plan	369,609	-	-	-	-	-	-
<b>Total Project Expenditures</b>	<b>9,163,820</b>	<b>1,417,500</b>	<b>1,211,600</b>	<b>3,138,000</b>	<b>2,404,000</b>	<b>748,000</b>	<b>8,484,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 10,880,221</b>	<b>\$ 11,101,856</b>	<b>\$ 9,413,716</b>	<b>\$ 8,476,250</b>	<b>\$ 9,211,649</b>	<b>\$ 15,561,639</b>





# GLOSSARY OF CAPITAL PROJECT FUNDING SOURCES

**BTD 2** – Bridge and Thoroughfare District 2 developer fees are paid to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

**BTD 3** – Bridge and Thoroughfare District 3 developer fees are paid to partially fund Cannon Road improvements.

**CDBG** – Community Development Block Grants are allocated by the federal government to help develop viable urban communities for low and moderate income households.

**CFD 1** – The City of Carlsbad Community Facilities District 1 (Mello-Roos) funds civic projects, I-5 interchange projects, and road segments.

**Gas Tax** – Gas Tax revenues for street projects that are received under the Streets & Highways Code of the State of California.

**Gas Tax (Road Maintenance and Rehabilitation Account)** – Gas Tax revenues for street projects specifically for road maintenance and rehabilitation that are received under the Streets & Highways Code of the State of California.

**General Capital Construction (GCC)** – General Capital Construction funds, created through fund transfers from the city's General Fund, are used to fund various municipal and other capital projects.

**Grants - Federal** – Federal Grants such as Highway Bridge Program funding.

**Infrastructure Replacement Fund (IRF)** – Annual transfers from the General fund pay for major maintenance and replacement of the city's infrastructure.

**Other** – Sources include revenues related to pending financing districts, property owner contributions, and contributions from other agencies.

**Park-in-Lieu (PIL)** – Park-in-Lieu Fees are charged to developers for park acquisition and development. PIL fees are segregated by quadrant to fund park projects in those quadrants.

**Parks Fee Zones 5, 13, 16, 17, 18** – Fees paid by development in Local Facilities Management Zones 5, 13, 16, 17 and 18 to fund a Business Park Recreational Facility in the city's industrial corridor.

**Planned Local Drainage (PLD)** – Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees. PLD fees are segregated by drainage area.



**Public Facilities Fees (PFF)** – Public Facilities Fees are charged to developers to fund civic facilities, park development, streets, traffic signals, and other facilities.

**Sewer Connection (SEWER CONN)** – Development fees include Sewer Connection charges for expansion of sewer lines and facilities.

**Sewer Replacement (SEWER REPL)** – Sewer Replacement is part of sewer user fees and pays for repair and replacement of the city's existing sewer system.

**Transportation Development Act (TDA)** – City street and bicycle projects can receive funding from Transportation Development Act sales tax receipts.

**Traffic Impact Fees (TIF)** – Developer Traffic Impact Fees are used for various street construction and improvement projects.

**TransNet (TRNSNT-BIKE, -HWY, -LOCAL, -STP)** – Receipts of County Sales Taxes allocated by the San Diego Regional Transportation Commission finance various bicycle, freeway interchange and local road improvement projects.

**Water Connection Potable (WATER CONN)** – Development fees include Major Facility Fees used to fund expansion of water lines and ancillary water facilities.

**Water Connection Recycled (RECL WATER)** – Revenues used to fund new Recycled Water projects; revenues for Phase III expansion includes grant and loan funds.

**Water Replacement Potable (WATER REPL)** – Water Replacement funds are included in water utility rates and pay for the repair and replacement of existing potable water lines and facilities.

**Water Replacement Recycled (RECL REPL)** – Recycled Water Replacement funds are included in utility rates and pay for the repair and replacement of existing recycled water lines and facilities.

## PLANNED MAJOR CAPITAL OUTLAY ITEMS FISCAL YEAR 2022-23

(Greater than \$10,000)

Department	Item Description	Quantity	One-Time Cost	
Environmental Sustainability	New vehicles	3	135,000	
	<b>Environmental Management Subtotal</b>		<b>\$135,000</b>	
Utilities	Light bars and equipment outfitting for new utility truck		10,000	
	<b>Utilities Subtotal</b>		<b>\$10,000</b>	
Golf Course	Driving Range Netting		40,540	
	Monument Sign		25,000	
	Waterfall Planting		55,000	
	AirWall System Replacement for Fireside Room		25,000	
	Mega Top Salad Unit - Refrigeration		5,500	
	M3 Refrigerator - 3 Door Storage		5,700	
	Groom Suite		25,000	
	Events Patio Outside of Front Entrance		52,000	
	Canyon's Westside Patio Upgrade		59,000	
	Duplex Sewer Pump Station Replace		28,000	
	Parking Lot Slurry & Stripe		32,000	
	Bunker Renovation Phase 4 of 5		56,000	
	Cart Path Repairs (6-8 panels)		50,000	
	Toro Triplex Greens Mower		50,000	
	Workman HDxD Utility Vehicle		32,000	
	GTX Electric Utility Cart		18,000	
	Topdresser		17,000	
	Drinking Fountains		16,000	
	Entertainment Range Bays		55,000	
	Carpeting for Golf Shop and Offices		26,000	
Starter Area Upgrade		12,000		
	<b>Golf Course Subtotal</b>		<b>\$684,740</b>	
Fire	Very High Frequency Radio Replacements	11	250,000	
	Plymovent Systems		60,000	
	Fire Engine	1	924,000	
	Fire Engine Equipment Outfitting		222,500	
	<b>Fire Subtotal</b>		<b>\$1,456,500</b>	
Fleet Replacement	Finance: SUV	1	36,000	
	Fire: Ambulance	2	660,000	
	Fire: SUV	2	150,000	
	Fire: Urban Search and Rescue Truck	1	1,400,000	
	Fire: Pickup Truck	2	171,000	
	Fire: Truck	1	918,000	
	Library: Dodge Sprinter	1	50,000	
	Parks & Recreation: Pickup Truck	1	44,000	
	Parks & Recreation: Stump Cutter	1	12,000	
	Parks & Recreation: Tractor	1	30,000	
	Parks & Recreation: Sedan	1	35,000	
	Police: Sedan	2	80,000	
	Police: Utility Hybrid	5	312,000	
	Police: SUV with K9 Outfitting	3	225,000	
	Police: Pickup Truck	1	45,000	
	Public Works: Pickup Truck	6	305,281	
	Public Works: Backhoe Loader	1	125,000	
		<b>Fleet Replacement Subtotal</b>	<b>32</b>	<b>\$4,598,281</b>
	Information Technology Replacement	Servers	1	16,718
		<b>Information Technology Subtotal</b>		<b>\$16,718</b>
	<b>Grand Total Major Capital Outlay</b>		<b>\$6,901,239</b>	

\*Major Capital Outlay only includes items of \$10,000 or greater.

## OUT OF STATE TRAVEL BUDGET FISCAL YEAR 2022-23

Travel Description	Employees	Destination	2022-23 Budget	
<b>General Fund</b>				
<b>City Council</b>				
Legislative Meetings	2	Washington, D.C.	\$	3,000
National League of Cities	2	TBD		3,000
<b>City Council Total</b>			<b>\$</b>	<b>6,000</b>
<b>City Clerk Services</b>				
Association for Intelligent Information Management	1	New Orleans, LA	\$	3,000
International Institute for Municipal Clerks	1	Little Rock, AR		3,000
Managing Electronic Records	1	Chicago, IL or Indianapolis, IN		3,000
<b>City Clerk Services Total</b>			<b>\$</b>	<b>9,000</b>
<b>City Treasurer</b>				
Association of Public Treasurers of US & Canada	2	Henderson, NV	\$	2,400
Government Investment Officers Association	2	Las Vegas, NV		1,400
<b>City Treasurer Total</b>			<b>\$</b>	<b>3,800</b>
<b>City Manager</b>				
ICMA National Conference	2	Columbus, OH	\$	3,500
ICMA Regional Conference	2	TBD		3,000
Legislative Meetings	2	Washington, D.C.		3,000
<b>City Manager Total</b>			<b>\$</b>	<b>9,500</b>
<b>Communication &amp; Engagement</b>				
IAP2 Training Conference	1	TBD	\$	4,500
3CMA National Communication Conference	1	TBD		4,500
PRSA National Conference	1	TBD		6,000
<b>Communication &amp; Engagement Total</b>			<b>\$</b>	<b>15,000</b>
<b>Administrative Services - Admin</b>				
IEDC Conference	1	Oklahoma City, OK	\$	2,000
<b>Administrative Services - Admin Total</b>			<b>\$</b>	<b>2,000</b>
<b>Finance</b>				
GFOA Annual Conference	5	Portland, OR	\$	9,000
Harris Conference	2	Las Vegas, NV		5,800
Tyler Connect (Energov - Business License) Conference	2	TBD		6,600
Central Square (IFAS) conference	2	Orlando, FL		6,000
<b>Finance Total</b>			<b>\$</b>	<b>27,400</b>
<b>Human Resources</b>				
Neogov Conference	4	Las Vegas, NV	\$	12,000
LMS Conference	1	TBD		3,000
World at Work Conference	1	TBD		3,000
<b>Human Resources Total</b>			<b>\$</b>	<b>18,000</b>
<b>Innovation and Economic Development</b>				
IEDC Annual Conference	2	Oklahoma City, OK	\$	5,000
ICMA Annual Conference	2	Columbus, OH		4,000
Smart Cities Connect/Smart Cities Week	2	Washington, DC		3,000
National League of Cities - City Summit	1	Kansas City, KS		2,000
Harvard TECH Civic Innovation Summit	2	Cambridge, MA		4,000
City Possible City Executive summit	1	Block Island, RI		2,000
SXSW Tech Industry Conference	1	Austin, TX		3,000
Smart City Expo	1	Miami, FL		2,000
<b>Innovation and Economic Development Total</b>			<b>\$</b>	<b>25,000</b>
<b>Police</b>				
IACP, LEIT, Benchmarkcities	4	TBD	\$	10,000
CHIA conference	4	TBD		2,400
CPTED, SMILE conference	1	TBD		1,700
ICAC conference (reimbursed by grant)	1	TBD		2,000
International Association for ID	2	TBD		2,100
Various background investigations	1	TBD		20,000
CATO Conference	4	TBD		4,600
<b>Police Total</b>			<b>\$</b>	<b>42,800</b>

Travel Description	Employees	Destination	2022-23 Budget
<b>Fire</b>			
IAFC Fire Rescue International	5	San Antonio, TX	\$ 12,500
National Fire Academy	1	Emittsburg, MD	3,000
LOIN Personal Protection Council	2	TBD	2,000
LOIN Fiber to Fabrics	2	TBD	2,000
F.I.E.R.O PPE Symposium	2	TBD	2,000
Fire Chiefs Summit	2	Albuquerque, NM	4,000
Redmond Health & Safety Symposium	2	TBD	4,000
Firehouse World	5	Columbus, OH	10,000
Harvard Kennedy School	1	Cambridge, MA	3,000
Fire Service Executive Development Institute	1	Washington	3,000
National Fire Academy - Executive Fire Officer	1	Emittsburg, MD	3,000
National Fire Academy - Executive Chief Officer	1	Emittsburg, MD	3,000
International Code Council Conference & Code Hearings	1	Louisville, KY	2,500
National Fire Protection Association Conference	1	TBD	2,500
Wildland Urban Interface Conference	1	TBD	2,000
Vision 20/20 Community Risk Reduction Conference	1	TBD	2,000
National Fire Sprinkler Association Conference	1	Las Vegas, NV	2,000
Arson Investigators Training Conference	1	TBD	3,000
EduCode Training Conference	1	Las Vegas, NV	3,000
CPSE Excellence Conference	1	TBD	2,500
<b>Fire Total</b>			<b>\$ 71,000</b>
<b>Community Development</b>			
ICMA National Conference	1	Columbus, OH	\$ 2,100
Institute of Transportation Engineers	1	New Orleans, LA	2,100
<b>Community Development Total</b>			<b>\$ 4,200</b>
<b>Housing &amp; Homeless Services</b>			
National Association of Housing and Redevelopment Officials Conference	2	Washington, DC	4,000
<b>Housing &amp; Homeless Services Total</b>			<b>\$ 4,000</b>
<b>Library &amp; Cultural Arts</b>			
ALA Annual	2	Chicago, IL	\$ 3,500
Society of American Archivists	1	Boston, MA	1,700
Americans for the Arts Annual Convention	2	TBD	3,500
ALSC National Institute	1	Kansas City, MO	1,750
ALA LibLearnX	1	New Orleans, LA	2,500
Computers in Libraries	1	Arlington, VA	1,500
Creando Enlaces	2	San Diego/Tijuana	750
<b>Library &amp; Cultural Arts Total</b>			<b>\$ 15,200</b>
<b>Parks &amp; Recreation</b>			
CivicRec Summit	2	TBD	\$ 6,000
NRPA Conference	6	Phoenix, AZ	15,000
<b>Parks &amp; Recreation Total</b>			<b>\$ 21,000</b>
<b>Public Works - General Fund</b>			
American Public Works Association Conference	4	Charlotte, NC	\$ 9,350
ICMA Conference	1	TBD	2,350
Waste Expo	2	TBD	3,000
National Facilities Management and Technology Conference	2	Las Vegas, NV	4,560
Transportation Research Board 102nd Annual Meeting	1	Washington, DC	1,600
Tableau Conference	1	TBD	2,210
Energov Conference	1	TBD	2,210
EAM Vendor Conference	1	TBD	2,280
Tri-State Seminar	2	Las Vegas, NV	2,300
National Adaptation Forum	1	Baltimore, MD	1,500
<b>Public Works - General Fund</b>			<b>\$ 31,360</b>
<b>General Fund Subtotal</b>			<b>\$ 305,260</b>

Travel Description	Employees	Destination	2022-23 Budget
<b>Non-General Fund</b>			
<b>Housing &amp; Homeless Services</b>			
National Association of Housing and Redevelopment Officials Conference	1	Washington, DC	\$ 2,800
YARDI Software Forum	2	TBD	5,000
<b>Housing &amp; Homeless Services Total</b>			<b>\$ 7,800</b>
<b>Public Works - Fleet &amp; Facilities</b>			
Replacement Apparatus Inspections - F995 & F830	4	Clintonville, WI	\$ 6,000
Replacement Apparatus Inspections - F976	3	Boise, ID	4,500
Replacement Apparatus Inspections - F498	3	Sumner, IA	4,500
Replacement Apparatus Inspection - USAR Chassis	2	Clintonville, WI	3,000
Replacement Apparatus Inspection - USAR Body	4	Fort Collins, CO	6,000
AssetWorks Conference	2	TBD	5,560
<b>Public Works - Fleet &amp; Facilities Total</b>			<b>\$ 29,560</b>
<b>Public Works - Utilities</b>			
GFOA	1	Portland, OR	\$ 1,600
Tri-State Seminar	2	Las Vegas, NV	1,220
APWA PWX 2022	3	Charlotte, NC	2,150
Water Environment Federation conference	1	TBD	2,200
UESI Pipelines 2022 Conference	1	Indianapolis, IN	2,150
Itron Conference 2022	1	Marco Island, FL	1,680
Harris/Northstar Conference 2022	1	Las Vegas, NV	1,010
WaterSmart Innovations 2022	2	Las Vegas, NV	2,020
AWWA Water Infrastructure conf	1	Portland, OR	2,450
Water Environemnt Foundation TEC	1	New Orleans, LA	3,480
<b>Public Works - Utilities Total</b>			<b>\$ 19,960</b>
<b>Public Works - Environmental Management</b>			
Resource Recycling Conference	2	Austin, TX	\$ 3,000
SOAR- Sustainability Operations Actions and Resources	1	TBD	2,000
US Composting Council Conference	1	TBD	2,000
<b>Public Works - Solid Waste Total</b>			<b>\$ 7,000</b>
<b>Information Technology</b>			
ITFMA	1	TBD	\$ 3,500
Cisco Live	2	TBD	6,700
Microsoft Ignite	1	TBD	3,500
Gartner Infrastructure	1	Las Vegas, NV	3,500
Service Now Knowledge 2023	1	TBD	3,500
CentralSquare	2	TBD	4,200
Northstar	1	TBD	1,800
SQL Server & Azure SQL Conference	1	Las Vegas, NV	2,000
Tyler	2	TBD	4,200
MOTOROLA	2	TBD, FL	6,700
IGNITE	1	TBD, FL	3,500
IACP	1	Dallas, TX	3,500
TECH MENTOR	1	Redmond, WA	3,500
FIRE CONFERENCE	1	Denver, CO	3,500
Defcon	1	Las Vegas, NV	2,000
<b>Information Technology Total</b>			<b>\$ 55,600</b>
<b>Non General Fund Subtotal</b>			<b>\$ 119,920</b>
<b>Grand Total Out Of State Travel</b>			<b>\$ 425,180</b>

# FUND CLASSIFICATIONS AND DESCRIPTIONS

The financial operations of the city are organized into funds for which budgets are prepared. These funds are grouped into three major categories: Governmental, Proprietary, and Fiduciary.

## Governmental Funds

Governmental funds are made up of the General Fund, Special Revenue Funds and Capital Project Funds.

The **General Fund (001)** is used to account for all financial resources necessary to carry out basic governmental activities of the city that are not accounted for in another fund. The General Fund supports essential city services such as police and fire protection, street maintenance, libraries, parks and open space management.

**Special Revenue Funds** are used to account for specific revenues that are legally restricted to expenditures for specified purposes.

**Affordable Housing (133)** – Collects fees generated from the Inclusionary Housing In-Lieu Fee and the sale of affordable housing credits that satisfy a developer’s inclusionary housing obligation as well as loan repayments from existing developments. With these funds, the city provides affordable housing programs and low income and homeless services support and financial assistance for residential developments that provide housing opportunities to low income households.

**Agricultural Mitigation Fee (171)** – The Agricultural Conversion Mitigation Fee program funds projects that improve agricultural lands for continued agricultural production, protect and enhance the coastal and lagoon environment, improve lagoon nature centers and restore beaches for public use.

**Buena Vista Channel Maintenance District (163)** – Ensures adequate funds are collected from property owners within the district to administer and maintain the Buena Vista Creek Channel from Jefferson Street east to the South Vista Way bridge.

**Citizens’ Option for Public Safety (COPS) (123)** – Supplemental Law Enforcement Services Funds to be spent providing “front line police services” such as anti-gang efforts, crime prevention and juvenile justice programs.

**Community Activity Grants (150)** – Provides city-funded grants to community service groups.

**Community Development Block Grant (391)** – Federal funds provided to the city to develop viable urban communities through the provision of decent housing, a suitable living environment and by expanding economic opportunities for lower income persons.

**Cultural Arts Donations (148)** – Funds used to promote and support the programs and activities of the city’s Cultural Arts Office.

**Flower Fields Grant Program (170)** – A grant program to support the preservation and enhancement of the Carlsbad Flower Fields.

**Habitat Mitigation Fee (172)** – Funding for conservation of certain parcels totaling approximately 300 acres which lie in the unincorporated area to the southeast of Carlsbad and which are essential to the biological viability of the Habitat Management Plan.

**Library and Arts Endowments (175)** – Donations are used to support Library programming and activities.

**Library Gifts & Bequests (145)** – Includes Friends of the Library annual donations and Library Gifts and Bequests. Donations are used to support Library programming and activities.

**Lighting and Landscaping District 2 (164)** – This maintenance and assessment district funds the costs of streetlights, street trees and medians within the district boundaries covering newer developments in the city.

**Local Cable Infrastructure (138)** – Funds used for the associated capital costs of the city’s own cable channel and other city outreach and communications programs. Franchise fees from cable and internet providers make up the revenue for this fund.

**Median Maintenance District (161)** – Provides landscape and irrigation maintenance for approximately 68 acres of median planters and nine acres of developed parkways, including the Downtown Carlsbad Village area.

**Police Asset Forfeiture (122)** – Funds received from the police department’s drug enforcement activities which are restricted for use in supporting police activities to include the acquisition of equipment, supplies or services.

**Public Safety Grants (124)** – Used to purchase equipment, supplement staffing costs and assist with training.

**Recreation Donations (149)** – These donations provide supplemental funding for Parks & Recreation events, programs and facilities.

**Rental Assistance/Section 8 Program (190)** – Federal funding to provide vouchers to help low income residents pay rent.

**Senior Program Donations (143)** – These donations provide funding for nutrition, transportation, activities, events and other programs benefiting Carlsbad's senior population.

**Street Lighting Maintenance District (162)** – The street lighting maintenance assessment district provides funding for the operation and maintenance of all city-accepted streetlights within the public right-of-way.

**Street Tree Maintenance District (160)** – The street tree maintenance assessment district provides partial funding for the operation and maintenance of all city-accepted street trees within the public right-of-way, including specialized maintenance for street trees in the Downtown Carlsbad Village area.

**Tyler Court Apartments (806)** – Provides affordable housing to senior households with incomes at 30% and 50% of the San Diego County Area median incomes.

**Capital Project Funds** are used to account for specific revenues that are restricted to expenditures for capital project purposes.

**Bridge and Thoroughfare District 2 (BTD 2) (362)** – Developer fees are paid to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

**Bridge and Thoroughfare District 3 (BTD 3) (363)** – Developer fees are paid to partially fund Cannon Road improvements.



[Community Facilities District 1 \(CFD 1\) \(430\)](#) – Mello-Roos funds specific civic projects, I-5 interchange projects and road segments.

[Gas Tax \(152\)](#) – Gas Tax revenues for street projects received under the Streets & Highways Code of the State of California.

[Gas Tax Road Maintenance and Rehabilitation \(153\)](#) – Gas Tax revenues for street projects, which can only be used for road maintenance and rehabilitation, received under the Streets & Highways Code of the State of California.

[General Capital Construction \(GCC\) \(300\)](#) – General Capital Construction funds, created through annual fund transfers from the city's General Fund, are used to fund various municipal and other capital projects.

[Grants-Federal \(392\)](#) – Federal Grants such as Highway Bridge Program funding.

[Industrial Corridor Park Fees \(334\)](#) – Fees paid by development in Local Facilities Management Zones 5, 13, 16, 17 and 18 to fund a Business Park Recreational Facility in the city's industrial corridor.

[Infrastructure Replacement \(IRF\) \(370\)](#) – Annual transfers from the General Fund to pay for major maintenance and replacement of the city's infrastructure.

[Park in-Lieu Fees \(PIL\) \(330-333\)](#) – Park-in-Lieu fees are charged to developers for park acquisition and development. PIL fees are segregated by quadrant to fund park projects in those quadrants.

[Parking in-Lieu Fees \(315\)](#) – Funding collected from new developments in Carlsbad Village that do not provide adequate parking facilities for use in construction of future parking facilities and improvements.

[Planned Local Drainage Area Fees \(PLD\) \(350-353\)](#) – Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees. PLD fees are segregated by drainage area.

[Public Facilities Fees \(PFF\) \(320\)](#) – Public Facilities Fees are charged to developers to fund civic facilities, park development, streets, traffic signals, and other facilities.

[Technology Investment Capital \(375\)](#) – Technology Investment Capital funds, created through annual fund transfers from the city's General Fund, are used to fund various technology projects.

[Transportation Development Act \(TDA\) \(380\)](#) – City street and bicycle projects can receive funding from Transportation Development Act sales tax receipts.

[Traffic Impact Fees \(TIF\) \(310\)](#) – Developer Traffic Impact Fees are used for various street construction and improvement projects.

[TransNet \(342\)](#) – Receipts of county sales taxes allocated by the San Diego Regional Transportation Commission to finance various bicycle, freeway interchange and local road improvement projects.

## **Proprietary Funds**

Proprietary funds are Internal Service Funds and Enterprise Funds.

**Internal Service Funds** are used to account for operations internal to the city where the intent is that the cost of providing services to the city department is financed primarily through department user charges.

**Workers' Compensation (611)** – Management of workers' compensation insurance and claims.

**Risk Management (612)** – Management of vehicle and city liability insurance.

**Vehicle Maintenance (620)** – Vehicle maintenance and operations of citywide fleet, including gas and oil charges.

**Vehicle Replacement (621)** – Funding for the replacement of vehicles currently in operation, based on the expected replacement cost at the end of vehicles useful life.

**Information Technology Operations (640)** – Maintenance and operations of citywide technology assets.

**Information Technology Replacement (641)** – Funding for the replacement of current technology assets based on the expected replacement cost at the end of the anticipated useful life.

**Enterprise Funds** are used to account for operations that are financed and operated similar to a private business where the intent is that the cost of providing services to the public is financed primarily through user charges.

**Potable Water Operations (501)** – Carlsbad Municipal Water District (CMWD), a subsidiary of the city, provides potable water service to approximately 85% of the city.

**Potable Water Connection (506)** – Development fees include Major Facility Fees used to fund expansion of potable water lines and ancillary water facilities.

**Potable Water Replacement (505)** – Water replacement charges are included in water utility rates and pay for the repair and replacement of existing potable water lines and facilities.

**Recycled Water Operations (502)** – Funds used to operate and maintain critical infrastructure systems and to provide the safe delivery of conservation outreach and treated irrigation water.

**Recycled Water Connection (507)** – Revenues used to fund new Recycled Water projects; revenues for Phase III expansion includes grant and loan funds.

**Recycled Water Replacement (508)** – Recycled Water Replacement funds are included in utility rates and pay for the repair and replacement of existing recycled water lines and facilities.

**Wastewater Operations (511)** – The city operates and maintains a sanitary wastewater collection system, which covers approximately 65% of the geographic area of the city.

**Wastewater Connection (512)** – Development fees include Sewer Connection charges for expansion of sewer lines and facilities.

**Wastewater Replacement (515)** – Sewer replacement charges are part of sewer user fees and pay for repair and replacement of the city's existing sewer system.

**Solid Waste Management (520)** – Administers and monitors the solid waste contract and the Palomar Transfer Station agreement and is responsible for ensuring the waste reduction and recycling components of the Source Reduction and Recycling Element and Household Hazardous Waste Element comply with state mandated diversion and disposal requirements.

[Watershed Protection \(521\)](#) – Fund dedicated to providing programs which enable stewardship of the city’s resources protecting our beaches, creeks, and lagoons.

[The Crossings Golf Course \(572\)](#) – Funds used to cover the operations of the city’s municipal golf course.

### **Fiduciary Fund**

Fiduciary funds are private purpose trust funds used to account for situations where the city’s role is purely custodial, such as the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments.

[Successor Agency to the Redevelopment Agency \(801\)](#) – Responsible for administering enforceable obligations of the former Carlsbad Redevelopment Agency (RDA) including administration of housing loans and other debt obligations, completing existing projects and ultimately to wind down RDA operations over time.



## DEPARTMENT/FUND RELATIONSHIP

Fund	Budget Program						
	Police Department	Fire Department	Public Works	Community Services	Administrative Services	Policy & Leadership	Capital Projects
<b>Major Funds</b>							
<b>General</b>	X	X	X	X	X	X	
<b>Special Revenue</b>							
Community Activity Grants				X			
<b>Capital Project</b>							
Community Facilities District No. 1							X
General Capital Construction							X
Infrastructure Replacement							X
Park-in-Lieu Fees/Park Development Fund							X
<b>Enterprise</b>							
Potable Water Operations			X				
Potable Water Connection			X				
Potable Water Replacement			X				
Recycled Water Operations			X				
Recycled Water Connection			X				
Recycled Water Replacement			X				
Wastewater Operations			X				
Wastewater Connection			X				
Wastewater Replacement			X				
The Crossings Golf Course				X			
<b>Non-Major Funds</b>							
<b>Special Revenue</b>							
Affordable Housing			X				
Agricultural Mitigation Fees			X				
Buena Vista Channel Maintenance District		X					
Citizens Option for Public Safety	X						
Community Development Block Grant				X			
Cultural Arts Donations				X			
Flower Fields Grant Program				X			
Habitat Mitigation Fee				X			
Library & Arts Endowments				X			
Library Gifts & Bequests				X			
Lighting & Landscaping District No. 2			X	X			
Local Cable Infrastructure						X	
Median Maintenance District				X			
Police Asset Forfeiture	X						

Fund	Budget Program						
	Police Department	Fire Department	Public Works	Community Services	Administrative Services	Policy & Leadership	Capital Projects
<b>Special Revenue (continued)</b>							
Public Safety Grants	X	X					
Recreation Donations				X			
Rental Assistance/Section 8 Program				X			
Senior Program Donations				X			
Street Lighting Maintenance District			X				
Street Tree Maintenance District				X			
Tyler Court Apartments				X			
<b>Capital Project</b>							
Bridge & Thoroughfare District No. 2							X
Bridge & Thoroughfare District No. 3							X
Gas Tax							X
Gas Tax Road Maintenance and Rehabilitation							X
Grants-Federal							X
Industrial Corridor Park Fees							X
Parking-in-Lieu Fees							X
Planned Local Drainage Area Fees (PLD)							X
Public Facilities Fees							X
Technology Investment Capital							X
Transportation Development Act (TDA)							X
Traffic Impact Fees (TIF)							X
TransNet							X
<b>Internal Service</b>							
Workers' Compensation					X		
Risk Management					X		
Vehicle Maintenance			X				
Vehicle Replacement			X				
Information Technology Operations					X		
Information Technology Replacement					X		
<b>Enterprise</b>							
Solid Waste Management			X				
Watershed Protection			X				
<b>Fiduciary</b>							
Successor Agency to the Redevelopment Agency				X	X		

# GLOSSARY

**Appropriation** – A specific amount of money authorized by the City Council for an approved work program or individual project.

**Assessed Valuation** – A dollar value placed on real estate or other property by the County of San Diego as a basis for levying property taxes.

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

**Beginning/Ending Fund Balance** – Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

**Bond** – A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

**Branch** – An organizational unit comprised of departments. Examples include the Administrative Services Branch and Community Services Branch.

**Budget** – An annual financial plan that identifies revenues, types and levels of services to be provided and the amount of funds that can be spent.

**Capital Improvement Program** – A multi-year financial plan containing proposed construction of physical assets such as park, street, sewage and recreation facilities. The 15-year program outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures.

**Capital Outlay** – Equipment (fixed assets) with a value \$1,000 or more and an estimated useful life of more than one year, such as automobiles and office furniture, which appear in the operating budget.

**Carlsbad Community Vision** – A set of nine core values and vision statements developed through consultation with the community in 2010 that serve as a guide for city leaders as they serve the city.

**Cost Allocation** – A method used to charge General Fund overhead costs to other funds, such as Enterprise Funds and Internal Service Funds.

**Debt Service** – The payment of principal and interest on borrowed funds such as bonds.

**Department** – An organizational unit comprised of programs or divisions. Examples include the Finance and Human Resources departments.

**Encumbrance** – A legal obligation to pay funds, an expenditure of which has not yet occurred.

**Enterprise Fund** – A fund type established to account for the total costs of selected governmental facilities and services that are operated similar to private enterprises.

**Expenditure** – The actual spending of funds set aside by appropriation for identified goods and services.

**Fee** – A general term used for any charge levied by government for providing a service or permitting an activity.

**Fiscal Year** – 12-month period designated as the budget year. Carlsbad's fiscal year is July 1 to June 30.

**Full-time Equivalent (FTE)** – The hours worked by one employee on a full-time basis, used to convert the hours worked by several part-time employees into the hours worked by full-time employees. Two employees each working 1,000 hours equals 1.0 full-time equivalent employee.

**Fund** – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

**Fund Balance** – The amount of financial resources available for use.

**General Fund** – The primary fund used by the city for which revenues and expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Fire, Library, and the City Manager's Office.

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

**Growth Management Plan** – A comprehensive approach to land-use planning ensuring controlled and managed growth within the city, while providing designated public facilities.

**Growth Management Standards** – Acceptable service levels that have been established for 11 public facility categories.

**Interfund Transfers** – Payments from one fund to another fund, primarily for work or services provided.

**Internal Service Fund** – A fund that provides services to all city departments and bills the various other funds for services rendered. Examples are Fleet Maintenance, Information Systems and Workers' Compensation.

**Maintenance and Operations** – A general category used for classifying expenditures for materials, supplies and services that are normally used within the fiscal year.

**Operating Budget** – The annual appropriation of funds for ongoing program costs, which include salaries, benefits, maintenance and operations and capital outlay items. Carlsbad's Operating Budget encompasses one fiscal year.

**Operating Costs** – Estimated expenses that can be expected to occur following the construction of a Capital Improvement Project.

**Personnel Costs** – Expenditures associated with providing the staff necessary to provide the desired levels of services, including both salary and benefit costs.

**Revenues** – Amount of funds received from the collection of taxes, fees, permits, licenses, interest and grants during the fiscal year.

**Special Revenue Funds** – A fund that collects revenues that are restricted by the city, state or federal government as the manner in which they may be spent.

**Strategic Digital Transformation Investment Program** – A strategic plan for technology and digital transformation combined with project descriptions, costs, funding sources and timelines. It outlines a five-year expenditure plan for future digital transformation and technology projects and the corresponding revenues necessary to pay for them.



# ACRONYMS

AARP	– American Association of Retired Persons
ADA	– Americans with Disabilities Act
ADC	– Actuarial Determined Contributions
AED	– Automated External Defibrillator
AB	– Assembly Bill
ALA	– American Library Association
BCDDM	– Build Capacity for Data-driven Decision Making
BTD	– Bridge and Thoroughfare Benefit District
CAD	– Computer Aided Dispatch
CalPERS	– California Public Employees Retirement System
CalTrans	– California Department of Transportation
CalWORKS	– California Work Opportunities and Responsibility to Kids
CAD	– Computer-aided Dispatch
CAP	– Climate Action Plan
CCEA	– Carlsbad City Employees' Association
CCTV	– Closed-circuit Television
CDBG	– Community Development Block Grant
CEQA	– California Environmental Quality Act
CFA	– Carlsbad Firefighters' Association
CFD	– Community Facilities District
CIP	– Capital Improvement Program
CM&I	– Construction Management & Inspection
CMWD	– Carlsbad Municipal Water District
COPS	– Citizens' Option for Public Safety Grant
COSUGI	– Customers of SirsiDynix Users Group, Inc.
CPMA	– Carlsbad Police Management Association
CPOA	– Carlsbad Police Officers' Association
CPR	– Cardiopulmonary Resuscitation
CSMFO	– California Society of Municipal Finance Officers
CSS	– Customer Self Service Portal
CST	– Crime Suppression Team
CTBID	– Carlsbad Tourism Business Improvement District
CWEA	– California Water Environment Association
CWRF	– Carlsbad Water Reclamation Facility
DEI	– Diversity, Equity and Inclusion
DOJ	– Department of Justice
EAT	– Enhance Accessibility and Transparency
EIR	– Environmental Impact Report
EKG	– Electrocardiogram
EMS	– Emergency Medical Services
EMT	– Emergency Medical Technician
EOC	– Emergency Operations Center
EPA	– Environmental Protection Agency
ERP	– Enterprise Resource Planning
ESL	– English as a Second Language
EWA	– Encina Wastewater Authority
FBI	– Federal Bureau of Investigation
FEMA	– Federal Emergency Management Agency
FPPC	– Fair Political Practices Commission
FTE	– Full-Time Equivalent
FVCEC	– Foster a Vibrant Civic Engagement Culture
FY	– Fiscal Year
GAAP	– Generally Accepted Accounting Principles
GASB	– Governmental Accounting Standards Board
GCC	– General Capital Construction
GDP	– Gross Domestic Product
GFOA	– Government Finance Officers Association
GHG	– Greenhouse Gas Emissions

GIS	– Geographic Information System
GPS	– Global Positioning System
HA	– Hydrologic Area
HELP	– Homeless Engagement Leading to Progress
HMP	– Habitat Management Plan
HOT	– Homeless Outreach Team
HPRM	– HP Records Manager
HR	– Human Resources
HUD	– Department of Housing and Urban Development
I&ED	– Innovation & Economic Development
ICC	– International Code Council
ICMA	– International City/County Management Association
IFAS	– Integrated Financial Accounting System
IRF	– Infrastructure Replacement Fund
ISF	– Internal Service Fund
IT	– Information Technology
JPA	– Joint Powers Authority
LEAP	– Local Early Action Planning
LED	– Light-emitting diode
LCP	– Local Coastal Program
LMS	– Learning Management System
M&O	– Maintenance and Operations
MFF	– Major Facility Fee
MS4	– Municipal Separate Storm Sewer System
NFPA	– National Fire Protection Association
NIST	– National Institute of Standards and Technology
PC	– personal computer
PCDC	– Pursue Communitywide Digital Transformation
PCI	– Payment card industry
PERS	– Public Employees Retirement System
PFF	– Public Facilities Fees
PHA	– Public Housing Agency
PIL	– Park-In-Lieu Fees
PLA	– Public Library Association
PLD	– Planned Local Drainage
POST	– Police Officer Standards and Training
PSSC	– Promote Security and Sustainability through Connectivity
PW	– Public Works
RFP	– Request for Proposal
ROPS	– Recognized Obligation Payment Schedule
ROW	– Right-of-Way
SANDAG	– San Diego Association of Governments
SB	– Senate Bill
SCADA	– Supervisory Control and Data Acquisition System
SDCWA	– San Diego County Water Authority
SDG&E	– San Diego Gas & Electric
SDTIP	– Strategic Digital Transformation Investment Program
STEAM	– Science, Technology, Engineering, the Arts, and Mathematics Program
SWAT	– Special Weapons Attack Team
SWPPP	– Storm Water Pollution Prevention Plan
SWQMP	– Storm Water Quality Management Program
TCBMP	– Treatment Control Best Management Practices
TCMP	– Traffic Control Management Plan
TDA	– Transportation Development Act
TDM	– Transportation Demand Management
TIF	– Traffic Impact Fee
TMDL	– Total Maximum Daily Load
TOT	– Transient Occupancy Tax, or hotel tax
UASI	– Urban Areas Security Initiatives Program
UDC	– Unified Disaster Council (of San Diego)
USLA	– Unified States Lifesaving Association
WQIP	– Water Quality Improvement Plan

# BUDGET COMMUNICATIONS

## City Council Workshops

Strategic Plan Workshop #1 on Dec. 13, 2021 – <https://carlsbadca.new.swagit.com/videos/149987>

Strategic Plan Workshop #2 on March 16, 2022 – <https://carlsbadca.new.swagit.com/videos/156898>

CIP Project Prioritization Workshop #1 on April 20, 2022 – <https://carlsbadca.new.swagit.com/videos/170480>

CIP Project Prioritization Workshop #2 on April 26, 2022 – <https://carlsbadca.new.swagit.com/videos/170665>

CIP Project Prioritization Workshop #3 on May 3, 2022 – <https://carlsbadca.new.swagit.com/videos/171072>

## City Council Budget Meetings

Fiscal Year 2022-23 Preliminary Operating Budget on May 24, 2022 – <https://carlsbadca.new.swagit.com/videos/174409>

Fiscal Year 2022-23 Preliminary Strategic Digital Transformation Investment Program and Capital Improvement Program on June 7, 2022 – <https://carlsbadca.new.swagit.com/videos/175144>

Fiscal Year 2022-23 Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program, the Fiscal Year 2022-23 Appropriation Limit and Revisions of Fees and Charges of Services on June 14, 2022 – <https://carlsbadca.new.swagit.com/videos/175538>

## Social Media Communications

### Facebook Posts

City Council meeting agenda on May 20, 2022 –

<https://www.facebook.com/photo/?fbid=374446531383359&set=a.221114840049863>

City Council meeting agenda on May 24, 2022 –

<https://www.facebook.com/photo/?fbid=377155171112495&set=a.221114840049863>

City Manager's update on May 26, 2022 –

<https://www.facebook.com/photo/?fbid=378683360959676&set=a.221114840049863>

City Council meeting agenda on June 3, 2022 –

<https://www.facebook.com/photo/?fbid=383936220434390&set=a.221114840049863>

City Council meeting agenda on June 7, 2022 –

<https://www.facebook.com/photo/?fbid=386549176839761&set=a.221114840049863>

City Council meeting agenda on June 10, 2022 –

<https://www.facebook.com/photo/?fbid=388628283298517&set=a.221114840049863>

City Council meeting agenda on June 14, 2022 –

<https://www.facebook.com/photo/?fbid=391236353037710&set=a.221114840049863>

### Twitter Posts

<https://twitter.com/carlsbadcagov/status/1536748558560395268>

<https://twitter.com/carlsbadcagov/status/1535331133507964931>

<https://twitter.com/carlsbadcagov/status/1534238068667990017>

<https://twitter.com/carlsbadcagov/status/1532787712029245440>

<https://twitter.com/carlsbadcagov/status/1529518679981019136>

<https://twitter.com/carlsbadcagov/status/1529148744536662017>

<https://twitter.com/carlsbadcagov/status/1527703666525888513>

## City Manager's Update E-Newsletters

[City Manager's Update for May 5, 2022](https://myemail.constantcontact.com/City-Manager-s-Update--May-5--2022.html?soid=1102527936699&aid=J_uiR6YFYM) – [https://myemail.constantcontact.com/City-Manager-s-Update--May-5--2022.html?soid=1102527936699&aid=J\\_uiR6YFYM](https://myemail.constantcontact.com/City-Manager-s-Update--May-5--2022.html?soid=1102527936699&aid=J_uiR6YFYM)

[City Manager's Update for May 19, 2022](https://myemail.constantcontact.com/City-Manager-s-Update--May-19--2022.html?soid=1102527936699&aid=ohrAsJi1KyM) – <https://myemail.constantcontact.com/City-Manager-s-Update--May-19--2022.html?soid=1102527936699&aid=ohrAsJi1KyM>

[City Manager's Update for May 26, 2022](https://myemail.constantcontact.com/City-Manager-s-Update--May-26--2022.html?soid=1102527936699&aid=08usr9VuZo0) – <https://myemail.constantcontact.com/City-Manager-s-Update--May-26--2022.html?soid=1102527936699&aid=08usr9VuZo0>

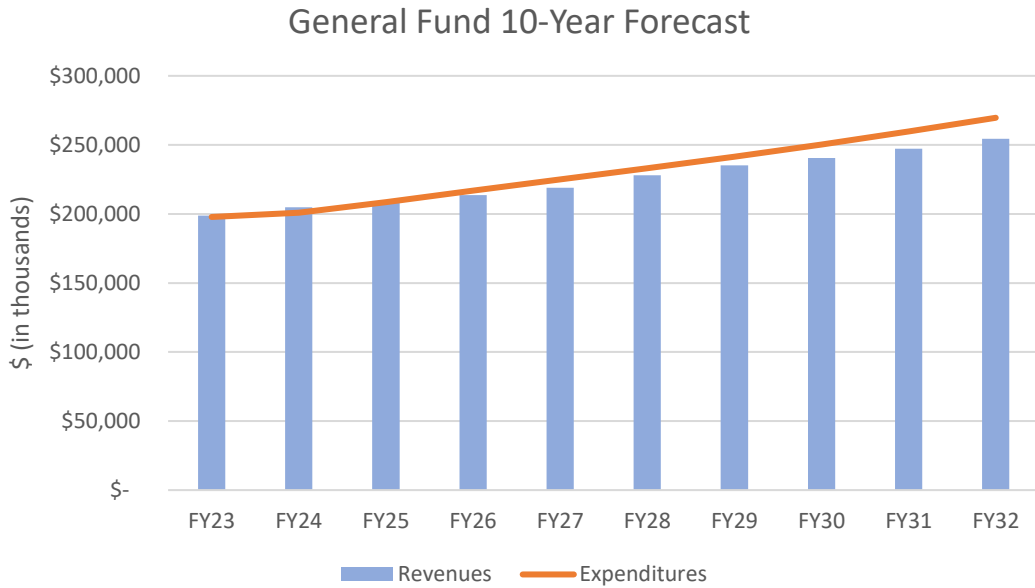
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# GENERAL FUND FORECAST

## Overview

City staff develops medium-term (5-year) and long-term (10-year) forecasts as part of the budget process. While long-term projections are inherently less reliable than short-term projections, they can help detect structural budget issues early. As shown in the following chart, revenues will start to fall short of expenditures in fiscal year 2025-26 because revenues are growing at a slower rate than expenditures. Assumptions for both revenues and expenditures are detailed further in this forecast section.



## Forecast Methodology

A financial forecast is a planning tool that helps identify trends and anticipate the long-term consequences of budget decisions. The forecast is instrumental in modeling the effects of retirement costs, employee compensation, on-going maintenance and operations, as well as revenues for the city's budget.

The forecast is not a budget nor a plan but rather a model based on cost and revenue assumptions updated regularly as new information becomes available. Of these components, cost projections which are based on known costs are relatively reliable. However, revenue forecasts are based on assumptions related to future economic conditions, which are inherently more uncertain. Economic forecasts change frequently and demonstrate the difficulties of committing to a particular prediction of the future. For this reason, the city's forecast is updated regularly.

While economic conditions are the primary drivers for economically sensitive revenues such as property tax, sales tax and transient occupancy tax, other factors drive non-economically sensitive categories such as franchise, ambulance, and departmental fee revenues. These revenue categories are more heavily impacted by rate changes, energy prices, and consumption levels. Collections from local, state, and federal agencies are primarily driven by grant and reimbursement funding available from these agencies. As a result, these revenues experience no significant net gain or loss during economic expansions or slowdowns. All revenue projections are based upon a careful examination of

the collection history and patterns related to seasonality and the economic environment the city is most likely to encounter in the future. Staff also considered potential COVID-19 impacts in determining the most reasonable estimated figures.

A discussion of both the national and local economic outlooks used to develop the revenue estimates for the fiscal year 2022-23 forecast is included below. To create the revenue forecasts, the city reviewed national, state, and regional economic forecasts from multiple sources, including the Congressional Budget Office, California's Legislative Analyst's Office (LAO), and the Center for Continuing Study of the California Economic (CCSCE). The city also relies on third-party consultants to provide revenue estimates in their respective field of expertise. For sales tax, the city contracts with Avenu.

The city's Consumer Price Index (CPI) forecasts are derived from the UCLA Anderson Forecast for the Nation and California.

### National Economic Outlook

Real gross domestic product (GDP) increased at an annual rate of 6.9% in the fourth quarter of 2021, following an increase of 2.3% in the third quarter. The increase was revised down 0.1 percentage points from the "second" estimate released in February. The acceleration in the fourth quarter was led by an acceleration in inventory investment, upturns in exports and residential fixed investment, as well as an acceleration in consumer spending. In the fourth quarter, COVID-19 cases resulted in continued restrictions and disruptions in the operations of establishments in some parts of the country. Government assistance payments in the form of forgivable loans to businesses, grants to state and local governments, and social benefits to households all decreased as provisions of several federal programs expired or tapered off.

Geopolitical conflict has fueled volatility in financial markets. The conflict has exacerbated inflationary pressures, particularly in energy and commodities, and has caused tightening in financial markets. While consumer spending and economic growth remain strong, an extended conflict along with elevated energy prices increases the risk of an economic slowdown later this year. While the Federal Reserve is expected to tighten monetary policy, the Federal Open Market Committee (FOMC) has very little margin for error as it attempts to combat inflation without pushing the economy into a recession.

### Carlsbad Economic Outlook

As of 2021, Carlsbad had the second largest gross regional product (GRP) in San Diego County at nearly \$14.6 billion, only trailing the City of San Diego. In 2019, Carlsbad's economy grew by \$800 million to nearly \$13.6 billion. In 2020, as a result of the pandemic, the city's GRP remained flat. In 2021, its economy grew by approximately \$1 billion, to nearly \$14.6 billion. This growth was seen across all industry categories, and was led by manufacturing, wholesale trade, and professional, scientific, and technical services.

Unemployment has continued to steadily improve since an initial spike to 13.8% at the onset of the COVID-19 pandemic. The March 2022 unemployment rate of 3.1% in Carlsbad only lags pre-pandemic unemployment levels by 0.2 percentage points. The unemployment rate for the County of San Diego was 3.4% in March 2022 and the State of California was 4.2%. Currently, many employers are citing difficulty in finding and retaining workers. In March 2022, nationally, there were 1.9 open jobs for every unemployed worker. This is one underlying cause to increased wage pressures and difficulty retaining employees.

There were 15,628 unique job postings in Carlsbad between January and March, a slight increase from the previous quarter. This continues a trend of increased postings quarter over quarter for the past eight quarters. The median advertised salary for these postings was \$44,200, which is on average \$2,600 more than jobs posted in the previous quarter. Of jobs posted, 45% did not indicate any experience was required and 68% indicated an education requirement of High School/GED or less. Continued feedback from hospitality and restaurant businesses indicate hiring in those industries remains a challenge.

Carlsbad has established itself as having the right workforce to fuel innovation in tech and life sciences fields. Carlsbad businesses can access talent from San Diego County, Orange County, and even southwest Riverside County. Nearly 60% of working-age residents hold a bachelor's degree, with more than 25% attaining an advanced degree. Outside of some communities in central San Diego, Carlsbad has the heaviest concentration of households with degrees in science, technology, engineering, and mathematics (STEM degrees). This local talent mix is among the leading reasons that firms choose Carlsbad.

Commercial vacancy rates improved in all segments this quarter. The industrial vacancy rate is now at 2.9%, compared to 10.8% pre-pandemic. The office vacancy rate is currently 13%, compared to 15.25% pre-pandemic. Retail, which was disproportionately impacted by the pandemic continues to see elevated vacancy rates, although they have improved slightly since last quarter. Retail vacancy is now at 8.3%, compared to 5.27% pre-pandemic. Average market rents per square foot, per year have also risen across all categories this quarter. Retail rates are now \$43.55. Office rates are now \$36.95. Industrial rates are now at \$19.24.

Hospitality and tourism businesses have been hard-hit over the past two years with fluctuating health order restrictions and consumer confidence impacting travel. Hotel occupancy in January was significantly lower than January 2019 levels. However, occupancy rose sharply over the quarter, with March occupancy (75.5%) nearly matching March 2019 occupancy levels (76.5%). With the Omicron surge behind us, tourism leaders are optimistic that individual and family travel could continue to rise. Baseline comparison is 2019, as it represents normal conditions. Carlsbad's average daily room rate (ADR) remains higher than pre-pandemic levels. Despite beginning the quarter with lower occupancy numbers, ADR quickly rose as occupancy rates recovered. ADR was \$209.40 in March, compared to \$174.54 in March 2019. Baseline comparison is 2019, as it represents normal conditions.

Median household income in Carlsbad continues to exceed county income levels. The median income for a household in Carlsbad in 2019 was \$123,409, which was \$44,085 higher than the county median income. The delta between Carlsbad median income and the County median income grew by \$11,768 between 2018 and 2019, meaning Carlsbad is outpacing the region in terms of household income growth. Home values in Carlsbad, along with San Diego County, continue to rise significantly, with median home prices in the city at \$1.44 million in March, a gain of 3.7% over the previous quarter. This value is seasonally adjusted and only includes the middle price tier of homes. Carlsbad home values have risen 28.5% over the past year. The continued rise in home values can be partially attributed to constrained supply and strong demand in the region.

There were a total of 2,810 business licenses issued in the third quarter of fiscal year 2021-22, including 1,156 non-residential, 757 residential, and 897 outside-the-city licenses. This represents the strongest quarter for business licenses issued since the pandemic. The number of licenses issued does not reflect the number of businesses in Carlsbad as a business may carry multiple licenses, short-term vacation rentals are required to get a license, and businesses outside of Carlsbad that do business in

the city or with the city are required to get a license. It is estimated that there are approximately 6,327 businesses in Carlsbad. Upon evaluation of the number of business licenses that were discontinued - those that were once active but not renewed - Carlsbad actually lost fewer businesses during the pandemic than the 24 months prior to the pandemic.

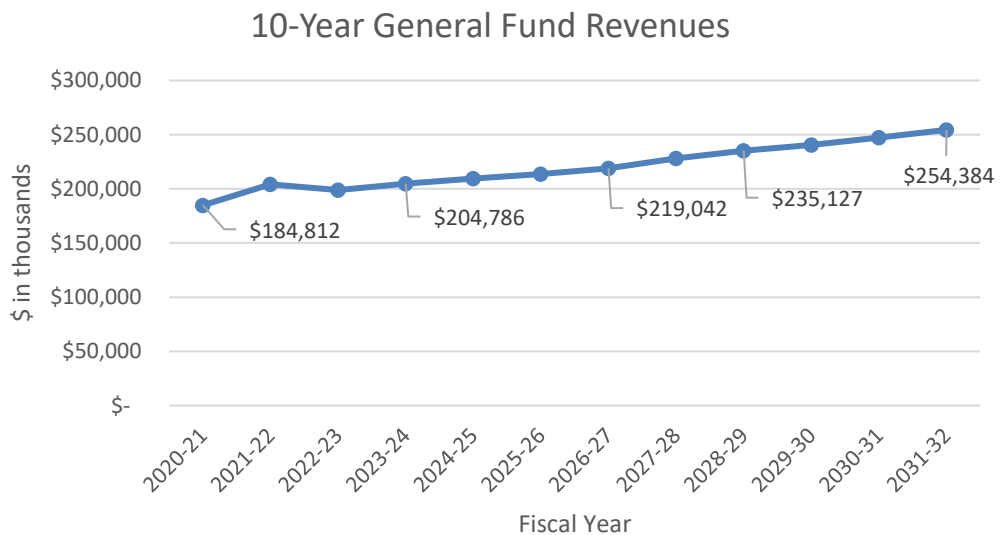
Between January and March, permit activity remained the same for commercial building permits and increased for residential building permits. The number of residential permits issued (1,139) was an increase of 148 over the last quarter. Commercial permits issued (117), was consistent with last quarter. The number of residential building permits issued has been generally increasing over the past two years. While permit activity is improving year-over-year, residential builders continue to cite labor shortages and increased building costs as challenges to new housing starts.

### General Fund Revenues

The city’s top three revenue sources continue to be property tax, sales tax, and transient occupancy tax (TOT). While this will continue to be true, the city expects revenues to be below the historic highs estimated in fiscal year 2021-22.

As shown in the chart below, General Fund revenues are expected to be \$198.8 million in fiscal year 2022-23 and increase through the forecast. Sales tax is conservatively projected to decrease from the record highs in fiscal year 2021-22. Property tax and transient occupancy tax are expected to increase moderately. Other revenue sources consider assumptions ranging from no growth to conservative growth.

The National Bureau of Economic Research (NBER), an American private nonprofit research organization, defines the beginning and ending dates of recessions. The NBER defines a recession as “a significant decline in economic activity spread across the economy, lasting more than two quarters which is 6 months, normally visible in real gross domestic product (GDP), real income, employment, industrial production, and wholesale retail sales.” Since World War II, recessions have lasted an average of 11.1 months and have occurred, on average, about every 58.4 months (4.8 years).





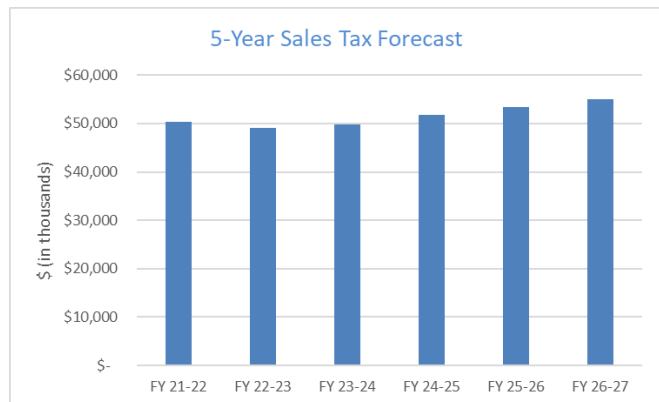
### 5-Year General Fund Revenue Forecast (in thousands)

Revenue Category	Estimated 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27
Sales Tax	\$ 50,323	\$ 49,123	\$ 49,876	\$ 51,769	\$ 53,449	\$ 54,945
Property Tax	\$ 79,666	\$ 81,511	\$ 84,299	\$ 87,138	\$ 89,799	\$ 92,123
Transient Occupancy Tax	\$ 28,091	\$ 28,803	\$ 29,524	\$ 30,262	\$ 31,060	\$ 31,901
Franchise Tax	\$ 6,213	\$ 6,958	\$ 6,914	\$ 6,872	\$ 6,830	\$ 6,784
Business License Tax	\$ 6,968	\$ 6,377	\$ 6,472	\$ 6,702	\$ 6,915	\$ 7,099
Development Related	\$ 3,970	\$ 2,860	\$ 3,301	\$ 1,887	\$ 543	\$ 591
Interdepartmental Charges	\$ 5,221	\$ 5,456	\$ 5,664	\$ 5,797	\$ 5,924	\$ 6,072
Income from Investments and Property	\$ 5,095	\$ 5,480	\$ 5,802	\$ 6,054	\$ 6,303	\$ 6,563
Ambulance Fee	\$ 2,650	\$ 3,850	\$ 3,996	\$ 4,090	\$ 4,180	\$ 4,284
Transfer Tax	\$ 1,697	\$ 1,570	\$ 1,601	\$ 1,633	\$ 1,666	\$ 1,699
Intergovernmental	\$ 7,745	\$ 1,415	\$ 1,415	\$ 1,415	\$ 1,415	\$ 1,415
Other Revenues	\$ 6,564	\$ 5,447	\$ 5,924	\$ 5,722	\$ 5,483	\$ 5,566
<b>Total</b>	<b>\$ 204,203</b>	<b>\$ 198,848</b>	<b>\$ 204,786</b>	<b>\$ 209,340</b>	<b>\$ 213,567</b>	<b>\$ 219,042</b>

#### Sales Tax

Sales tax is one of the city’s largest revenues sources. Sales taxes are collected at the point-of-sale and remitted to the California Department of Tax and Fee Administration (CDTFA), formerly the Board of Equalization. The CDTFA allocates tax revenue owed to the city in monthly payments.

Sales tax revenues were adversely impacted in fiscal year 2019-20 with the onset of the pandemic. The restrictions resulting from the COVID-19 pandemic have led to increases in segments like auto sales, construction, drug store sales, chemical product, food markets and recreational products, while others like restaurants and general retail took a major hit. The city has also been benefitting from sales tax revenues on internet sales generated as a result of the Wayfair or AB147 law that went into effect in October 2019.



Until fiscal year 2019-20, sales tax revenues had improved markedly, peaking in fiscal year 2018-19 at \$40.8 million. The onset of the pandemic in March of 2020 resulted in swift reductions in sales tax revenues and the city ended the year with \$38 million in sales tax revenues. During fiscal year 2020-21, impacts of COVID-19 on sales tax generally correlated with shelter-in-place mandates and as restrictions were lifted, recovery was realized as fiscal year 2020-21 ended with \$44 million in sales tax revenues. Fiscal year 2021-22 experienced the most accelerated recovery however and it is estimated to end the year at \$50 million in sales tax revenues, a historic high for the city. Much of this recovery resulted from the easing of restrictions and pent-up demand. As we move forward into fiscal year 2022-23, much uncertainty remains surrounding market and economic conditions like inflation and impacts to disposable income. As a result, a conservative estimate of \$49.1 million is budgeted for fiscal year 2022-23 which represents a decrease of \$0.9 million, or 2%, over fiscal year 2021-22 estimations. With rising inflation and pent-up demand likely to decrease, conservative estimates have been applied for sales tax in the out-years of the forecasted period.

The city’s sales tax base is heavily weighted in the transportation (comprised heavily of new auto sales) and general retail sectors, both of which account for over half of taxable sales in Carlsbad. New auto sales are highly elastic in comparison to economic trends, and tax revenues from new auto sales

fell precipitously during the recession, from \$6.7 million in 2007 to \$4.4 million in 2009. Since that dip, auto sales tax revenues hit a high of \$12.2 million for the four quarters ended Dec. 31, 2021. With general retail sales tax suffering for the year ended Dec. 31, 2020, the most recent four quarters have shown full recovery increasing nearly 75% and reaching historic levels.

Revenues received under Proposition 72, a 0.5 cent increase in California sales tax for the funding of local public safety services, is included in sales tax revenues.

Sales taxes are expected to increase over the next 5 years by annual average rate of 1.8%.

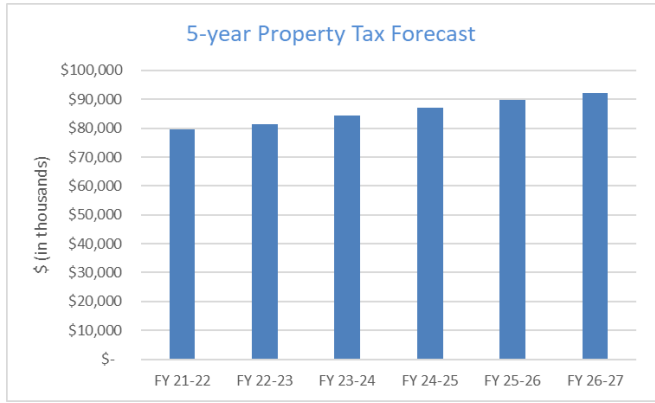
### Property Tax

Property tax is the largest source of General Fund revenues, is expected to grow by 6% over last year's adopted budget and 2.3% over the fiscal year 2021-22 estimated amount. While the residential real estate market in Carlsbad has seen significant increases in values, commercial property assessed values are still expected to remain more flat. Due to the uncertainty and slowdown of economic activity created from the COVID-19 crisis commercial property transactions have been limited during the prior year. Proposition 8 allows owners to have their property temporarily revalued if market value is lower than the factored base year value, posing a risk that commercial property values could temporarily decrease. Until the economic uncertainty wanes and small businesses begin to recover, commercial property prices are not anticipated to increase significantly on an annual basis.

Assessed values on the residential real estate are expected to grow modestly, capped by California's Proposition 13. Proposition 13, adopted in 1978, limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more than 2% per year. The value upon which the tax is based is only increased to the full market value upon the sale of a property. The maximum increase of assessed values, when not sold, is by the change in California's Consumer Price Index, which was 1.036% for 2021-22 – below the 2% cap for the first time since 2016-17. Residential activity has been driven by low interest rates on mortgages, pent up demand that built during the shutdown and an increase in the ability to work remotely. The median price of a single family residence in Carlsbad, based on resale data from Zillow, is \$1.4 million, up by 28.5% year over year in March 2022. Estimates for the upcoming 2022-23 assessment year provided by the County of San Diego's Assessor's Office project moderate growth; however, the city's forecast assumes a more conservative outlook after taking into account current economic conditions and the related risks posed upon the housing market. Rising inflation and the Federal Reserve's continued interest rates hikes are likely to impact property values as well as the volume of transactions.

Changes in property tax revenues lag behind changes in the housing market, as the tax revenue for the upcoming fiscal year is based on assessed values from January 2022. Thus, the taxes to be received for fiscal year 2022-23 are based on assessed values as of Jan. 1, 2022.

Property taxes tend to grow slowly unless there is a significant amount of development-related activity. In past decades, the city has seen robust growth in property tax revenue due to new development, high turnover of existing homes, and double-digit growth in housing prices. However, as the city approaches buildout, development has slowed. In addition to recent interest rate increases, slower development combined with minimal commercial property transactions and tax reform has caused a slowing in property tax growth in the city.

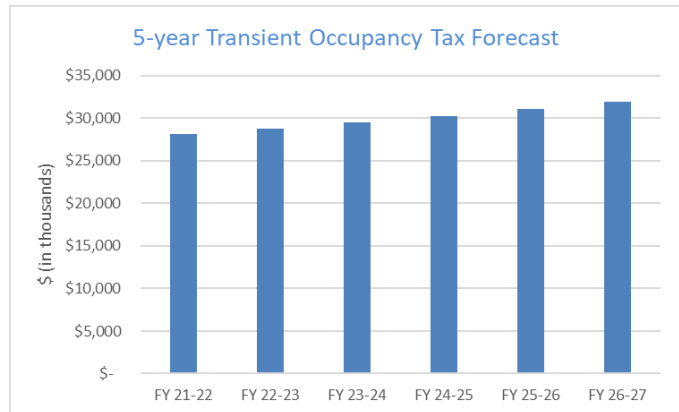


Property taxes are expected to increase over the next 10 years by annual average rate of 3.1%.

### Transient Occupancy Tax

Transient Occupancy Tax is the third highest revenue source for the General Fund also known as TOT or hotel tax. TOT was the revenue category most adversely impacted by COVID-19. From historic highs of \$26 million in fiscal year 2018-19, year-over-year decreases of 27% and 16% were experienced. As of last year, TOT was expected to increase approximately 47%, marking the beginning of an anticipated 3-year recovery. However, this recovery was accelerated with the easing of restrictions and pent up demand which resulted in TOT revenues reaching new historic highs, estimated to end fiscal year 2021-22 at approximately \$28 million. While group business travel has yet to fully return to pre-pandemic levels, uncertainty around rising inflation and diminishing pent up demand result in conservative estimates applied to the forecast.

According to a report from Tourism Economics, San Diego County tourism will see significant growth in visitation demand of around 36% in calendar year 2022 and another 9% in calendar year 2023. The projected rebound is driven by lifted travel restrictions and the regions attractiveness for leisure travel, offset by weak group and business travel. The following few years are expected to increase steadily as group and business travel become more prevalent and increases in available rooms continue. The City of Carlsbad currently has approximately 4,812 hotel rooms, 668 timeshares, and over 315 registered vacation rentals.

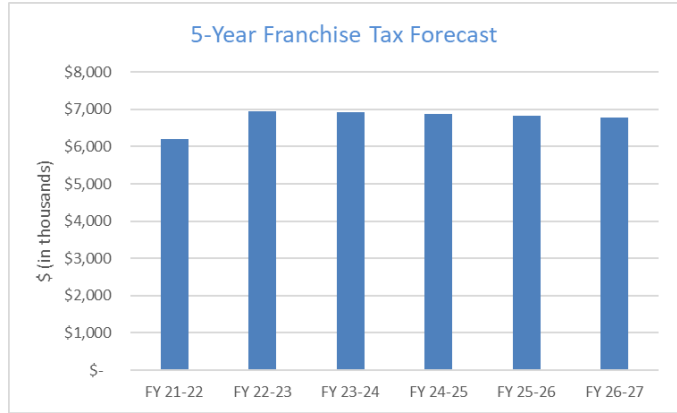


Transient occupancy taxes are expected to increase over the next 10 years by annual average rate of 2.6%.

## Franchise Tax

Franchise taxes are paid by certain industries that use the city's right-of-way to conduct their business. The city currently has franchise agreements for cable TV service, solid waste services, cell sites, fiber optic antenna systems and gas and electric services. The solid waste franchise experienced minor revenue increases that mirror growth in population and changes in rate structures. Cable TV franchise revenue is expected to

decrease by 5% from \$1.44 million to \$1.36 million over the next fiscal year due to decreases in the number of paid subscription services. This trend will most likely continue in future years as more subscribers cut cable services and move to online streaming services.



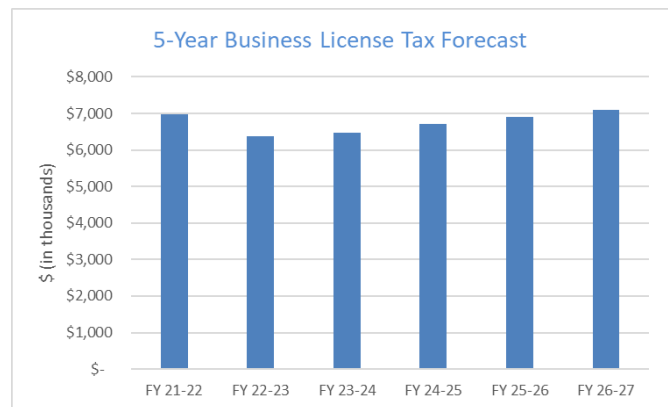
The city also receives franchise fee revenues for solid waste recycling and organics services. In April 2021, a new agreement was approved with Republic Services of San Diego. The city receives 7.5% of revenues collected as well as an annual payment of \$0.8 million in support of AB 939 and \$1.3 million storm water fee. The increase in fiscal year 2022-23 is driven by this \$0.8 million payment to assist with AB 939. Increases in the forecast are driven by estimated population growth which drives consumption.

San Diego Gas & Electric pays franchise taxes for the use of the public land over which they transport gas and electricity. The city also receives an "in-lieu" franchise tax based on the value of gas and electricity transported on SDG&E lines but purchased from another source. The "in-lieu" tax captures the franchise taxes on gas and electricity that is transported using public lands, which would not otherwise be included in the calculations for franchise taxes, due to deregulation of the power industry. This revenue source is expected to remain flat out over the next several years.

Franchise taxes are expected to increase over the next 10 years by an annual average rate of 0.7%.

## Business License Tax

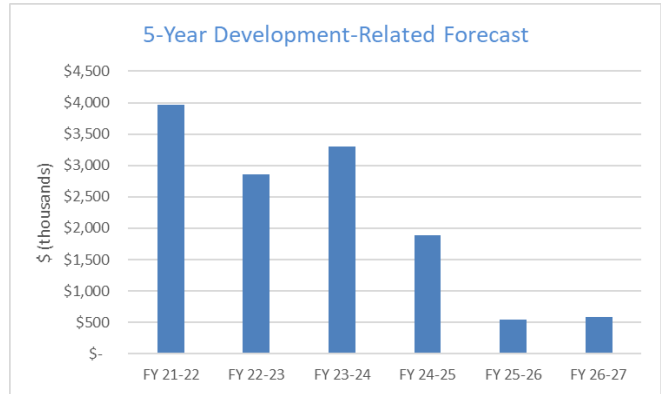
Business licenses taxes are closely tied to the health of the local economy and are projected to increase to \$6.2 million in fiscal year 2022-23, a growth of \$0.4 million, or 7%, when compared to last year's adopted budget. This is somewhat in line with projected sales tax revenue increase as businesses either pay taxes based on the amount of their gross receipts or based on set fees. There are currently about 9,591 licensed businesses in the City of Carlsbad, 77 more than in the prior year with 6,327 of them located in the city. Over the next 10 years, business license tax revenues are forecasted to increase annually, on average, by approximately 2.4%.



## Development-Related

Development-related revenues are derived from fees for planning, engineering and building permits, and fees paid by developers to cover the cost of reviewing and monitoring development activities, such as plan checks and inspections. These revenues are difficult to predict, as many of the planning and engineering activities occur months or years before any actual development.

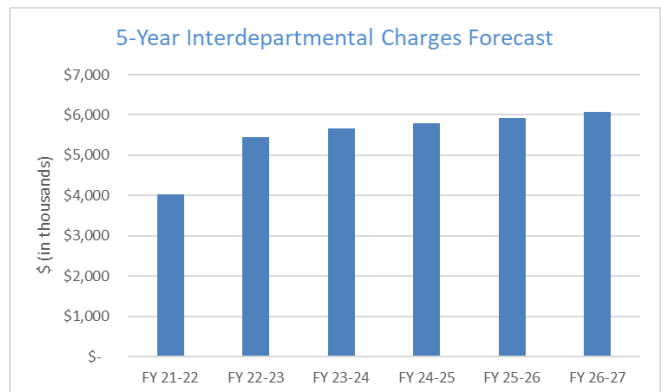
During fiscal year 2009-10, development-related revenues began to turn around from historic lows experienced in fiscal year 2008-09. Since then, development-related revenues have fluctuated in line with increases and decreases in residential, commercial and industrial development. In fiscal year 2022-23, the city expects a 28% decrease in development related revenues, to approximately \$2.9 million, following higher than anticipated development activity occurring in fiscal year 2021-22. The projected decrease in development-related revenues is tied to the volume and type of development projected to be permitted, multi-family versus single-family, and a drop in the revenues derived from building fees which occur in the early stages of development.



It is difficult to forecast development-related revenues as they fluctuate significantly from one year to the next. The city works with consultants to identify and estimate future development based on capacity. While development-related revenues are trending downward, based on capacity, the forecast assumes increases in the second half of the forecasted period.

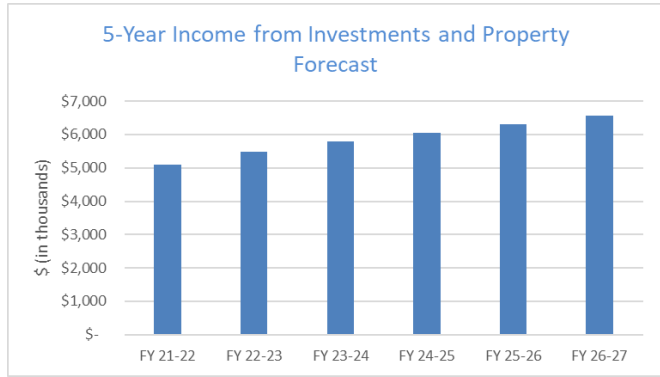
## Interdepartmental Charges

Interdepartmental charges are generated through engineering services charged to capital projects, reimbursed work from other funds and miscellaneous interdepartmental expenses charged to funds outside the General Fund for services performed by departments within the General Fund. Miscellaneous interdepartmental charges correlate with consumer price index (CPI) and are expected to increase annually and on-average by 2.5%.



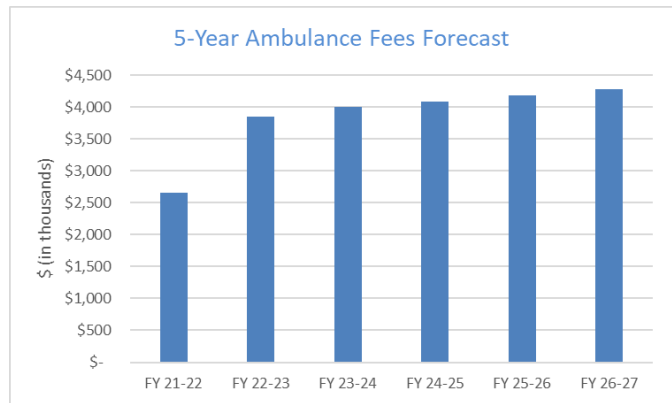
## Income from Investments and Property

This category includes interest earnings as well as rental income from city-owned land and facilities. The city is expected to earn about \$2.8 million in interest on its General Fund investments for fiscal year 2022-23, and another \$2.7 million in rental and lease income. The yield on the city's portfolio is forecasted to average 1.5% and cash balances are expected to remain flat as increases in receipts are projected to be offset by increases in expenditures as the City Council's goals are operationalized.



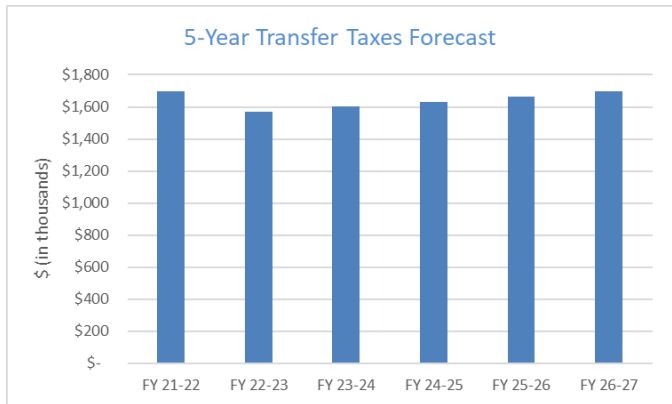
## Ambulance Fees

The city receives ambulance fee revenues based on gross revenue generated by the ambulance transport service provider. Ambulance fees are anticipated to increase over the forecast period by 2.5% on average.



## Transfer Taxes

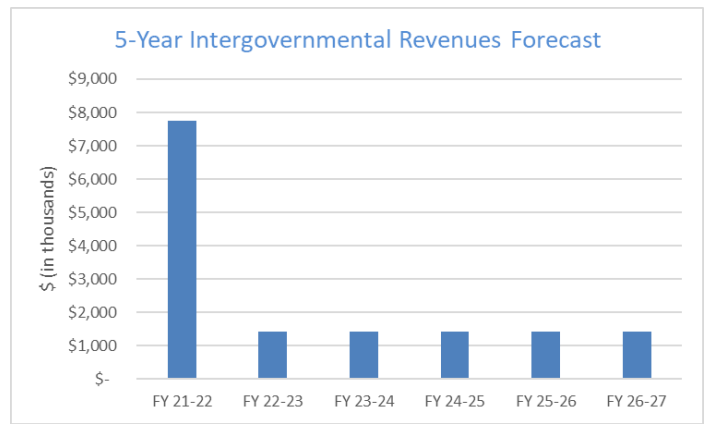
Transfer taxes are those taxes paid to the county upon the transfer of interests in real estate. The tax is \$1.10 per \$1,000 of property value, split equally between the county and the city. Carlsbad expects to receive approximately \$1.6 million in transfer taxes for fiscal year 2022-23, which is a 22% increase from fiscal year 2021-22 adopted budget and relatively consistent with current year estimates.



The residential real estate market continues to remain strong; however, this will likely be influenced by rising interest rates. Housing prices are continuing to increase in Carlsbad and inventories remain low. Over the forecasted period, transfer taxes are expected to annually increase on average by 2.0% in alignment with housing industry projections.

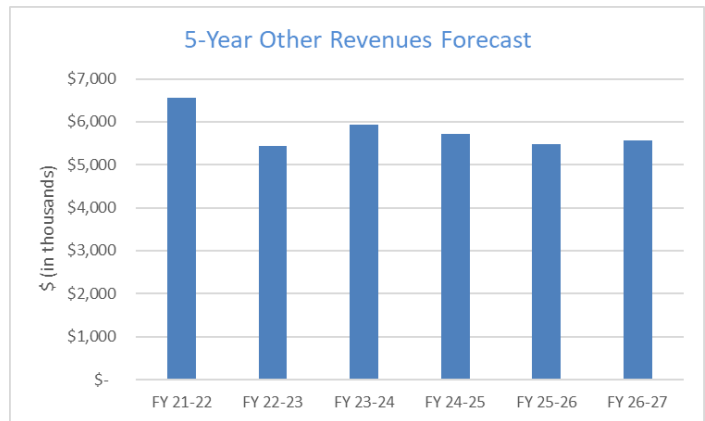
## Intergovernmental Revenues

These revenues represent funds received from other governmental entities. In recent years, this revenue category has experienced a great deal of activity with the American Rescue Plan Act of 2021 in which the city received \$12.6 million over a two-year span. Over the forecasted period, intergovernmental revenues are anticipated to remain flat.



## Other Revenues

All other revenues include recreation fees, other licenses and fees, fines and forfeitures, transfers in, and other charges and fees. Over the forecasted period, these revenues are anticipated to increase conservatively by 0.5% annually, on average.



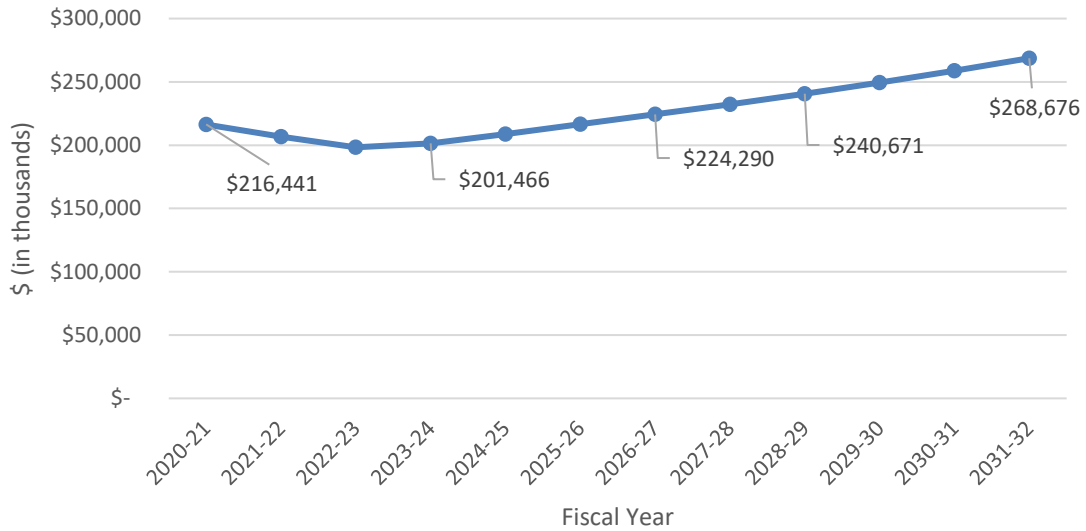
## General Fund Expenditures

Each year, the city updates the budget by considering historical, present, and future costs and trends. In recent years, the city has added new rigor to the budget process which includes the following measures and strategies:

- Automatic consumer price index (CPI) increases were no longer added to base budgets. Instead, budget requests are required to substantiate the specific increase each year
- The process for carrying forward appropriations and encumbrances was formalized whereby requests exceeding \$100,000 require City Council approval.
- The process for requesting new staff was also enhanced whereby new requests must meet one of the following criteria:
  - Needed to comply with legal and regulatory requirements
  - Address a critical public safety need
  - Meet City Council priorities or goals
- In fiscal year 2022-23, departments were directed to identify budgetary savings which resulted in a decrease in General Fund maintenance and operation expenditures of approximately 1.8% over the previous year's adopted budget

As shown in the chart below, General Fund expenditures are expected to increase from \$198.3 million in fiscal year 2022-23 to \$269 million over the 10-year forecast period, representing an increase of \$70 million or 35%.

## 10-Year General Fund Expenditures



Expenditure Category	Estimated 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27
Salaries	\$ 75,815	\$ 81,969	\$ 83,919	\$ 86,608	\$ 89,406	\$ 92,295
Benefits	\$ 42,963	\$ 41,792	\$ 44,641	\$ 47,577	\$ 50,828	\$ 53,825
Maintenance and Operations	\$ 59,790	\$ 60,393	\$ 58,351	\$ 59,635	\$ 61,126	\$ 62,654
Capital Outlay	\$ 889	\$ -	\$ -	\$ -	\$ -	\$ -
Council Contingency	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Transfers	\$ 26,778	\$ 13,663	\$ 14,054	\$ 14,363	\$ 14,652	\$ 15,017
<b>Total</b>	<b>\$ 206,735</b>	<b>\$ 198,318</b>	<b>\$ 201,466</b>	<b>\$ 208,682</b>	<b>\$ 216,512</b>	<b>\$ 224,290</b>

## Personnel Expenditures

### Salaries

Full-time salaries are projected to grow at a rate of 4.3% per year, based on the presumed rate of growth by CalPERS. Part-time salaries are forecasted to grow at a rate of 1.9% as they generally grow slower than full-time salaries. In fiscal year 2022-23 the city’s budget began accounting for vacancy savings. Vacancy savings represents the amounts of savings achieved through attrition. The forecast assumes \$2 million in vacancy savings on an annual basis.

### Health Benefits

In fiscal year 2022-23 health benefits account for about 10% of all personnel costs in the General Fund, primarily due to health insurance costs. The city pays employees a fixed amount for health and dental insurance costs instead of covering a percentage of premiums. Health benefit costs are forecasted to increase annually on average by approximately 6%.

### Retirement

Rising retirement costs are driving the increase in employee benefits. Carlsbad provided retirement benefits for its employees through the California Public Employee’s Retirement System (CalPERS). Poor investment returns during the Great Recession significantly decreased the plan’s assets. In addition, enhanced benefits and actuarial assumption changes due to increased life expectancies increased the plan’s liabilities. As a result, the city’s pension costs have increased significantly and are one of the city’s largest financial obligations.



The city's CalPERS costs are projected to increase over the next few years, as shown in the table below.

Projected CalPERS Contributions (Miscellaneous)						
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Projected Payroll	\$ 46,525,350	\$ 47,804,798	\$ 49,119,429	\$ 50,470,213	\$ 51,858,144	\$ 53,284,243
Normal Cost (%)	11.7%	11.4%	11.1%	10.9%	10.6%	10.4%
Normal Cost (\$)	\$ 5,452,771	\$ 5,449,747	\$ 5,452,257	\$ 5,501,253	\$ 5,496,963	\$ 5,541,561
UAL Payment	\$ 7,227,710	\$ 7,816,000	\$ 8,512,000	\$ 8,962,000	\$ 9,449,000	\$ 9,666,000
Total Contribution	\$ 12,680,481	\$ 13,265,747	\$ 13,964,257	\$ 14,463,253	\$ 14,945,963	\$ 15,207,561
Total Contribution (%)	27.3%	27.7%	28.4%	28.7%	28.8%	28.5%

Projected CalPERS Contributions (Safety)						
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Projected Payroll	\$ 27,032,538	\$ 27,775,932	\$ 28,539,770	\$ 29,324,615	\$ 30,131,042	\$ 30,959,645
Normal Cost (%)	19.8%	19.5%	19.3%	19.1%	18.9%	18.6%
Normal Cost (\$)	\$ 5,349,739	\$ 5,416,307	\$ 5,508,176	\$ 5,601,001	\$ 5,694,767	\$ 5,758,494
UAL Payment	\$ 5,881,880	\$ 6,498,000	\$ 7,050,000	\$ 7,890,000	\$ 8,279,000	\$ 8,458,000
Total Contribution	\$ 11,231,619	\$ 11,914,307	\$ 12,558,176	\$ 13,491,001	\$ 13,973,767	\$ 14,216,494
Total Contribution (%)	41.5%	42.9%	44.0%	46.0%	46.4%	45.9%

In December 2016, the CalPERS Board of Administration lowered the discount rate from 7.5% to 7.0% with a three-year phase-in beginning in fiscal year 2018-19 to improve the financial stability of the pension system. This resulted in significant increases in retirement costs. In fiscal year 2021-22, the CalPERS Board lowered the discount rate from 7.0% to 6.8% because the fiscal year 2020-21 investment gain of 21.3% triggered the Funding Risk Mitigation Policy.

The city's retirement rates are based on a blend of all three miscellaneous tiers (2.7% @ 55, 2% @ 60, and 2% @ 62). Although employees pay a different rate depending on their respective tier, the city's costs are the same for all three tiers. The table below shows the current breakdown of city employees amongst the three retirement tiers the majority of employees in the city are currently covered under Tier 3. Savings from the lower-cost Tier 2 and Tier 3 plans are not expected to be substantial for several years.

CalPERS Plan Breakdown by Tier (Miscellaneous)			
Tier	Number of Employees	Total Normal Cost FY 2022-23	Payroll on 6/30/2020
Misc. Classic	231	22.8%	\$ 19,374,576
Misc. Tier 2	53	19.4%	\$ 5,442,376
Misc. PEPRA	265	15.9%	\$ 18,071,874

CalPERS Plan Breakdown by Tier (Safety)			
Tier	Number of Employees	Total Normal Cost FY 2022-23	Payroll on 6/30/2020
Fire Classic	45	30.5%	\$ 5,472,471
Fire Tier 2	18	28.5%	\$ 1,857,522
Fire PEPRA	27	24.5%	\$ 2,363,122
Police Classic	48	34.3%	\$ 6,725,419
Police Tier 2	16	32.3%	\$ 1,823,360
Police PEPRA	65	28.9%	\$ 6,677,721

A retiree's highest monthly pension benefits are calculated by multiplying:

- Service credit: the number of years of CalPERS service.
- Benefit Factor: percentage of pay based on age.
- Compensation Basis: the highest monthly average salary for a defined period.

## Other Benefits

The forecast assumes health insurance, dental insurance, and vision insurance increase by CPI.

## Maintenance and Operations

General Fund Departments budget for costs to support the ongoing maintenance and operations of the city. These costs comprise materials and supplies, professional services, and one-time special projects. One-time costs are budgeted for in year one of the forecasted period so naturally the increase over the forecasted period remains relatively low. On average, maintenance and operations costs are expected to increase approximately 1% annually.

## Capital Outlay

Capital outlay costs are typically not budgeted for in the city's General Fund; however, from time to time, departments may experience the need to purchase an item that is classified as a capital asset. Because the annual capital outlay amounts are relatively minimal, they have not been included in the city's General Fund forecast.

## Council Contingency

The city maintains a Council Contingency budget at a level of \$500,000.

## Transfers

The General Fund is responsible for transferring funds for the following purposes:

- Lighting and Landscaping District #1 (LLD #1) – the city established LLD #1 in 1986 and during its formation, no annual inflator was applied. As a result, the assessment paid by property owners in the District have become insufficient to cover the costs of lighting and landscaping. As a result, the General Fund is responsible for making up the difference. The transfer amount is expected to increase 7% over the next five years at an annual average rate of 1.4%.
- Future Capital Funding – the General Fund is responsible for a significant portion of the city's capital project funding. On an annual basis, the General Fund transfers an equivalent of 6% of estimated General Fund revenues to the Strategic Digital Transformation Investment Program, the Infrastructure Replacement Fund, and the General Capital Construction Fund. This transfer amount increases throughout the forecast based on increases in forecasted General Fund revenues.

## CalPERS

The city provides a defined benefit pension to its employees through the California Public Employees' Retirement System (CalPERS). Retirement benefits are calculated using a formula based on an employee's age, earnings, and years of service. The retirement benefits are funded by:

- Investment earnings (60%)
- Employer contributions (29%)
- Employee contributions (11%)

Each year, CalPERS determines an employer's contributions based on actual investment returns and actuarial assumptions including:

- Expected investment returns (discount rates)
- Inflation rates
- Salaries
- Retirement ages
- Life expectancies

Contributions to fund the pension plan are comprised of two components:

- The normal cost (the cost of the benefits earned in a respective year).
- The amortization of the unfunded accrued liability (UAL).

### CalPERS Discount Rate

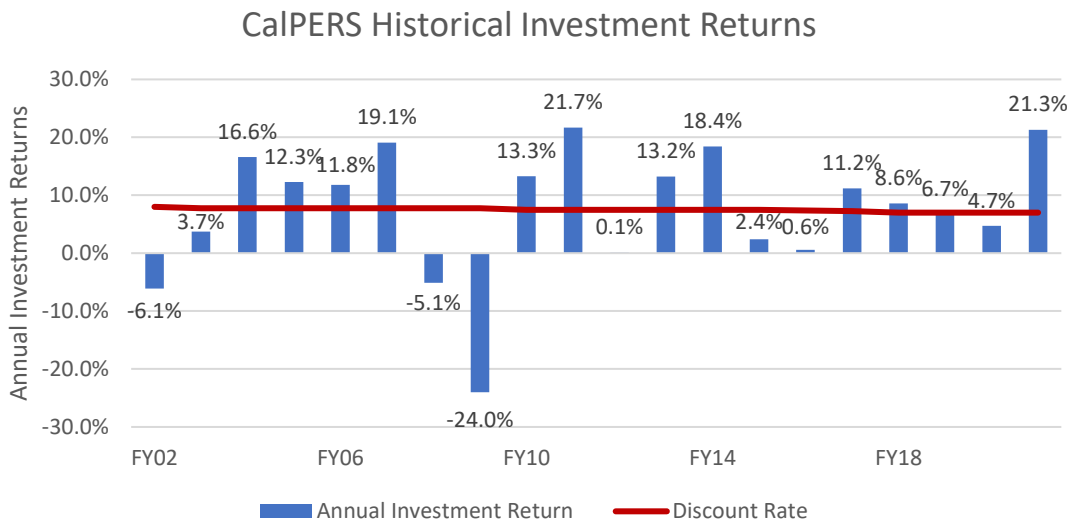
Defined benefit plans are highly sensitive to the discount rate assumption. The discount rate is the expected rate of return of the plan’s assets over the long term. The discount rate will depend on the plan’s size, asset allocation, time horizon, and other considerations.

From the city’s perspective, the discount rate is important as it is used to determine the city’s annual contributions to the plan, the plan’s unfunded liability, and the plan’s funded status. In other words, the discount rate is used to determine whether a plan has enough assets to meet its future obligations. The discount rate must be realistic to allow the city to foresee funding issues that may impact future operating budgets and future generations of retirees and plan members. If the discount rate assumption is too high and investments earn less than expected, a funding shortfall may result, requiring the city or CalPERS members to make greater contributions than expected.

### CalPERS Investment Earnings

Since investment earnings fund nearly 60% of retirement benefits, the city’s pension plan is sensitive to the investment returns of CalPERS. Investment returns affect how much of the retirement benefits can be funded by investment earnings rather than contributions. If investment returns are lower than the discount rate, contributions must increase to make up the difference. As a result, pension plans need accurate return assumptions to ensure fiscal sustainability.

Currently CalPERS assumes it will earn investment returns of 6.8% each year. As illustrated in the following chart, over the last 20 years, CalPERS has earned investment returns below the discount rate assumption approximately half of the time. Individual fiscal year investment returns have ranged between -24.0% and +21.7%. In particular, CalPERS earned negative investment returns in 2001 and 2002 due to the dot-com crash and 2008 and 2009 due to the Great Recession.



For fiscal year 2020-21, CalPERS reported an investment return of 21.3%, 14.3 percentage points higher than the 7% discount rate. The average investment return is 10.3% for a 5-year period, 8.5% for a 10-year period, 6.9% for a 20-year period, and 8.4% for a 30-year period. As returns in a given year are volatile, it can be more instructive to look at returns over longer time horizons.

Time Period	Total Investment Return
1 Year	21.3%
5 Year	10.3%
10 Year	8.5%
20 Year	6.9%
30 Year	8.4%

## CalPERS Update

### Funding Risk Mitigation Policy

Under the Funding Risk Mitigation Policy, the 21.3% return in fiscal year 2020-21 triggered a reduction in the discount rate from 7% to 6.8%. The Funding Risk Mitigation Policy, approved by the CalPERS Board in 2005, lowers the discount rate in years of good investment returns to reduce risk in the portfolio. The Risk Mitigation Policy will affect contributions starting in fiscal year 2023-24.

### Asset Liability Management Process

In November 2021, CalPERS completed its quadrennial Asset Liability Management (ALM) process, which reviewed investment strategies and actuarial assumptions. At the November 15-17, 2021, meetings, the CalPERS Board approved a 6.8% discount rate, selected a new asset allocation for the fund's investment portfolio, and adopted new actuarial assumptions.

Asset Class	Current Allocation	New Allocation
Global Equity	50%	42%
Fixed Income	28%	30%
Real Assets	13%	15%
Private Equity	8%	13%
Private Debt	0%	5%
Liquidity	1%	0%
<b>Total</b>	<b>100%</b>	<b>105%</b>

\*Includes a 5% allocation to leverage.

### CalPERS Plan Status

As of the most recent actuarial valuation on June 30, 2020, the city's miscellaneous pension plan had assets of \$330.9 million, liabilities of \$430.5 million and a funded ratio of 76.9%. The city's safety pension plan has assets of \$251.4 million, liabilities of \$343.2 million and a funded ratio of 73.2%. The unfunded liability is the difference between assets and liabilities, while the funded ratio is the ratio of assets to liabilities.

CalPERS Miscellaneous Plan Status		
	June 30, 2019	June 30, 2020
Present Value of Projected Benefits	\$ 467,508,549	\$ 493,021,289
Entry Age Normal Accrued Liability	\$ 410,200,348	\$ 430,502,885
Market Value of Assets	\$ 322,146,603	\$ 330,903,112
Unfunded Accrued Liability	\$ 88,053,745	\$ 99,599,773
Funded Ratio	78.5%	76.9%

CalPERS Safety Plan Status		
	June 30, 2019	June 30, 2020
Present Value of Projected Benefits	\$ 391,995,147	\$ 420,888,640
Entry Age Normal Accrued Liability	\$ 324,351,564	\$ 343,243,950
Market Value of Assets	\$ 243,980,037	\$ 251,416,320
Unfunded Accrued Liability	\$ 80,371,527	\$ 91,827,630
Funded Ratio	75.2%	73.2%

### Impact of CalPERS Investments Returns

CalPERS assumes it will earn investment returns of 7% each year. If investment returns are higher than 7%, the city’s contributions decrease. Conversely, if investment returns are lower than 7%, the city’s contributions increase.

In fiscal year 2019-20, CalPERS earned 4.7%, 2.3 percentage points below the 7% discount rate. As a result, the city’s required pension contributions will increase to make up the difference. The fiscal year 2019-20 investment loss will affect the city’s pension costs starting in fiscal year 2022-23. The contribution increase will be amortized over 20 years and phased in over five years.

For fiscal year 2020-21, CalPERS reported an investment return of 21.1%, 14.3 percentage points above the 7% discount rate. The Investment return triggered the Funding Risk Mitigation Policy, lowering the discount rate to 6.8%. The investment gain and discount rate reduction will impact the city’s pension costs starting in fiscal year 2023-24. The discount rate reduction partially offsets the effect of the investment gain.

In 2022, financial market volatility has increased due to heightened geopolitical risk, supply chain bottlenecks and persistent inflation, and the Federal Reserve’s pivot to a less accommodative monetary policy. Any investment losses will impact the city’s future pension costs.

### Impact of CalPERS Discount Rate Changes

Due to lower-than-historical interest rates and economic growth, market experts project lower returns for the next several decades. The Pew Research Center forecasts a long-term investment return of 6.5% for typical pension fund portfolios.

During its Asset Management Liability Process, CalPERS considered discount rates between 6.25% and 7%. Ultimately, CalPERS approved a discount rate of 6.8%, a decrease from the previous discount rate of 7%.

The discount rate has a significant effect on the city’s CalPERS contributions. If the discount rate is less than the discount rate assumption, the city’s CalPERS contributions will increase.

### City Strategies

In recent years, unfunded liabilities, or pension debt, have caused cities in California to cut back on public services. Three cities have declared bankruptcy. Pension debt is the difference between how much money is available to pay for the pensions city employees receive when they retire, and the

money needed to pay for the actual benefits. Pension debt is an estimate because it's not possible to know exactly how well the pension fund investments will perform nor how many employees will retire, at what age they will retire and how long they will live.

The City of Carlsbad has long recognized the financial uncertainty caused by the state's pension system. That's why Carlsbad was one of the first cities in the region to enact pension reform, pre-dating state reforms in 2013. This and other strategies have reduced the city's pension debt considerably compared to most other cities in the state.

In 2019, the City Council adopted a Pension Funding Policy (City Council Policy Statement No. 86). This policy states that the city will strive to maintain an 80% funded status. Said another way, the goal of this policy is to keep Carlsbad's pension debt at no more than 20%.

Since fiscal year 2016-17, the city has contributed \$56.4 million to CalPERS to reduce the city's unfunded liability and thereby achieve interest savings. These contributions were in addition to the annual required contributions set by CalPERS.

Even though CalPERS is continuing to take prudent measures to manage the pension liability for its participants, the annual costs paid by participating members will continue to increase. And, while CalPERS has outperformed its assumed rate of return on investments over the last 10-years, future economic uncertainty is likely to have a profound impact on its investment performance, which will impact the city's annual required contributions.

**RESOLUTION NO. 2022-135**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET, STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2022-23 FOR THE CITY OF CARLSBAD AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the City Council of the City of Carlsbad, California, has reviewed the proposed final Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program for fiscal year (FY) 2022-23 and has held such public hearings as are necessary prior to adoption of the final budgets.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the Office of the City Clerk of the City of Carlsbad, entitled "Fiscal Year 2022-23 Preliminary Operating Budget," presented at the Joint Special Meeting on May 24, 2022 as Exhibit 1 to Item No. 8, as amended, if necessary, and "Strategic Digital Transformation Investment Program and Capital Improvement Program," presented at the Joint Special Meeting on June 7, 2022 as Exhibits 3 and 4 to Item No. 13, as amended, if necessary, in accordance with Attachments A-A3, B-B2, C and D to this Exhibit 4, attached and incorporated by reference, are adopted as the final Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program for the City of Carlsbad for FY 2022-23 along with the program options and adjustments, if any, determined by the City Council as set forth in the minutes of this Joint Special Meeting on June 14, 2022.
3. That the amounts reflected as estimated revenues for FY 2022-23 as shown in Attachments A-A3, B-B2 and D are adopted as the budgeted revenues for FY 2022-23.
4. That the amounts as designated as the FY 2022-23 Budget request in Attachments A-A3, B-B2 and D are appropriated to the department or fund for which they are designated, and such appropriation shall not be increased except as provided in this resolution.

5. That total appropriations for each fund may only be increased or decreased by the City Council by passage of a resolution amending the budget except as provided in this resolution.
6. That the following controls are placed on the use and transfer of budget funds:
  - A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the City Council or City Manager as described below.
    - i. The City Manager may authorize all transfers of funds from account to account within any department.
    - ii. The City Manager may authorize transfers of funds between Information Technology and departments citywide as it relates to the reorganization of staff within the business systems specialist series.
    - iii. The City Manager may authorize transfers of funds between departments within the same fund in an amount up to \$100,000 per transfer.
    - iv. The City Manager may authorize budget adjustments involving offsetting revenues and expenditures; the City Manager may authorize increases in an appropriation for a specific purpose where the appropriation is offset by unbudgeted revenue, which is designated for said specific purpose.
    - v. The City Manager may authorize budget adjustments to increase the appropriation for the Workers' Compensation and Risk Management Funds' operating budgets in an amount equal to the increases in costs of claims expenses or estimated losses and liabilities.
    - vi. The City Manager may authorize budget adjustments to increase the appropriation for unforeseen legal expenses and liabilities.
    - vii. The City Manager may authorize budget adjustments to increase the appropriation for Mutual Aid expenses in an amount equal to the increases in amounts to be reimbursed by other agencies.
    - viii. The City Council must authorize all transfers of funds from the City Council's Contingency Account.
    - ix. The City Manager may delegate any of the authority given to the City Manager under this resolution.



- B. The City Council must authorize any increase in the number of authorized permanent personnel positions above the level identified in Attachment C.
  - C. The City Manager may authorize the hiring of temporary or part-time staff as necessary within the limits imposed by the controls listed above.
7. That the legal level of budgetary control is the fund level. Budgets may not legally be exceeded at the fund level without appropriate authorization by the City Council.
  8. That interest earned on grants may be appropriated during the year for the purpose for which the grant was received.
  9. That all appropriations in the Capital Improvement Program remaining unexpended at June 30, 2022, are appropriated to FY 2022-23 in their respective project budgets.
  10. That all appropriations in the Strategic Digital Transformation Investment Program remaining unexpended at June 30, 2022, are appropriated to FY 2022-23 in their respective project budgets.
  11. That all appropriations in the Operating Budget remaining unexpended at June 30, 2022 related to developer deposits received for developer-funded studies not yet completed or grant awards received or expected for projects that are continuing into the next fiscal year are appropriated to FY 2022-23.
  12. That all appropriations for outstanding encumbrances as of June 30, 2022, are continued into FY 2022-23 for such contracts or obligations.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.

  
MATT HALL, Mayor

  
FAVIOLA MEDINA, City Clerk Services Manager

(SEAL)



**RESOLUTION NO. 1673**

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD MUNICIPAL WATER DISTRICT, ADOPTING THE WATER DISTRICT'S FINAL OPERATING BUDGET, STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2022-23 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District has reviewed the proposed final Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program for Fiscal Year (FY) 2022-23 and has held such public hearings as are necessary prior to the adoption of the final budgets.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carlsbad Municipal Water District, as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the Office of the City Clerk of the City of Carlsbad, entitled "Fiscal Year 2022-23 Preliminary Operating Budget," presented at the Joint Special Meeting on May 24, 2022 as Exhibit 1 to Item No. 8, as amended, if necessary, and "Strategic Digital Transformation Investment Program and Capital Improvement Program," presented at the Joint Special Meeting on June 7, 2022 as Exhibits 3 and 4 to Item No. 13, as amended, if necessary, in accordance with Attachments A-A3, B-B2, C and D of Exhibit 4 of Item No. 7 presented at this Joint Special Meeting on June 14, 2022, are adopted as the final Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program for the Carlsbad Municipal Water District for FY 2022-23 along with any program options and/or adjustments determined by the Board of Directors as set forth in the minutes of this Joint Special Meeting on June 14, 2022.
3. That the amounts reflected as estimated revenues for FY 2022-23 are adopted as the budgeted revenues for FY 2022-23.
4. That the amounts designated as FY 2022-23 Budgets in Attachments A and B to this Exhibit 5 are appropriated to the fund for which they are designated, and such appropriation shall not be increased except as provided in this resolution.

5. That total appropriations may only be increased or decreased by the Board of Directors by passage of a resolution amending the budget except as provided in this resolution.
6. That the following controls are placed on the use and transfer of budget funds:
  - A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Board of Directors or Executive Manager as described below.
    - i. The Executive Manager may authorize all transfers of funds from account to account within the same fund.
    - ii. The Executive Manager may authorize budget adjustments involving offsetting revenues and expenditures; the Executive Manager may authorize increases in an appropriation for a specific purpose where the appropriation is offset by unbudgeted revenue which is designated for said specific purpose.
    - iii. The Executive Manager may authorize increases in purchased water appropriations in an amount equal to the same percent that water sales exceed the amount of the original revenue estimate.
    - iv. The Executive Manager may authorize budget adjustments to increase the appropriation for the Workers' Compensation and Risk Management Funds' operating budgets in an amount equal to the increases in costs of estimated claims expenses.
    - v. The Executive Manager may authorize budget adjustments to increase the appropriation for unforeseen legal expenses and liabilities.
    - vi. The Executive Manager may delegate the authority to make budget transfers.
  - B. The Board of Directors must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The Executive Manager may authorize the hiring of temporary or part time staff as necessary within the limits imposed by the controls listed above.
7. That all appropriations for outstanding encumbrances as of June 30, 2022 are continued into FY 2022-23 for such contracts and obligations.
8. That interest earned on grants may be appropriated during the year for the purpose for which the grant was received.
9. That all appropriations for Capital Improvement Projects remaining unexpended at June 30, 2022, are appropriated for such capital projects for FY 2022-23.

10. That all appropriations in the Strategic Digital Transformation Investment Program remaining unexpended at June 30, 2022, are appropriated to FY 2022-23 in their respective project budgets.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.



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MATT HALL, President



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*for* FAVIOLA MEDINA, City Clerk Services Manager

(SEAL)



**RESOLUTION NO. 553**

A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY FOR FISCAL YEAR 2022-23 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the Community Development Commission of the City of Carlsbad, California (Commission) has reviewed the Operating Budget for the Carlsbad Housing Authority for fiscal year (FY) 2022-23; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budgets.

NOW, THEREFORE, BE IT RESOLVED by the Community Development Commission of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the Office of the City Clerk of the City of Carlsbad, entitled "Fiscal Year 2022-23 Preliminary Operating Budget," presented at the Joint Special Meeting on May 24, 2022 as Exhibit 1 to Item No. 8, as amended, if necessary, in accordance with Attachments A-A3 and C of Exhibit 4 to Item No. 7 presented at this Joint Special Meeting on June 14, 2022, are adopted as the final Operating Budget for the Carlsbad Housing Authority for FY 2022-23, along with any program options and/or adjustments, if any, determined by the Commission as set forth in the minutes of this Joint Special Meeting on June 14, 2022, and that all funding for planning and administrative expenses have been determined to be necessary and appropriate for implementation of the Carlsbad Housing Authority's activities in FY 2022-23.
3. That the amounts reflected as estimated revenues for FY 2022-23 are adopted as the budgeted revenues for FY 2022-23.
4. That the amount designated as FY 2022-23 Budget request in Attachment A to this Exhibit 6 is appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided in this resolution.
5. That the following controls are placed on the use and transfer of budget funds:


- A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Commission or Executive Director as described below.
    - i. The Executive Director may authorize all transfers of funds from account to account within the same fund.
    - ii. The Executive Director may delegate the Carlsbad Housing Authority to make budget transfers and adjustments.
    - iii. The Executive Director may authorize budget adjustments involving offsetting revenues and expenditures; the Executive Director is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose.
  - B. The Commission must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final budget. The Executive Director may authorize the hiring of temporary or part time staff as necessary within the limits imposed by the controls listed above.
6. That all appropriations for any state or federal grant funds in the Operating Budget remaining unexpended at June 30, 2022, are appropriated to FY 2022-23.
7. That all outstanding encumbrances as of June 30, 2022, are continued into FY 2022-23 for such contracts and obligations.

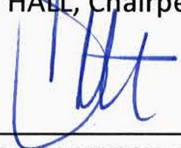
PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.

  
MATT HALL, Chairperson

  
SCOTT CHADWICK, Secretary

(SEAL)





**RESOLUTION NO. 89**

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD PUBLIC FINANCING AUTHORITY ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM OF THE CROSSINGS AT CARLSBAD MUNICIPAL GOLF COURSE FOR FISCAL YEAR 2022-23 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the Board of Directors of the Carlsbad Public Financing Authority has reviewed the proposed final Operating Budget and Capital Improvement Program for The Crossings at Carlsbad Municipal Golf Course for fiscal year (FY) 2022-23; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final budgets.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carlsbad Public Financing Authority as follow:

1. That the above recitations are true and correct.
2. That certain documents now on file in the Office of the City Clerk of the City of Carlsbad, entitled "Fiscal Year 2022-23 Preliminary Operating Budget," presented at the Joint Special Meeting on May 24, 2022 as Exhibit 1 to Item No. 8, as amended, if necessary, and "Strategic Digital Transformation Investment Program and Capital Improvement Program," presented at the Joint Special Meeting on June 7, 2022 as Exhibits 3 and 4 to Item No. 13, as amended, if necessary, in accordance with Attachments A-A3, B-B2, C and D of Exhibit 4 to Item No. 7 presented at this Joint Special Meeting on June 14, 2022 are adopted as the final Operating and Capital Improvement Program Budgets for The Crossings at Carlsbad Municipal Golf Course for FY 2022-23, along with any program options and/or adjustments, if any, determined by the Board of Directors as set forth in the minutes of this Joint Special Meeting on June 14, 2022.
3. That the amounts reflected as estimated revenues for FY 2022-23 are adopted as the budgeted revenues for FY 2022-23.
4. That the amount designated as FY 2022-23 Budget request in Attachment A to this Exhibit 7 is appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided in this resolution.
5. That the following controls are placed on the use and transfer of budget funds:

- A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Board of Directors or designee, as described below.
  - i. The City Manager, as Executive Director of the Carlsbad Public Financing Authority, may authorize all transfers of funds from account to account within the same fund.
  - ii. The City Manager, as Executive Director of the Carlsbad Public Financing Authority, may delegate the authority to make budget transfers and adjustments.
  - iii. The City Manager, as Executive Director of the Carlsbad Public Financing Authority, may authorize budget adjustments involving offsetting revenues and expenditures; the City Manager, as Executive Director of the Carlsbad Public Financing Authority, is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose.
  - iv. The City Manager, as Executive Director of the Carlsbad Public Financing Authority, may delegate any of the authority given to him or her under this resolution.
- 6. That all outstanding encumbrances as of June 30, 2022, are continued into FY 2022-23 for such contracts and obligations.
- 7. That all Capital Improvement Budgets remaining unexpended at June 30, 2022, are appropriated to FY 2022-23 for their respective projects.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.

  
MATT HALL, President

  
 FAVIOLA MEDINA, City Clerk Services Manager

(SEAL)



**RESOLUTION NO. 2022-136**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACTING AS SUCCESSOR AGENCY FOR THE CARLSBAD REDEVELOPMENT AGENCY, ADOPTING THE FINAL OPERATING BUDGET OF THE SUCCESSOR AGENCY AND THE ENFORCEABLE DEBT OBLIGATIONS OF THE CITY OF CARLSBAD'S REDEVELOPMENT OBLIGATION RETIREMENT FUND FOR FISCAL YEAR 2022-23 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the City Council of the City of Carlsbad, California has been designated as the Successor Agency for the Carlsbad Redevelopment Agency (Successor Agency) and, as such, is responsible for the administrative responsibilities required to complete the work of the former Carlsbad Redevelopment Agency and repay all enforceable debt obligations; and

WHEREAS, the Successor Agency and the appointed Oversight Board have reviewed the proposed Operating Budget for the Successor Agency and previously approved the enforceable debt obligations to be repaid from the Redevelopment Obligation Retirement Fund for fiscal year (FY) 2022-23; and

WHEREAS, the Successor Agency finds that the proposed Operating Budget for the Agency and the Oversight Board approved enforceable debt obligations of the Redevelopment Obligation Retirement Fund are consistent with the Recognized Obligation Payment Schedule prepared by the Successor Agency and approved by the Oversight Board; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budget.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, acting as Successor Agency for the Carlsbad Redevelopment Agency, as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the Office of the City Clerk of the City of Carlsbad, entitled "Fiscal Year 2022-23 Preliminary Operating Budget," presented at the Joint Special Meeting on May 24, 2022 as Exhibit 1 to Item No. 8, as amended, if necessary, in accordance with Attachments A-A3, B-B2, C and D of Exhibit 4 to Item 7 presented at this Joint Special Meeting on June 14, 2022 are adopted as the final Operating Budget for the Successor Agency and the enforceable debt obligations of the City of Carlsbad's Redevelopment Obligation Retirement Fund for FY 2022-23, along with any program

options and/or adjustments, if any, determined by the Successor Agency as set forth in the minutes of this Joint Special Meeting of June 14, 2022.

3. That the amounts reflected as estimated revenues for FY 2022-23 are adopted as the budgeted revenues for FY 2022-23.
4. That the amount designated as FY 2022-23 Budget request in Attachment A to this Exhibit 8 is appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided in this resolution.
5. That the following controls are placed on the use and transfer of budget funds:
  - A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Successor Agency or designee, as described below.
    - i. The City Manager may authorize all transfers of funds from account to account within the same fund.
    - ii. The City Manager may delegate the authority to make budget transfers and adjustments.
    - iii. The City Manager may authorize budget adjustments involving offsetting revenues and expenditures; the City Manager is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose and is approved in advance by the Oversight Board.
  - B. The Successor Agency must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final budget. The City Manager may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above and subject to the Operating Budget for the Successor Agency.
6. That all outstanding encumbrances as of June 30, 2022, are continued into FY 2022-23 for such contracts and obligations, as approved by the Oversight Board.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.

  
MATT HALL, Mayor

  
for FAVIOLA MEDINA, City Clerk Services Manager

(SEAL)



**RESOLUTION NO. 2022-137**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ESTABLISHING THE FISCAL YEAR 2022-23 APPROPRIATION LIMIT AS REQUIRED BY ARTICLE XIII B OF THE CALIFORNIA STATE CONSTITUTION AND STATE LAW

WHEREAS, Article XIII B of the California State Constitution requires that governments annually establish a limit on the appropriation of proceeds of taxes commonly known as the “Gann Limit”; and

WHEREAS, state law requires that this limit be presented to the governing body of each entity each fiscal year; and

WHEREAS, the Gann Limit is based on a combination of a population factor and an inflation factor as outlined in Attachment A, attached and incorporated by reference; and

WHEREAS, the City Council desires at this time and deems it to be in the best public interest to adopt the annual Gann Limit for fiscal year (FY) 2022-23 as listed in the attached and incorporated Attachment A.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City Council of the City of Carlsbad, California, establishes and adopts the FY 2022-23 appropriation limit of \$582,535,354 as computed in the attached and incorporated Attachment A.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.

  
\_\_\_\_\_  
MATT HALL, Mayor

  
\_\_\_\_\_  
for FAVIOLA MEDINA, City Clerk Services Manager

(SEAL)





**RESOLUTION NO. 2022-138**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,  
CALIFORNIA, ADOPTING CHANGES TO THE MASTER FEE SCHEDULE

WHEREAS, the City Council of the City of Carlsbad, California has the authority to establish fees for city services; and

WHEREAS, from time-to-time said fees are reviewed and evaluated to maintain an adequate fee structure recovering costs for city services; and

WHEREAS, the City Council has determined the cost of providing general and development-related services; and

WHEREAS, the City Council believes it is necessary for the City Manager to have the authority to adjust the parks and recreation and library and arts program and classes fees from time to time to remain competitive and within the market pricing for like programs and classes; and

WHEREAS, the City Council finds it necessary to recover the costs for city services; and

WHEREAS, the City Council has held the necessary public hearing and allowed for public comment on the establishment said fees.

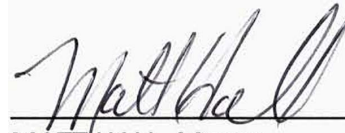
NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the changes to the Master Fee Schedule as shown in Attachment A are adopted.
3. The City Council authorizes the City Manager or a designee to set parks and recreation and library and cultural arts program, rental, and class fees that are included in the Community Services Guide. The fees shall not exceed the fully burdened, including direct and indirect, costs of providing the program, rental, and class but shall be no less (except in the case of introductory, discount or promotional pricing) than the lowest fee charged for like kind programs or classes in similarly benchmarked Southern California cities.
4. The City Council authorizes the City Manager or a designee to change vehicle and traffic violation fees at the time, and by the same amount, as the state changes its portion of the fine. Any changes to these fees will be made to the current Master Fee Schedule.

5. This resolution shall become effective on Sept. 1, 2022; not sooner than 60 days after adoption in accordance with California Government Code Section 66017 for development-related service fees and development impact fees.
6. Per the contract with Republic Services, changes to the recycling and trash fees as shown in Attachment A shall become effective on July 1, 2022.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES:            Blackburn, Bhat-Patel, Acosta, Norby.  
NAYS:            Hall.  
ABSENT:        None.



MATT HALL, Mayor



for FAVIOLA MEDINA, City Clerk Services Manager

(SEAL)



**RESOLUTION NO. 1674**

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD MUNICIPAL WATER DISTRICT, ADOPTING CHANGES TO THE MASTER FEE SCHEDULE

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District has the authority to establish fees for district services; and

WHEREAS, from time-to-time said fees are reviewed and evaluated to maintain an adequate fee structure recovering costs for district services; and

WHEREAS, the Board of Directors has determined the cost of providing water services; and

WHEREAS, the Board of Directors finds it necessary to recover the costs for water services; and

WHEREAS, the Board of Directors has held the necessary public hearing and allowed for public comment on the establishment said fees.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carlsbad Municipal Water District, as follows:

1. That the above recitations are true and correct.
2. That the changes to the Master Fee Schedule as shown in Attachment A are adopted.
3. This resolution shall become effective on Sept. 1, 2022; not sooner than 60 days after adoption in accordance with California Government Code Section 66017 for water fees.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.



  
MATT HALL, Mayor

  
FAVIOLA MEDINA, City Clerk Services Manager

**RESOLUTION NO. 554**

A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE  
CITY OF CARLSBAD, CALIFORNIA, ADOPTING CHANGES TO THE MASTER FEE  
SCHEDULE

WHEREAS, the Community Development Commission of the City of Carlsbad, California (Commission) has the authority to establish fees for housing services; and

WHEREAS, from time-to-time said fees are reviewed and evaluated to maintain an adequate fee structure recovering costs for housing services; and

WHEREAS, the Community Development Commission has determined the cost of providing housing services; and

WHEREAS, the Community Development Commission finds it necessary to recover the costs for housing services; and

WHEREAS, the Community Development Commission has held the necessary public hearing and allowed for public comment on the establishment said fees.

NOW, THEREFORE, BE IT RESOLVED by the Community Development Commission of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the changes to the Master Fee Schedule as shown in Attachment A are adopted.
3. This resolution shall become effective on Sept. 1, 2022; not sooner than 60 days after adoption in accordance with California Government Code Section 66017 for housing fees.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.

  
MATT HALL, Chairperson

  
SCOTT CHADWICK, Secretary

(SEAL)



**RESOLUTION NO. 2022-139**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,  
CALIFORNIA, APPROVING THE CITY OF CARLSBAD'S SHARE OF THE FISCAL  
YEAR 2022-23 OPERATING AND CAPITAL BUDGETS OF THE ENCINA  
WASTEWATER AUTHORITY

WHEREAS, the City of Carlsbad is a Member Agency to the Encina Joint Powers Agreement (the Encina Agreement) entered into on July 13, 1961, for the acquisition, construction, ownership, operation and maintenance of the Encina Joint Sewer System; and

WHEREAS, the Encina Agreement requires approval for the budget of the Encina Wastewater Authority, or EWA, by the Member Agencies following the recommendation of the Joint Advisory Committee, or JAC; and

WHEREAS, the City Council of the City of Carlsbad desires to approve said budget and provide for the payment of its share of such expenses in accordance with the allocation provided in the Encina Agreement; and

WHEREAS, the Wastewater Fund is projected to have sufficient funds for the payments as they become due.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City of Carlsbad's estimated share of the FY 2022-23 Operating Budget of the EWA as approved by the JAC on April 27, 2022, in the amount of \$4,558,061 for Wastewater Plant Operations, \$1,461,581 for the Carlsbad Water Recycling Facility Operations, as described in Attachment A.
3. That the City of Carlsbad's estimated share of the FY 2022-23 Capital Budget of the EWA as approved by the JAC on April 27, 2022 in the amount of \$6,367,800 for Wastewater Plant Capital and \$366,000 for Carlsbad Water Recycling Facility Capital is approved, as described in Attachment A.
4. That the City Manager, or a designee, is authorized to approve appropriations to the EWA estimated budgets listed above based on the City of Carlsbad's actual share of the EWA budget.


5. That all outstanding operating encumbrances as of June 30, 2022 are continued into FY 2022-23 for such contracts and obligations.
6. That all Capital Improvement Program budget appropriations and outstanding encumbrances as of June 30, 2022 are continued into FY 2022-23 for such contracts and obligations.
7. That the City Manager, or a designee, is authorized to make payment on behalf of the City of Carlsbad to EWA in accordance with the budget as approved by the JAC pursuant to the Encina Agreement.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 14th day of June, 2022, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.

  
MATT HALL, Mayor

  
*for* FAVIOLA MEDINA, City Clerk Services Manager

(SEAL)



**RESOLUTION NO. 2022-140**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, DETERMINING THAT THE FY 2022-23 CAPITAL IMPROVEMENT PROGRAM BUDGET IS CONSISTENT WITH THE GENERAL PLAN AND APPLICABLE CLIMATE ACTION PLAN MEASURES AND ACTIONS

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the Capital Improvement Program for FY 2022-23 and has held such public hearings as are necessary prior to adoption of the Capital Improvement Program Budget; and

WHEREAS, on June 14, 2022, the City Council reviewed for consistency with the General Plan goals and policies for all Capital projects receiving an allocation of funds for FY 2022-23 pursuant to Carlsbad Municipal Code Section 2.24.065 (b); and

WHEREAS, the City Council also reviewed the FY 2022-23 Capital projects for consistency with applicable Climate Action Plan measures and actions; and

WHEREAS, at said hearing, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, said City Council considered all factors relating to the City Council determination.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.

2. That based on the evidence presented at the hearing, the City Council determines that the Capital Improvement Program for FY 2022-23 is consistent with the General Plan based on the following findings:

a) The projects are consistent with the goals and policies of the city's General Plan in that the projects are required to ensure the provision of adequate public facilities and services concurrent with or prior to need.

b) The projects are consistent with applicable goals and policies of the Land Use and Community Design; Mobility; Open Space, Conservation, and Recreation; Sustainability Elements of the General Plan, as described in Attachment A.

c) Specific projects are consistent with, and support Climate Action Plan greenhouse gas reduction measures and actions, as described in Attachment A.



d) As required by the General Plan, the proposed improvements are consistent with the city's Growth Management Plan in that the projects ensure that the necessary improvements are provided for facilities maintenance, park development, sewer projects, and circulation systems, in accordance with the performance standards contained in the city's Growth Management regulations.

3. This action is final as of the date this resolution is adopted by the City Council. The Provisions of Chapter 1.16 of the Carlsbad Municipal Code, "Time Limits for Judicial Review" shall apply:

"NOTICE"


The time within which judicial review of this decision must be sought is governed by Code of Civil Procedure, Section 1094.6, which has been made applicable in the City of Carlsbad by Carlsbad Municipal Code Chapter 1.16. Any petition or other action seeking review must be filed in the appropriate court not later than the ninetieth day following the date on which this decision becomes final; however, if within ten days after the decision becomes final a request for the record is filed with a deposit in an amount sufficient to cover the estimated cost or preparation of such record, the time within which such petition may be filed in court is extended to not later than the thirtieth day following the date on which the record is either personally delivered or mailed to the party, or his attorney of record, if he has one. A written request for the preparation of the record of the proceedings shall be filed with the City Clerk, City of Carlsbad, 1200 Carlsbad Village Drive, Carlsbad, CA 92008.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 14th day of June, 2022, by the following vote to wit:


AYES: Blackburn, Bhat-Patel, Acosta, Norby.

NAYS: Hall.

ABSENT: None.

  
MATT HALL, Mayor



  
for FAVIOLA MEDINA, City Clerk Services Manager  
(SEAL)

