

FY 2023-24 BUDGET

Operating Budget
Capital Improvement Program
Strategic Digital Transformation Investment Program



BUDGET

FISCAL YEAR 2023-24

Operating Budget | Capital Improvement Program
Strategic Digital Transformation Investment Program

CITY COUNCIL

Keith Blackburn
Mayor

Priya Bhat-Patel
Mayor Pro Tem

Melanie Burkholder
District 1

Carolyn Luna
District 2

Teresa Acosta
District 4



Budget preparation team

Finance team

Zach Korach, Finance Director
Brigid Drury, Finance Manager
Jeremy Bates, Senior Management Analyst
Bridget Desmarais, Management Analyst

Leadership team

Scott Chadwick, City Manager
Cindie McMahon, City Attorney
Geoff Patnoe, Assistant City Manager
Gary Barberio, Deputy City Manager, Community Services
Paz Gomez, Deputy City Manager, Public Works
Laura Rocha, Deputy City Manager, Administrative Services
Michael Calderwood, Chief, Fire Department
Maria Callander, Director, Information Technology
Sheila Cobian, Director, Legislative & Constituent Services
Tom Frank, Director, Public Works Transportation
Morgen Fry, Management Analyst, Office of the City Manager
David Graham, Chief Innovation Officer, Innovation & Economic Development
Jason Haber, Director, Intergovernmental Affairs, Office of the City Manager
Zach Korach, Director, Finance
Kyle Lancaster, Director, Parks & Recreation
Faviola Medina, City Clerk Services Manager, Office of the City Clerk
Mandy Mills, Director, Housing & Homeless Services
Jeff Murphy, Director, Community Development
Vicki Quiram, Director, Public Works Utilities
Kristina Ray, Director, Communication & Engagement
Suzanne Smithson, Director, Library & Cultural Arts
Judy Von Kalinowski, Director, Human Resources
Mickey Williams, Chief, Police Department
James Wood, Jr., Director, Public Works Environmental Sustainability

Department budget preparers & reviewers

Shoshana Aguilar, Utilities	Rosario Aranda, Housing & Homeless Services
Sue Armstrong, Communication & Engagement	Conrad Avila, Finance
Amanda Baker, Police	Pat Downie, City Clerk's Office
Bonnie Elliott, Parks & Recreation	Fiona Everett, Library & Cultural Arts
Ed Garbo, Risk Management	Shawn Gaskari, Fleet & Facilities
Brent Gerber, Information Technology	Kayla Hanner, Finance
Chad Kantner, Utilities	Esther Lan, Transportation
John Maashoff, Fleet & Facilities	Tom Mallory, Communication & Engagement
Jennie Marinov, Fire Department	Debbie Jo McCool, Library & Cultural Arts
Roxanne Muhlmeister, Finance	Bradley Northup, Fleet & Facilities
Robin Nuschy, City Attorney's Office	Debbie Porter, Human Resources
Megan Powers, Environmental Sustainability	Sarah Reiswig, Workers' Compensation
Kim Riboni, Finance	Lauren Rogers, Finance
Jason Rosado, Finance	Laureen Ryan, Community Development
Sarah Sanders, Risk Management	Katie Schroeder, City Treasurer's Office
Richard Schultz, Library & Cultural Arts	Craddock Stropes, Public Works Admin.
Baq Taj, Construction Management & Inspection	Cynthia Vigeland, Community Development

TABLE OF CONTENTS

INTRODUCTION

City Manager’s transmittal letter	A-1
Readers guide.....	A-5
Budget process.....	A-6
5-Year Strategic Plan	A-8
Annual workplan	A-9
Community engagement.....	A-11
About Carlsbad.....	A-13
Organization chart.....	A-20
Fiscal issues and financial management	A-21
Financial management policies.....	A-24
Appropriation limit.....	A-28
Debt management	A-29
Basis of budgeting.....	A-31
Budgetary fund structure.....	A-32
Budget awards	A-34

OPERATING BUDGET

Overview	B-1
Revenue	B-2
Expenditures	B-13
Personnel allocations	B-21
Schedule of projected fund balances.....	B-23
Schedule of revenue estimates.....	B-25
Schedule of budget expenditures	B-31

PUBLIC SAFETY

Summary	C-1
Organization chart.....	C-2
Fire Department.....	C-3
Police Department	C-10

PUBLIC WORKS

Summary	D-1
Organization chart.....	D-2
Public Works Administration.....	D-3
Construction Management & Inspection	D-5
Environmental Sustainability	D-7
Fleet & Facilities	D-14
Transportation	D-19
Utilities	D-26

COMMUNITY SERVICES

Summary	E-1
Organization chart.....	E-2
Community Services Administration.....	E-3
Community Development	E-5
Housing & Homeless Services	E-16
Library & Cultural Arts.....	E-26
Parks & Recreation.....	E-41

ADMINISTRATIVE SERVICES

Summary	F-1
Organization chart.....	F-2
Administrative Services Administration	F-3
Finance	F-5
Human Resources	F-7
Information Technology	F-14
Innovation & Economic Development	F-16
Miscellaneous Non-Departmental	F-18

POLICY & LEADERSHIP

Summary	G-1
Organization chart.....	G-2
Office of the City Council.....	G-3
Office of the City Treasurer	G-5
Office of the City Manager	G-7
Office of the City Attorney	G-9
Office of the City Clerk	G-11
Communication & Engagement	G-13

STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM

Overview	H-1
Investing in digital transformation	H-2
Project evaluation	H-2
Strategic Digital Transformation Investment Program projects	H-4
Estimated total appropriations by goal.....	H-5
Projects to pursue communitywide digital transformation	H-7
Projects to build capacity for data-driven decision making	H-13
Projects to foster a vibrant civic engagement culture	H-17
Projects to enhance accessibility and transparency	H-18
Projects to promote security and sustainability through connectivity	H-20
Minor projects.....	H-24
Future projects	H-24
Detail five-year schedule of projects by Connected Carlsbad goal	H-27
Detail five-year schedule of projects by fund	H-28
Project funding sources.....	H-29
Projected fund balances.....	H-29
Revenue projections schedule	H-30
Budget expenditure schedule	H-30
Project estimated operational requirements.....	H-31
Fiscal year 2023-24 roadmap	H-32
Five-year roadmap	H-33

CAPITAL IMPROVEMENT PROGRAM

Overview	I-1
Investing in our quality of life.....	I-2
Project evaluation	I-2
Fiscal year 2023-24 appropriations by category	I-3
New capital improvement projects.....	I-5
Capital Improvement Program revenues	I-10
Future growth and development	I-11

Future projects	I-12
Calculation of future fees	I-13
Unfunded projects	I-13
Projected fund balances for fiscal year 2022-23	I-14
Projected fund balances for fiscal year 2023-24	I-15
Revenue projections schedule	I-16
Budget expenditure schedule	I-17
Project estimated operational requirements.....	I-18
Detail 15-year schedule of capital projects.....	I-19
Capital Improvement Program summary by fund.....	I-31
Glossary of capital project funding sources	I-43

APPENDICES

Planned major capital outlay items fiscal year 2023-24	J-1
Fund classifications and descriptions.....	J-3
Department/fund relationship.....	J-9
Glossary.....	J-11
Acronyms	J-13
Budget communications	J-15
General Fund forecast.....	J-17
Resolutions adopting the budget	J-35



This page is intentionally left blank.



LETTER FROM THE CITY MANAGER

Dear City Council:

The City Council's prudent budget policies and disciplined focus on long-term strategic goals have resulted in a fiscal year 2023-24 budget that invests in the community's top priorities, while continuing to set money aside for future infrastructure needs and grow the city's cash reserves. Notably, this budget also reduces base spending to help bring future projected expenditures into alignment with expected revenues.

Budget Overview

The fiscal year 2023-24 budget maintains the city's high level of service, which includes several programs added in recent years to address the City Council's top priorities. These include a beach lifeguard program, a program to reduce homelessness, an additional fire station and two additional ambulances, a police ranger program for city parks and trails, increased spending on the arts, more pool lifeguards, additional parks and enhanced efforts to protect the environment.

The budget also reflects increasing costs due to inflation and supply chain issues and includes new and expanded services to meet state mandates from the last several years that did not come with new funding. This includes housing laws, stricter recycling regulations, protecting water quality and managing public records.

Even with these pressures, the fiscal year 2023-24 budget reduces city staffing by the equivalent of 12 positions and identifies various base spending reductions totaling \$2.3 million in the General Fund and \$3.3 million citywide, at a time when inflation is 6%.

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.

The City Council's 5-Year Strategic Plan

The adoption of the City Council's 5-Year Strategic Plan in 2022 allows staff to focus on five main areas, with the annual budget outlining how the city will work to accomplish the strategic plan's objectives and work toward the plan's vision in the year ahead.



Community Character

Maintain Carlsbad's unique community character and connectedness

In five years, even though the city has grown and changed, residents agree that it still has the smalltown beach community character and connectedness that made them want to live here in the first place. Diverse community members of all ages enjoy participating in the wide array of programs and events offered by the city, where they run into neighbors, meet new friends and, mostly importantly, feel welcome and included.



Quality of Life and Safety

Prioritize the safety and well-being of the community

In five years, the City of Carlsbad remains one of the safest cities in the region due to new investments in fire and emergency medical services and a well-equipped and highly trained Police Department that enjoys excellent relationships with the community. Critical infrastructure like roads and pipes are well-maintained, while parks, community centers, libraries and other facilities reflect the community's high standards.



Sustainability and the Natural Environment

Protect the environment and natural resources

In five years, thanks to the city's strategic approach to environmental sustainability, Carlsbad is seen as a model for how to leverage partnerships and innovation to achieve climate and environmental goals. City residents and businesses feel supported in their own environmental sustainability efforts, whether it's complying with new mandates or taking advantage of opportunities to go above and beyond. As a result, the city has met or exceeded goals for eliminating greenhouse gas emissions, reducing what goes to landfills, keeping creeks, lagoons and the ocean clean, and protecting native habitat and natural open space.



Economic Vitality

Foster a healthy local economy

In five years, the City of Carlsbad has a strong and diverse economy that combines a thriving small business community with leading industries of the future. Smart, talented professionals want to work here, and entrepreneurial leaders want to invest in their own startup ventures. Those looking to grow their skills will find opportunities for workforce development in Carlsbad. Carlsbad has excellent relationships with key industries, business organizations, other cities in the region, and academic institutions. By achieving this goal, the city as a whole is financially stable and more residents have the jobs they want right in their own backyards.



Organizational Excellence and Fiscal Health

Be a model for effective and efficient local government

In five years, the City Council, the community and city employees have remained aligned around common goals established in the 5-Year Strategic Plan. This sustained focus has not only generated measurable results, it has translated into operational efficiencies and cost savings. The very best in their fields want to work for the City of Carlsbad because of the culture that has been created around innovation, inclusivity and engagement. The city's financial health has been maintained while meeting or even exceeding the community's high expectations for service delivery. Investments in technology have led to enhanced efficiency, transparency, accountability and value.

Local traffic safety emergency

Much of the previous fiscal year was spent under a proclamation of local emergency to address traffic safety. When ratifying the local emergency Sept. 27, 2022, the City Council appropriated \$2 million from the fiscal year 2021-22 budget surplus to fund immediate safety education, engineering and enforcement actions. In addition to this funding, staff reprioritized existing projects and resources to reflect the local emergency needs.

Although the traffic safety emergency continues into fiscal year 2023-24, no additional funding has been requested. As of this writing, the emergency is scheduled to end Sept. 8, 2023, pending any significant change in conditions. At this time, the city would continue the ongoing work initiated under the emergency proclamation as part of normal daily operations. This includes providing traffic safety training and education, partnering with local schools, reconfiguring roads and enhancing enforcement in key collision areas.

Changes to the budget

The fiscal year 2023-24 budget reflects a call for all departments to increase efficiency and find new ways to reduce ongoing spending. In addition to lowering base spending in the General Fund by \$2.3 million at a time when inflation is 6%, the proposed budget reduces city staffing by the equivalent of 12 positions.

Because the city has forecasted that ongoing spending will exceed ongoing revenues as soon as fiscal year 2025-26, this year's budget scales back custodial services, nonessential parks maintenance, printing and other administrative expenses, travel and training for city staff, and city cell phone use, among other areas expected to have a minimal impact on the community.

Due to ongoing economic uncertainty, city staff will provide regular financial updates to the City Council throughout fiscal year 2023-24. Identifying a potential structural deficit early has allowed the city to take a thoughtful approach to solutions, exploring new ways to reduce spending and increase revenue.

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 fiscal year 2023-24 Capital Improvement Program includes \$97.7 million in new appropriations to support construction and maintenance projects, including those related to streets, libraries, parks, fire stations, administrative facilities, and water, sewer and drainage facilities. In total, 227 projects are planned over the next 15 years.

Five new projects totaling \$2.7 million in fiscal year 2023-24 are proposed to be added to the program, including traffic safety projects and projects that support the strategic plan.

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 city's Strategic Digital Transformation Investment Program increases efficiencies, security, transparency and data-driven decision making through investments in the city's digital infrastructure. In total, 44 continuing and new projects are planned over the next five years.

The fiscal year 2023-24 budget includes \$4.57 million in new budget appropriations to support digital transformation 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 emergencies and economic downturns the city can continue to meet the community's needs. In June 2023, the city was projected to have \$112.9 million in reserves or 59% of the annual General Fund operating budget.

Pension strategy

At a time when cities throughout California are challenged by increasing payments into the California Public Employees' Retirement System, the City of Carlsbad's pension is funded at 86%, exceeding the City Council's target of 80%.

Decisions to invest surplus budget funds over the past eight fiscal years to pay down pension debt and implementing a lower pension benefit for new hires (in advance of statewide pension reforms) has reduced pension liability for the City of Carlsbad. However, continued vigilance is needed, as CalPERS investment returns, which help fund pension benefits, remain vulnerable to market volatility.

Looking to the future

The city remains financially healthy today, with a AAA credit rating, healthy reserves and among the lowest pension debts in the region, even though we face new fiscal challenges as we transition from a growing city to one focused on maintaining its high level of service in the face of increasing costs and changes to revenue sources.

Fees from development, which have funded much of the city's current infrastructure, are expected to decrease as the last major new master planned communities in Carlsbad are built. In the city's fiscal year 2023-24 budget, development revenue is down 21% overall.

We knew this was coming, and that's why the city has implemented several new budget policies and added rigor to the annual budget process. Work has also begun on a multi-year process to develop a new framework for managing growth in a way that protects our quality of life and the city's financial health.

Finally, the City Council's approval of Carlsbad's first long-term strategic plan will focus resources on those things most important to the community as we prepare for the future.

I would like to thank the City Council for its continued leadership and commitment to those we serve. Your prudent stewardship has helped Carlsbad set the standard for responsive and transparent local government, working in partnership with the community to realize a shared 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, 2023.

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 systems, 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.

BUDGET TIMELINE

Winter

City departments begin developing their annual budgets based on City Council goals and community priorities

May

Preliminary city budget presented to the City Council and public

June 1, 2023

Community budget workshop

June

City Council adopts annual budget

July 1, 2023

First day of the new fiscal year

Fall

City completes annual audit and releases financial report from previous year's budget

December

Finance Department staff hold individual meetings with departments to discuss budget goals and timelines for the upcoming fiscal year. Finance Department staff also prepare base budgets for each department during this time based on prior fiscal year appropriations.

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 based on the base budgets provided by the Finance Department and their needs and budget guidelines for the new fiscal year.

February

Departments provide their budget submissions to the Finance Department. These submissions include any requests departments make to amend their budgets, along with general information about existing personnel allocations 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 City Manager. Departments submit estimates for current fiscal year-end revenues and expenditures to Finance.

April

Based on meetings with individual departments, the City Manager decides the budget that will move forward for City Council consideration. Finance Department staff prepare the preliminary budget document.

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. City staff also hold a public budget workshop to discuss the preliminary budget with the community and answer questions about it.

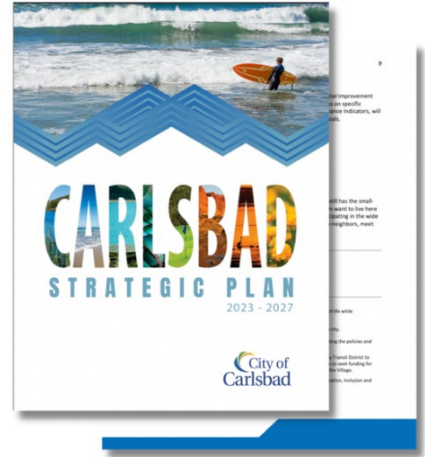
June

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

5-YEAR STRATEGIC PLAN

The City of Carlsbad is guided by a 5-Year Strategic Plan, which was adopted by the City Council in 2022. The plan serves as a road map during the budget process by identifying specific, measurable objectives to be achieved during the five-year timeframe.

The plan was developed by working closely with the community to identify a vision for the Carlsbad community, strategic plan goals and project priorities. The community will continue to be engaged in refining specific projects and initiatives within the strategic plan as it is implemented. This input is also incorporated into the annual budget process.



2023-2027 Strategic Goals

The 5-Year Strategic Plan includes high level goals, objectives, projects and service commitments that support the Carlsbad Community Vision.



Community character



Quality of life & safety



Sustainability & the natural environment



Economic vitality



Organizational excellence

Core Services

The city fulfills its purpose and supports the 5-Year Strategic Plan goals every day by providing core services and functions of municipal government at a very high level of quality. From a resource perspective, these ongoing services represent the vast majority of the city's annual budget.

Be Brilliant at the Basics



100,000
Calls for service received



6,500
People transported to the hospital



1,000
Tons of debris removed from storm drains



4.8 Billion
Gallons of safe drinking water delivered



6,200
Acres of habitat protected



800,000
Materials checked out

Based on 12 months using 2022 data



432
Acres of parks maintained



35,000
Meals provided for seniors



350
Miles of streets maintained



18,000
Building inspections conducted

ANNUAL WORKPLAN

Specific work plans and resource allocations to support the 5-Year Strategic Plan are developed each year and included in each department's budget program summaries. Some of the key initiatives, projects and services that support strategic plan goals in the fiscal year 2023-24 budget include:



Community character

Maintain Carlsbad's unique community character and connectedness

- Begin planning for Carlsbad's newest park, Robertson Ranch Community Park.
- Work with the veterans' community to develop a vision for public art at Veterans Memorial Park.
- Present recommendations from a growth management citizens committee and continue to the next step of developing a new approach to managing growth, based on the City Council's direction.
- Complete the development of objective design standards for new multifamily and mixed-use projects, helping to ensure their design complements Carlsbad's unique character.
- Seek funding to advance a project to lower the railroad tracks through the Village and Barrio areas.
- Provide high quality library services, programs and events that bring people together and support lifelong learning.
- Accept applications for a new Mills Act program to allow owners of historic properties to receive a property tax break in exchange for restoration efforts.



Quality of life & safety

Prioritize the safety and well-being of the community

- Continue to implement a comprehensive Homeless Action Plan to help address homelessness in Carlsbad and its effects on the community.
- Provide affordable housing through a variety of programs and policies reflected in the city's approved Housing Element.
- Continue a high level of public safety services including a full-service Police Department, fire and emergency medical services, a park ranger program and city lifeguards.
- Manage, maintain and enhance the city's roadways to provide a safe, efficient and cost-effective multi-modal transportation system.
- Promote traffic safety through cooperative programs with local schools, businesses and other partners, safety training programs, enforcement and public education.
- Continue to provide school resource officers and crossing guards to local schools.



Sustainability & the natural environment

Protect the environment and natural resources

- Complete an update to the city's Climate Action Plan.
- Increase citywide electric vehicle charging infrastructure and transition fleet vehicle purchases to electric vehicles, with the exception of public safety vehicle purchases, which will be electric where feasible.
- Maintain the city's 6,200 acre preserve system according to the standards of the city's Habitat Management Plan.
- Continue to implement new sustainable materials management programs, including organics recycling and reducing use of single use plastics.



Economic vitality

Foster a healthy local economy

- Create a strategic approach for a vibrant economy that includes talent and workforce strategies, small business assistance, inclusive growth and diverse business support, key industry cluster development, and fostering of an ecosystem for startups and entrepreneurs to thrive.
- Provide resources to grow and support key industries in Carlsbad's economy.
- Support the long-term viability of small businesses, startups and entrepreneurs in partnership with local and regional collaborators.
- Implement the policies and programs in the Carlsbad General Plan and Economic Development Strategic Plan based on annual budget appropriations by the City Council.



Organizational excellence & fiscal health

Be a model for effective and efficient local government

- Implement a new performance tracking, management and reporting program for the 5-Year Strategic Plan.
- Foster a culture of continuous improvement that equips the organization to deliver excellent service to the community.
- Expand the city's Digital Information Network.
- Implement a new Enterprise Asset Management System.
- Implement a new Computer Aided Dispatch system with a real time crime center.
- Implement new tools for citywide project management.
- Attract and retain a talented, diverse and engaged workforce.
- Maintain CalPERS funded status of 80% or greater (Council Policy No. 86).

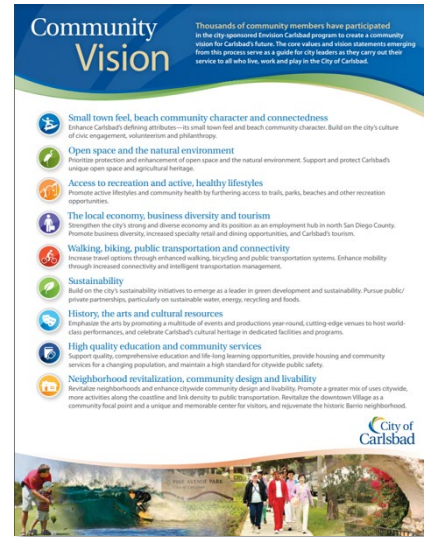
COMMUNITY ENGAGEMENT

The City of Carlsbad is guided by two documents built on extensive feedback from the community:

- Carlsbad Community Vision
- City Council 5-Year Strategic Plan

The Carlsbad Community Vision was first developed over 10 years ago through an 18-month public engagement process. Since that time, the city has checked in with the community every few years to validate the nine core values that make up the community’s vision for the future.

While areas of emphasis have shifted based on current events, the economy and other factors, the values have stood the test of time.



Strategic Planning Input Process

In 2021, the City Council decided to develop a 5-Year Strategic Plan that focuses building momentum on a limited number of priority goals. Previously, the City Council developed goals annually, often causing new goals to be added to the list before the previous year’s goals could be completed. As a result, progress could be slowed as staff’s efforts were spread among too many competing priorities.

Starting with the Carlsbad Community Vision, the City Council chose five main areas of focus within the Community Vision, based on input received from the community. Then, the public was invited to share their ideas and priorities within each area. This public engagement process yielded the largest amount of community input since the city launched a formal community engagement program in the early 2000s.

<p>SURVEY</p>	<p>IDEA WALL</p>	<p>WORKSHOP</p>
<p>Have 5 minutes? Answer 3 open-ended questions based on themes from the Community Vision.</p>	<p>Have 10 minutes? Share your ideas to the idea wall, comment on ideas already added and see what others had to say.</p>	<p>Have 90 minutes+? Talk about your ideas and ask questions at a virtual workshop Feb. 1 at 6 p.m.</p>
<p>Take the survey</p>	<p>Share ideas</p>	<p>Sign up</p>

The fiscal year 2023-24 budget represents the work plan and resource allocation for year two of the strategic plan’s implementation.

Ongoing Input

The city continues to engage the community on specific projects and initiatives within the strategic plan. Input helping to shape decisions reflected in the fiscal year 2023-24 budget included:

- Over 500 comments received at meetings of the City Council and city boards, commissions and committees.
- Over 700 emails from community members.
- Public workshops, online surveys and other engagement for specific projects:
 - A new approach to managing growth
 - Locations for new housing in Carlsbad
 - Design standards for new multi-family and mixed use projects
 - Designs for permit ready ADU plans
 - Public art for Fire Station 2
 - Traffic safety priorities
 - Road improvements for the south Carlsbad coastline, Tamarack and Carlsbad Boulevard and the area around Kelly Elementary School
 - Reducing speeding on Tamarack Avenue between Skyline and Adams
 - Reducing speeding in 11 residential neighborhoods
 - Improving lighting in the Barrio

Budget Input

Finally, the city also sought input on the budget itself through a public workshop, public meetings, social media and other channels. The Budget Communications appendix at the end of this document contains more information on the city's efforts.

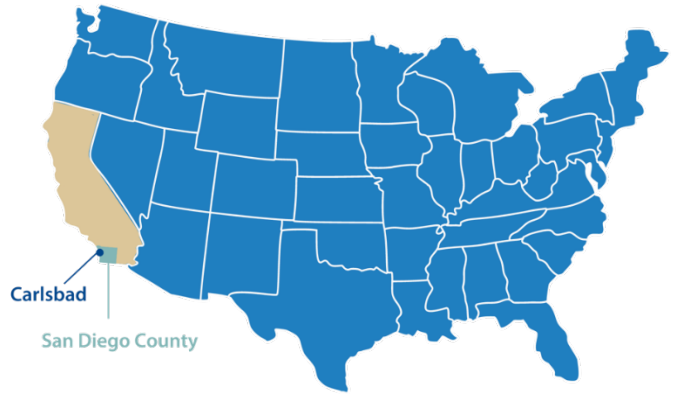


ABOUT
CARLSBAD



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



6,500
Acres of open space

Incorporated
1952



3
Lagoons



Nearly
7
Miles of coastline

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.

CITY GOVERNMENT

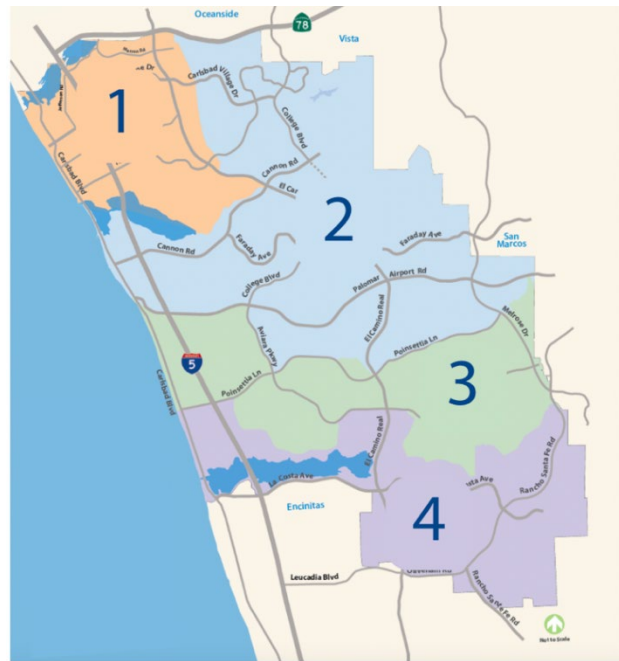
The City of Carlsbad is a municipal corporation following the council-manager form of government. The City Council, the city’s legislative body, defines the policy direction of the city. The city manager oversees the day-to-day operations of the city. The City of Carlsbad also has an elected City Clerk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

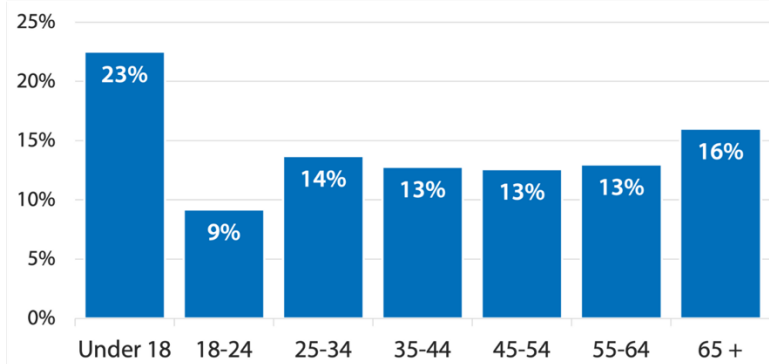
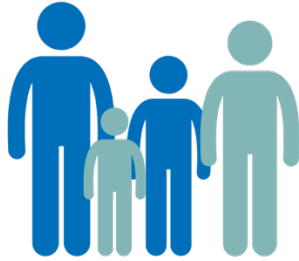
Boards and Commissions

The City Council appoints members to a variety of boards and commissions, which provide opportunities for community engagement and recommendations to the City Council.

- | | |
|--|--|
| Agricultural Conversion Mitigation Fee Committee | Library Board of Trustees |
| Arts Commission | Parks & Recreation Commission |
| Beach Preservation Commission | Planning Commission |
| CDBG Commission | Senior Commission |
| Golf Lodging Business Improvement District | Tourism BID |
| Historic Preservation Commission | Traffic & Mobility Commission |
| Housing Commission | Village & Barrio Design Review Committee |

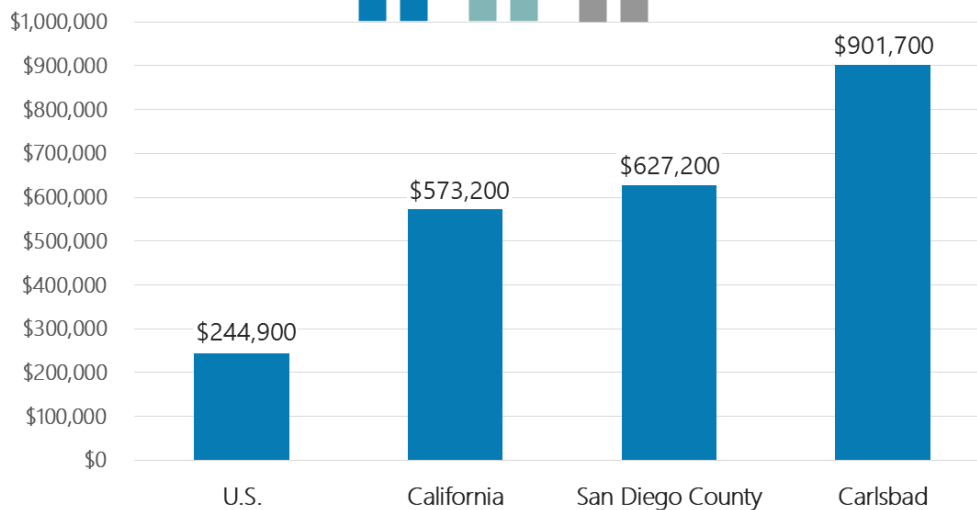
DEMOGRAPHICS

Age



Education	Median income	Homeownership
48% HIGHER Households with a bachelor's degree or higher compared to San Diego County	\$119,302 35% Higher than San Diego County 73% Higher than U.S.	61% 13% Higher than county average 19% Higher than state average

Median home price



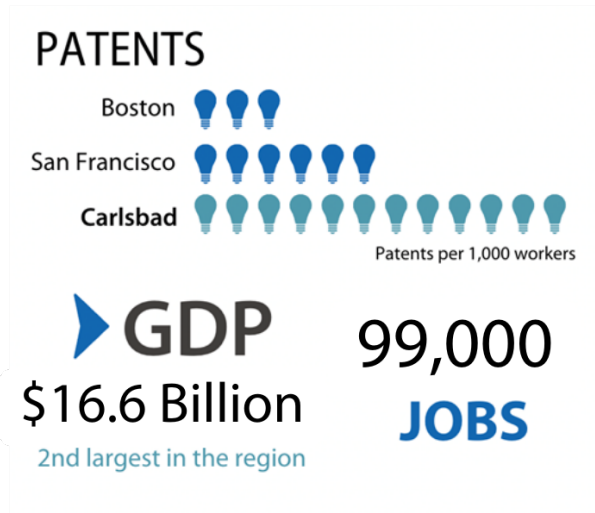
BUSINESS SECTOR

Top Employers

Name	Industry	Employees
Viasat	Information Technology	4,213
Legoland California	Hospitality and Tourism	2,300
Thermo Fisher Scientific	Life Sciences	2,332
Carlsbad Unified School District	Education	1,094
Omni La Costa Resort & Spa	Hospitality and Tourism	900
City of Carlsbad	Government	783
Geological Institute of America	Research and Education	771

Top Industries (as of 2022 survey)

- Life Sciences
134 firms | 6,657 workers
- Technology
343 firms | 9,008 workers
- Clean Tech
48 firms | 872 workers
- Sports Innovation
116 firms | 1,804 workers
- Hospitality & Tourism
467 related businesses
9,179 related jobs



















Top Sales Tax Generators*

Apple Stores	Life Technologies
Bob Baker Chrysler/Dodge/Jeep/Ram	Lowe's Home Centers
Bob Baker Hyundai	Omni La Costa
Bob Baker Subaru	Park Hyatt Aviara Resort
Chevron Service Stations	Premier Cadillac/Buick/GMC of Carlsbad
Costco Wholesale	Premier Chevrolet of Carlsbad
Fashionphile	Premier Kia of Carlsbad
Hoehn Motors	Shell Service Stations
Jaguar/Land Rover Carlsbad	Tesla
Ken Grody Ford	Toyota Scion
Legoland California	Viasat
Legoland Food & Beverage	Vons Grocery Company
Lexus Carlsbad	

*Alphabetical order

HOW CARLSBAD COMPARES

The table below shows General Fund revenue comparisons with neighboring jurisdictions for fiscal year 2023-24 adopted budgets. Population estimates for 2023 and total General Fund budgets are included for additional context.

	 Population (2023 est.)	 General Fund Budget		 Property Tax	 Sales Tax	 Hotel Tax*	 Building Permit Fees
Carlsbad	114,549	\$216,929,604	%	39.7%	24.1%	15.5%	0.6%
				\$735.47	\$445.87	\$286.87	\$10.91
El Cajon	104,619	99,954,889	%	27.6%	47.7%	3.6%	1.5%
				\$259.66	\$447.97	\$33.77	\$14.34
Encinitas	61,085	102,763,751	%	62.8%	19.8%	5.3%	2.4%
				\$1,032.70	\$326.09	\$86.44	\$39.29
Escondido	149,799	130,892,070	%	27.5%	38.9%	1.8%	1.4%
				\$234.10	\$330.49	\$15.35	\$11.95
National City	60,974	70,803,712	%	16.1%	56.5%	2.6%	0.7%
				\$183.64	\$646.14	\$30.11	\$8.20
Newport Beach	85,411	293,917,485	%	45.4%	16.0%	10.5%	1.2%
				\$1,654.14	\$581.85	\$383.48	\$42.80
Oceanside	171,063	223,800,487	%	38.1%	21.3%	6.6%	1.4%
				\$497.31	\$277.88	\$85.59	\$18.18
San Clemente	63,237	85,106,290	%	54.3%	16.8%	4.5%	0.6%
				\$683.70	\$211.03	\$56.17	\$7.91
San Marcos	94,530	\$90,582,910	%	33.7%	26.2%	1.7%	0.5%
				\$309.47	\$240.28	\$15.87	\$4.44
Vista	99,835	\$115,283,305	%	27.9%	31.0%	1.7%	1.5%
				\$325.79	\$361.58	\$19.95	\$18.05

* Transient occupancy tax

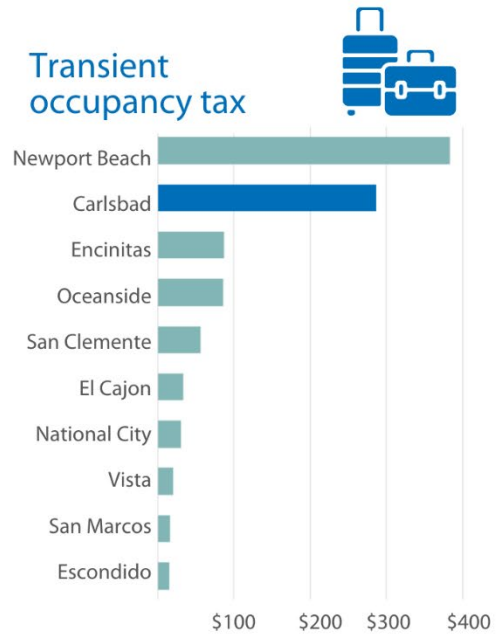
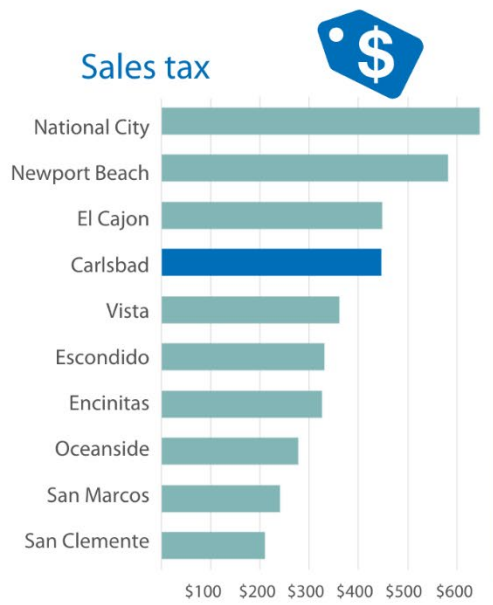
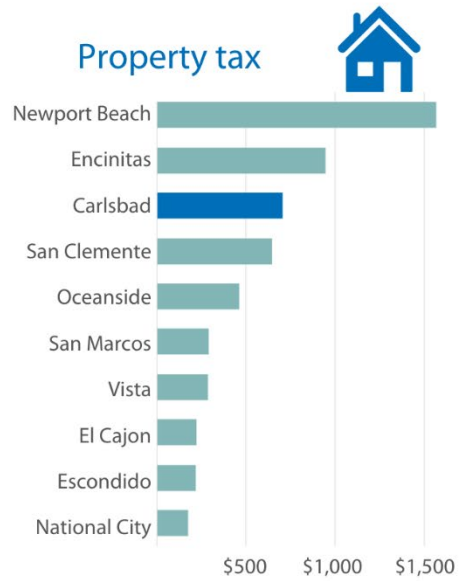


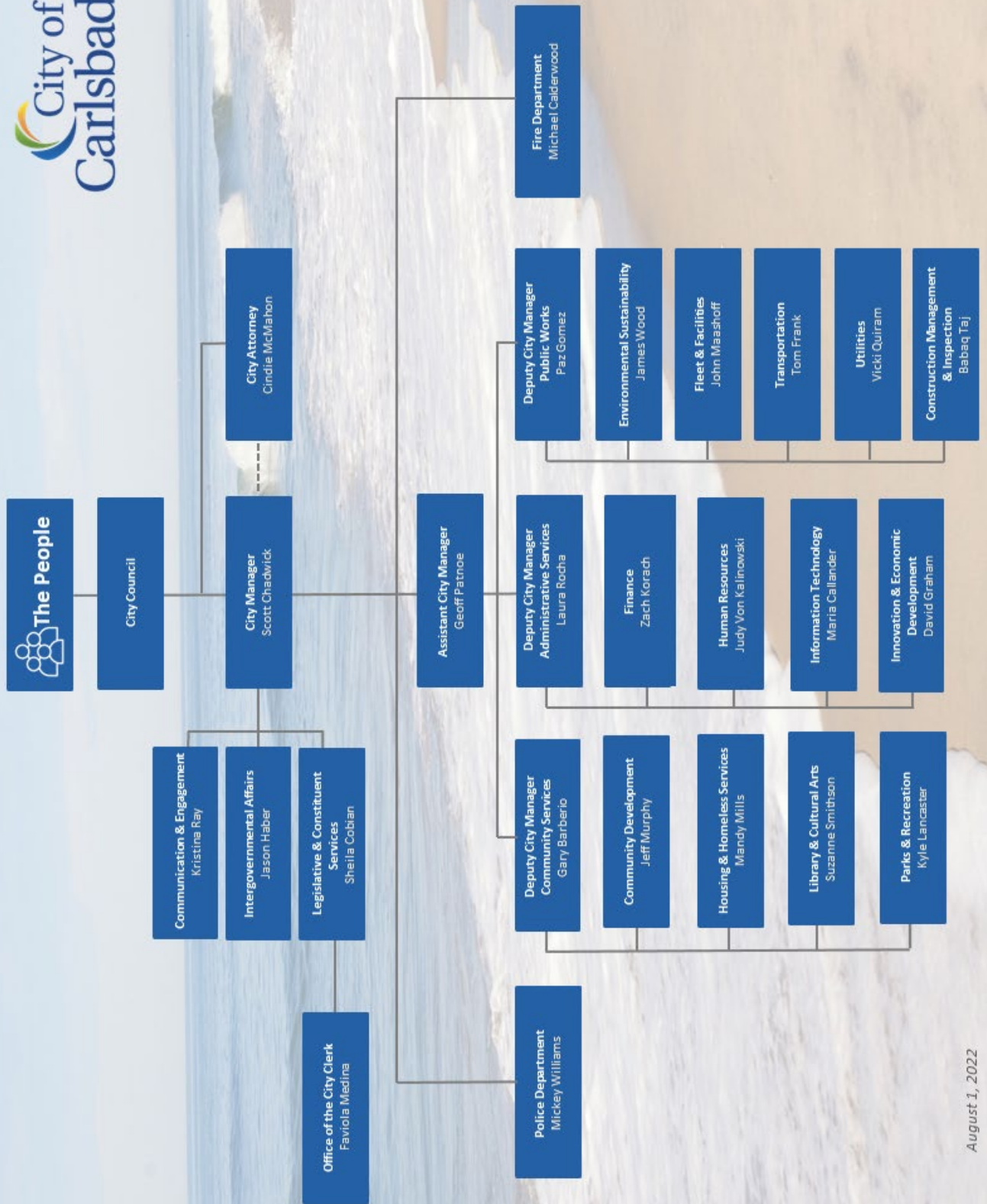
Per capita



Percent of General Fund revenue

2023-24 Revenue Per Capita Comparisons





August 1, 2022

FISCAL ISSUES
& FINANCIAL
MANAGEMENT

ECONOMIC AND FISCAL ISSUES FACING THE CITY

At the time of developing the Fiscal Year 2023-24 Proposed Budget, the nation, state and city had largely recovered from fiscal impacts of the COVID-19 pandemic. However, unprecedented inflationary levels were challenging the economy. In the City of Carlsbad, high inflationary levels have actually boosted some of the city's revenue sources like sales and transient occupancy tax, but the city's expenditures have also increased tremendously. While the Federal Reserve has taken swift action to combat the rise in inflation by increasing interest rate targets, we have yet to see inflation levels return to more historically normal levels. As the city moves forward, and as the level of disposable income, personal savings and pent-up demand continues to diminish as a result of these sustained inflationary levels, uncertainty about the city's revenues keeping pace with its expenditures increases.

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 three years, the unemployment rate has had some correlation to the prevalence of COVID-19 in the region. However, with the pandemic's economic impacts behind us, unemployment rates settled between 2% and 3% during calendar year 2022. Through the first quarter of calendar year 2023, macro-trends in the tech industry pushed unemployment up nationally, but the labor market is still considered to be very tight. As of March 2023, the unemployment rate was 4.8% at the state level, 3.7% at the county level and 3.5% at the local level.

National interest rates, which dropped significantly during the pandemic, have 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 lingering concerns surrounding inflation, the Federal Reserve has begun to raise interest rates and has done so over the Federal Open Market Committee's last eight meetings resulting in current interest rate targets of 5%-5.25%. As of May 2023, local inflation had decreased year-over-year from 8.3% to 5.2%.

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. The positive effect of inflation on some of the city's revenue sources have been significant but is considered one-time and something to be very closely monitored moving forward. As inflation is likely to decline in the future, so will revenue growth. 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. Inflation and the uncertainty associated with the economy 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 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 rising inflation and impacts to consumer demand. 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.

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 and the budgets will be adopted by June 30 of each year. Budget status reports are prepared quarterly, 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 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.

[Council Policy No. 96 – Utilities Reserve Policy](#) was approved by the City Council in March 2023 to establish guidelines to ensure the fiscal stability of the potable water, recycled water and wastewater funds and provide guidance to staff in the management of each utility's finances. These funds will target a reserve funding level of 100% of annual debt service costs, 120 days of operating costs, and 1% of system replacement value in emergency capital. The Wastewater Fund will target a reserve funding level of 50% of the five-year rolling average of annual spending on capital improvement projects while the Potable and Recycled Water funds will target 100% of this average. Also, the Wastewater Fund will target a reserve of 10% of rate revenues while the Potable and Recycled Water funds will target a reserve of 20% of rate revenues to provide a source of funds to smooth rates or avoid rate increases in the vent of short- or mid-term disruption to revenues such as drought-related demand reductions. The city or the Carlsbad Municipal Water District's potable water, recycled water and wastewater utilities will treat the minimum reserve levels as practical reserve floors and allow reserves to increase or decrease as necessary within the minimum and target levels prescribed above.

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 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 to fund the full amount of the ADC each year, maintaining no less than a combined minimum 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.

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.

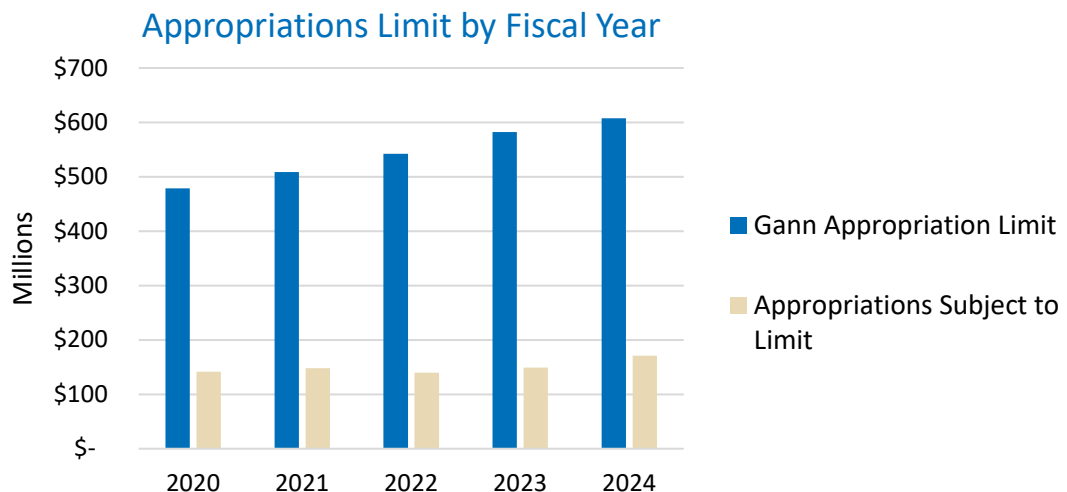
- Population growth of Carlsbad, **OR**
- Population growth within San Diego County,
- AND**
- Growth in California per capita income, **OR**
- Growth in non-residential assessed valuation due to new construction in the city.

The factors used to calculate the fiscal year 2023-24 limit were:

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

The formula is outlined below:

Fiscal year 2022-23 expenditure limit	<u>\$582,535,354</u>
% Population growth within Carlsbad	0.9987
Growth in California per capita income	<u>X 1.0444</u>
Net increase factor	1.0430
Fiscal year 2023-24 limit (2022-23 limit x factor)	<u>\$607,584,374</u>
Current appropriation of proceeds of taxes (Subject to the limit)	\$184,275,214



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, 2022, the city's calculated debt limit for general obligation debt was \$1.4 billion.

The city currently has approximately \$47.1 million of debt outstanding as of June 30, 2023. Of that \$47.1 million, \$1 million is Redevelopment Tax Allocation Bonds, \$10.7 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 6/30/23	Purpose
1993 Redevelopment						
Tax Allocation Bonds	Tax Increment	801	AAA	2023	\$ 1,000,000	Refund 1988 bonds and obtain additional redevelopment funds
CFD #3 2016 Improvement Area 1						
Special Tax Bonds	Special District	434	Unrated	2036	6,210,000	Refunding of CFD 1
CFD #3 2016 Improvement Area 2						
Special Tax Bonds	Special District	434	Unrated	2038	10,105,000	Refunding of CFD 2
1998 Rancho Carrillo (AD 96-1)						
Limited Obligation Improvement Bonds	Assessment District	409	Unrated	2028	2,835,000	Fund improvements within Rancho Carrillo
2022 College/Cannon & Poinsettia Refunding Bonds						
Limited Obligation Improvement Bonds	Assessment District	425	Unrated	2035	16,240,000	Refund Poinsettia/College/Cannon
State Water Resources Control Board Loans						
2005 Construction Loan	Recycled	502	Unrated	2025	1,246,772	Fund phase II of Industrial Park Pipelines
2006 Construction Loan	Water	502		2027	4,648,182	Fund phase II of Industrial Park Pipelines
2014 Construction Loan	User Fees	507		2055	4,850,437	Fund phase III of Industrial Park Pipelines
Totals					\$ 47,135,391	

Debt Issue Name	Debt Service Payments During FY 2023-24			Debt Service Payments from FY 23-24 to Maturity			Debt Service Payments Total from Inception to Maturity		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
1993 Redevelopment									
Tax Allocation Bonds	\$ 1,000,000	\$ 26,500	\$ 1,026,500	\$ 1,000,000	\$ 26,500	\$ 1,026,500	\$ 15,495,000	\$ 15,473,210	\$ 30,968,210
CFD #3 2016 Improvement Area 1									
Special Tax Bonds	375,000	159,713	534,713	6,210,000	1,313,531	7,523,531	8,290,000	2,537,069	10,827,069
CFD #3 2016 Improvement Area 2									
Special Tax Bonds	520,000	283,175	803,175	10,105,000	2,657,038	12,762,038	13,015,000	4,738,675	17,753,675
1998 Rancho Carrillo (AD 96-1)									
Limited Obligation Improvement Bonds	410,000	144,998	554,998	2,835,000	493,572	3,328,572	19,600,000	18,007,741	37,607,741
2022 College/Cannon & Poinsettia Refunding Bonds									
Limited Obligation Improvement Bonds	890,000	789,750	1,679,750	16,240,000	5,721,750	21,961,750	16,240,000	6,190,906	22,430,906
State Water Resources Control Board Loans									
2005 Construction Loan	615,690	31,169	646,859	1,246,772	46,946	1,293,719	9,694,504	2,595,825	12,290,329
2006 Construction Loan	1,122,715	106,908	1,229,623	4,648,182	270,309	4,918,491	19,382,546	5,174,387	24,556,933
2014 Construction Loan	-	-	-	4,850,437	797,101	5,647,538	4,804,281	780,424	5,584,705
Totals	\$ 4,933,405	\$ 1,542,213	\$ 6,475,618	\$ 47,135,391	\$ 11,326,747	\$ 58,462,138	\$ 106,521,331	\$ 55,498,236	\$ 162,019,567

Reassessment District No. 2012-01 consisting of Poinsettia Lane East, and Benefit Area No. 1 (College Boulevard and Cannon Road East) of Assessment District No. 2003-01, was refunded in fiscal year 2022-23. The refunding resulted in \$1.4 million in net present value savings or 6.26% of the refunded bonds. This savings translates to average savings per parcel of approximately \$174 annually through 2035.

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 within the accounting system to ensure safety of assets from misappropriation or 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
- Opioid Settlement Fund
- Permanent Local Housing Allocation
- 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



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 2023-24, the city has once again followed CSMFO’s award criteria. This budget document will be submitted to CSMFO for the fiscal year 2023-24 budget award program.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Carlsbad
California**

For the Fiscal Year Beginning

July 01, 2022

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, 2022. 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 2023-24, the city has once again followed GFOA's award criteria. This budget document will be submitted to GFOA for the fiscal year 2023-24 budget award program.



OPERATING BUDGET OVERVIEW

This section includes a summary of the revenues and expenditures included in the fiscal year 2023-24 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. Financial tables are presented to the nearest hundred thousand; rounding differences may exist.



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 2023-24 totals \$377.3 million, with revenues for the year estimated at \$362.8 million. General Fund revenues are estimated at \$212.0 million and General Fund budgeted expenditures are \$216.9 million, which includes an additional \$7.4 million in one-time transfers to the General Capital Construction Fund and \$5.2 million in one-time General Fund reserves toward the Carlsbad Village Trench Project. Excluding the one-time uses of General fund surplus and reserve, the General Fund budgeted operating expenditures are \$204.3 million.



Revenue estimates for the Operating Budget indicate the city will receive a total of \$362.8 million in fiscal year 2023-24, a change of 0.5% or \$1.9 million above the estimated fiscal year 2022-23 revenues. General Fund revenues are expected to increase by \$13.2 million compared to the prior year's adopted revenues and \$4.2 million or 2% compared to fiscal year 2022-23 estimates. Special Revenue funds are projected to increase by 4.5% or \$0.8 million over fiscal year 2022-23 estimates. Enterprise Fund revenues are projected to increase by 4.2% or \$3.7 million in the upcoming fiscal year. Internal service funds are increasing over the prior year's adopted budget but decreasing compared to fiscal year 2022-23 estimates. This is driven by one-time transfers in from the General Fund to fund Workers' Compensation, Risk Management and Fleet Maintenance. The Successor Agency Housing Trust revenues are expected to decrease by \$1.0 million over current estimates as the loan owed to the General Fund has now been fully repaid. 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 2022-23, as well as those budgeted for fiscal year 2023-24.

REVENUE SUMMARY BY FUND TYPE
(In Millions)

Fund	Estimated 2022-23	Budgeted 2023-24	\$ Change	% Change
General Fund	\$ 207.8	\$ 212.0	\$ 4.2	2.0%
Special Revenue	18.7	19.5	0.8	4.5%
Enterprise	89.1	92.8	3.7	4.2%
Internal Service	44.2	38.4	(5.8)	-13.3%
Successor Agency Housing Trust	1.0	-	(1.0)	-100.0%
Total	\$ 360.8	\$ 362.8	\$ 1.9	0.5%

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 2022-23	Budgeted 2023-24	\$ Change	% Change
Property Tax	\$ 81.5	\$ 84.2	\$ 2.7	3.4%
Sales Tax	51.4	51.1	(0.3)	-0.6%
Transient Occupancy Tax	32.5	32.9	0.4	1.1%
Franchise Taxes	7.0	7.1	0.1	1.6%
Business License Tax	6.2	6.4	0.2	3.1%
Development Revenues	4.2	3.3	(0.9)	-21.1%
All Other Revenue	25.0	27.0	2.0	8.0%
Total	\$ 207.8	\$ 212.0	\$ 4.2	2.0%

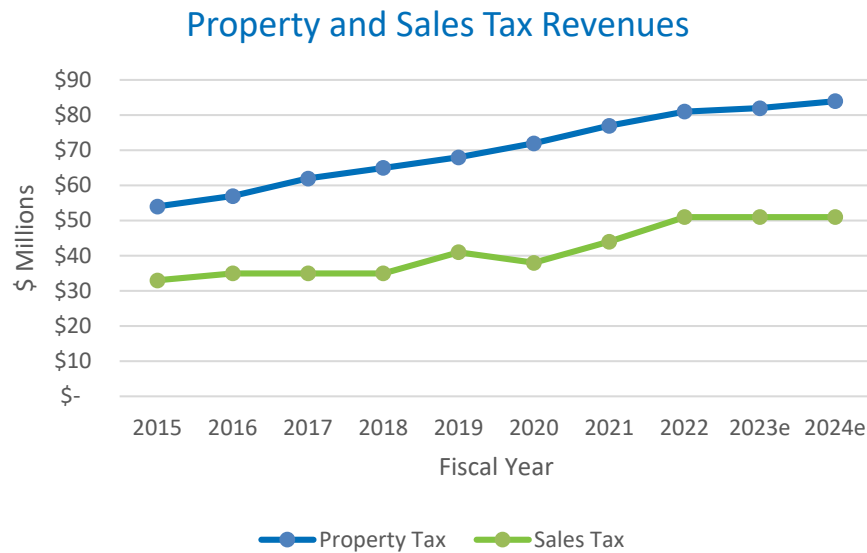
The COVID-19 pandemic created immense uncertainty about the city's revenues, most notably in sales tax and transient occupancy tax. City leadership adopted the fiscal year 2021-22 budget anticipating continued adverse impacts from the pandemic with moderate recovery; however, accelerated recovery driven by the staggered lessening of COVID-19 restrictions, pent-up demand and inflationary increases resulted in sales tax and transient occupancy tax revenue reaching historically high levels. Revenue estimates in the fiscal year 2022-23 adopted budget were not impacted by uncertainty related to COVID-19 but did reflect new uncertainty surrounding the economy. From geopolitical conflict to unprecedented inflationary increases, city staff compiled a budget taking into consideration potential impacts on disposable income, tourism and the housing market. Based on current fiscal year 2022-23 revenue estimates, inflation has not yet negatively impacted the city's revenue sources. However, as personal savings accumulated during the pandemic is absorbed by pent-up demand and inflation, the looming risk of recession and continued inflationary increases indicate that the most prudent path is to maintain a conservative outlook for the city's revenues in the future.

Nearly 80% of General Fund revenues are derived from three sources: property tax, sales tax, and transient occupancy tax. Sales tax 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 3.4% over last year's estimates. While the residential real estate market in Carlsbad has seen significant increases in values in recent years, the growth has begun to cool off. Commercial property assessed values are expected to remain relatively flat as the increase in interest rates has created immense uncertainty in the sector. With the COVID-19 emergency officially ended, the focus on the housing market shifts to other economic factors. In response to the unprecedented inflationary increases experienced over the last year and a half, the Federal Reserve has responded by raising rates to a current range of 5.0-5.25%, the highest range since July 2006. This has made home purchasing more difficult for borrowers. While demand remains relatively high both locally and around the state, these increases have certainly

contributed to the median home value in Carlsbad falling to \$1.3 million, roughly the same value as in December 2021. 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.

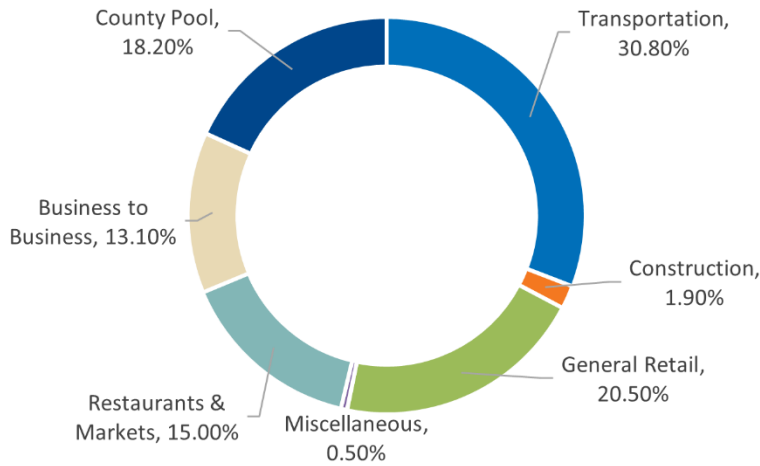
Assessed values on the residential real estate side are expected to grow modestly, capped by California’s Proposition 13. Adopted in 1978, Proposition 13 limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more 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 fiscal year 2021-22 – below the 2% cap for the first time since 2016-17. In recent years, 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. Now, increasing rates and diminishing pent-up demand as we move past the pandemic will likely have adverse impacts compared to prior periods. Based on resale data from Zillow, the median price of a single family residence in Carlsbad is \$1.3 million, up by 0.7% year over year in March 2023.



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 2023-24 are based on assessed values as of January 1, 2023.

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 2022



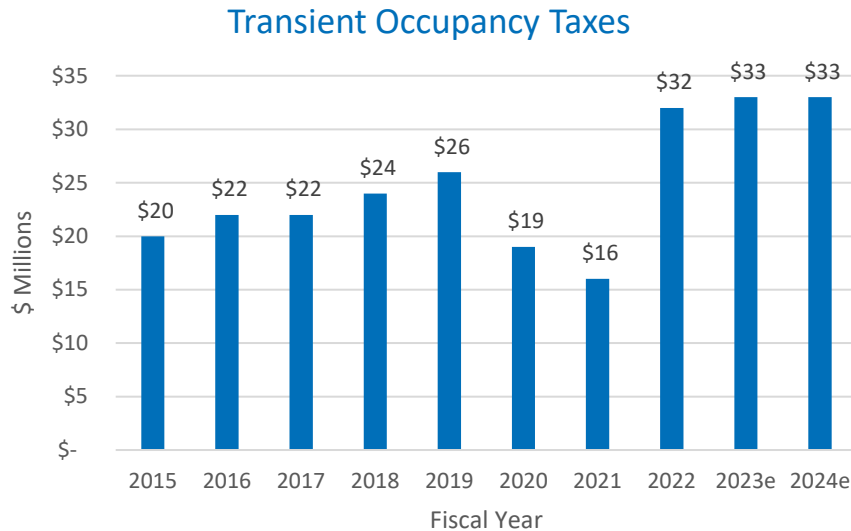
Sales Tax revenues generally move in step with economic conditions and overall, Carlsbad’s economy has absorbed the inflationary increases experienced over the past 12-18 months. The restrictions resulting from the COVID-19 pandemic led to increases in segments like auto sales, construction, drug store sales, chemical products, food markets and recreational products, while others like restaurants and general retail took a major hit. With the pandemic and its impacts mostly behind us, the uncertainty rests with continued levels of inflationary increase and whether the rise in interest rates will lower inflation levels adequately.

Sales tax revenues improved markedly up until fiscal year 2019-20, 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, sales tax levels generally correlated with shelter-in-place mandates. As restrictions were lifted, the city’s sales tax levels recovered—the city ended fiscal year 2020-21 with \$44 million in sales tax revenues. Fiscal year 2021-22 experienced the most accelerated recovery, ending the year at a historic high of \$51.2 million in sales tax revenues. The fiscal year 2022-23 sales tax estimates reflected uncertainty surrounding market and economic conditions like inflation and impacts to disposable income. These inflationary increases have yet to adversely impact sales tax revenues through the first six months of the fiscal year and staff anticipate another historic high of sales tax revenues. However, this positive experience does not change the outlook. With continued levels of inflation and a risk of recession looming, staff have proposed a conservative estimate of \$51.1 million in budgeted revenue for fiscal year 2023-24 which represents a decrease of \$0.3 million, or 1%, over fiscal year 2022-23 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 \$13.4 million for the four quarters ended December 31, 2022. With general retail sales tax suffering for the year ended December 31, 2020, and recovering in the year after, the most recent four quarters have shown full recovery increasing nearly 57% and reaching historic levels.

Sales tax revenues include those received under Proposition 72, a 0.5 cent increase in California sales tax for the funding of local public safety services.



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, the city experienced year-over-year decreases of 27% and 16%. Recovery from the pandemic was estimated conservatively; however, fiscal year 2021-22 proved otherwise, reaching a historic high of \$32.4 million driven by the easing of restrictions, pent-up demand and an increase in average daily room rates. This trend continued in fiscal year 2022-23, whereby actual revenues exceeded conservative estimates that were applied to account for sustained levels of unprecedented inflation. It is estimated that TOT revenues will once again reach a historic high this year.

According to a report from Tourism Economics, San Diego County tourism will see continued growth in visitation demand of around 9.8% in calendar year 2023. The projected increase is supported by the thought that travel has, since the pandemic, been “reclassified” as a necessary expense rather than a discretionary one. Furthermore, the influx of financial aid and savings achieved throughout the pandemic may likely indicate that uncertainty in the economy can be mitigated by these additional funds. However, group business travel has yet to fully return to pre-pandemic levels and uncertainty around rising inflation and diminishing pent up demand continue to drive a moderately conservative estimate in fiscal year 2023-24. The City of Carlsbad currently has approximately 4,776 hotel rooms, 343 registered vacation rentals and over 660 timeshares.

Franchise Tax revenue has stabilized in recent years and is projected at \$7.1 million in fiscal year 2023-24. 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 has experienced minor revenue increases that mirror growth in population and changes in rate structures. Cable TV franchise revenue is expected to remain relatively consistent from \$1.39 million in fiscal year 2022-23 to \$1.41 million in fiscal year 2023-24. This revenue source will most likely remain stable or decline 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 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 2023-24 is relatively modest compared to the increase experienced in the prior year that was driven by the \$0.8 million payment to assist with AB 939.

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 experienced a significant increase in fiscal year 2022-23 of \$919,000 due to price increases but is expected to remain relatively 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 \$6.4 million in fiscal year 2023-24. This represents growth of \$0.2 million or 3% when compared to last year's adopted budget. Increases in business license taxes correlate with sales tax revenue increases as businesses either pay taxes based on the amount of their gross receipts or based on set fees. There are currently about 9,514 licensed businesses in the City of Carlsbad, 77 less than in the prior year with 6,375 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 2023-24 the city expects a 21% decrease in development related revenues to approximately \$3.3 million. This follows higher than anticipated development activity occurring in fiscal year 2022-23. 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 increase by 10% compared to the prior year's adopted budget, driven by labor, inflation and cost of construction increases.

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 \$3.2 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.

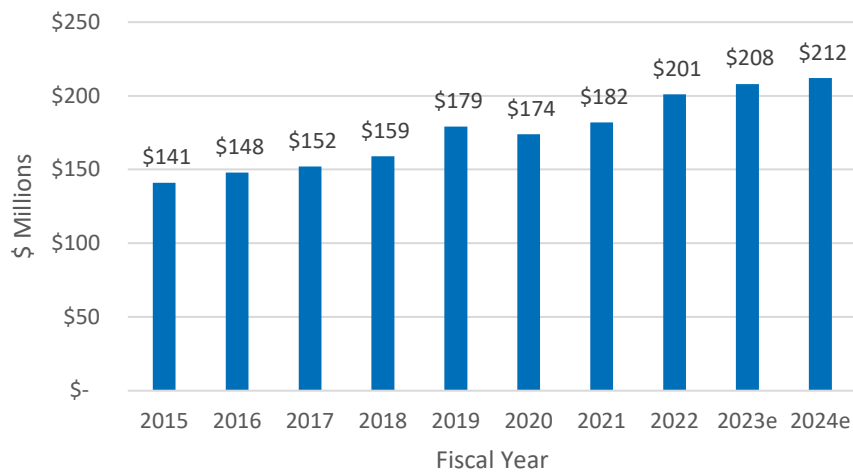
Ambulance fee revenues are estimated to increase \$3.3 million over last year's estimates, from \$3.9 million to \$6.3 million. This increase is due to the Fire Department's addition of two medical transports. The increase is also driven by the Ground Emergency Medical Transportation Certified Public Expenditure Program, which helps cover uncompensated costs for Medi-Cal fee-for-service transports. The department submitted cost reports for fiscal year 2018-19 through 2022-23 and is expected to receive a one-time reimbursement of \$666,000. Furthermore, the department will participate in the Public Provider Ground Emergency Medical Transport Intergovernmental Transfer Program which will provide add-on reimbursement payments to help cover uncompensated costs in the future. This will generate approximately \$883,000 in additional revenue annually. Lastly, the Fire Department recently completed an ambulance fee study and is proposing to increase the fees to better align cost recovery levels in comparison with jurisdictions in the region. The additional revenue will amount to approximately \$2 million annually.

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 2023-24 which is a 3.5% increase from fiscal year 2022-23 estimates 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. While housing prices in Carlsbad have decreased in recent months, inventories are expected to remain low due to the insulated local demand.

Other intergovernmental revenues include miscellaneous receipts received from the state or federal governments as well as local school districts. With the city receiving its two annual American Rescue Plan Act payments in fiscal 2020-21 and fiscal year 2021-22 totaling \$12.6 million, intergovernmental revenues decreased substantially in fiscal year 2022-23 and are expected to remain relatively consistent in fiscal year 2023-24.

The **All other revenues** category includes fines and forfeitures, transfers in, miscellaneous reimbursed expenses, and other charges and fees. The estimate for fiscal year 2022-23 totals \$1.5 million and is expected at just over \$1.0 million in fiscal year 2023-24.

General Fund Revenues



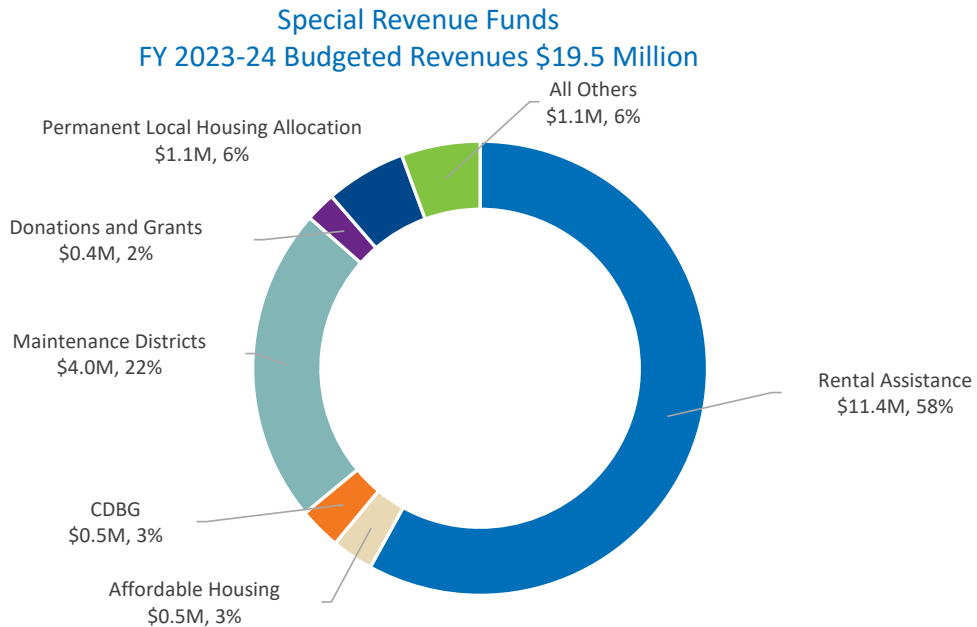
Overall, and as reflected in the bar chart above, General Fund revenues are expected to increase \$4.2 million or 2% from fiscal year 2022-23 estimates. The General Fund’s primary tax revenues are estimated to increase conservatively to account for the current economic uncertainty and risk of recession. While development-related revenues are expected to decline over prior year estimates, ambulance fee revenues are projected to increase approximately 43% compared to fiscal year 2022-23 estimates due to a recent ambulance fee study to better align cost recovery with jurisdictions throughout the county. With much of the pandemic’s adverse fiscal impacts behind us, uncertainty surrounding inflation, diminishing pent up demand, impacts to the housing market and overall risk of recession 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. While General Fund revenues have recovered from the pandemic and have thrived through this period of unprecedented inflation, the economic outlook and risk of recession is driving conservative revenue estimates into the future.

Other Funds

Revenues from **Special Revenue** funds are expected to total \$19.5 million, an increase of \$0.8 million or 4.5% from fiscal year 2022-23 estimates. 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)



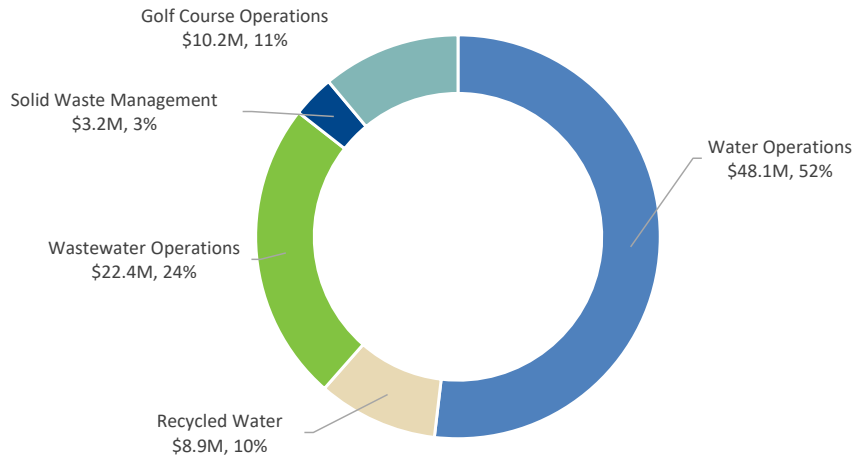
Compared to the fiscal year 2022-23 adopted budget, the most noteworthy changes in the Special Revenue funds occurred in the Lighting and Landscaping District 2 fund where increases of \$0.4 million are expected to occur. These revenues are funded from property owner assessments. Additionally, the city will be receiving new funding from the Permanent Local Housing Allocation program.

There is no revenue budgeted in the **Successor Agency Housing Trust Fund**. 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 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. The last debt service payment on the bond will be in September 2023.

Enterprise fund revenues for fiscal year 2023-24 are projected at \$92.8 million representing an increase of 4.2% or \$3.7 million over fiscal year 2022-23 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 goods or services. Carlsbad enterprise funds include water and recycled water delivery, wastewater services, solid waste management and the operation of a municipal golf course.

Enterprise Funds
FY 2023-24 Budgeted Revenues \$92.8 million



The **Water** Enterprise Fund revenue for fiscal year 2023-24 is estimated at \$48.1 million representing an increase of \$1.4 million or 3% when compared to fiscal year 2022-23 revenue estimates. This is driven by increases in water delivery charges. Projected revenues for **Recycled Water** of \$8.9 million are expected to increase by \$0.1 million or 1.6% as minor customer growth is expected and a 1% rate increase is forecasted.

Forecasted revenues for **Wastewater** are \$22.4 million representing a 16.6% or \$3.2 million increase over fiscal year 2022-23 estimates. This increased estimate is largely driven by rate increases of 20% in 2023 to support rising treatment costs and aging infrastructure costs.

Estimated revenues from operations of the **Golf Course** are \$10.2 million, a slight decrease of \$0.3 million or 3.2% when compared to fiscal year 2022-23 estimates. This minor decrease is driven by a projected normalization of golf rounds played compared to the spike in demand experienced throughout the pandemic.

Solid Waste Management revenues are projected to decrease by 17.9% or \$0.7 million when compared to fiscal year 2022-23 estimates. This decrease is mainly driven by a storm water reimbursement from the city’s new waste hauler contract that was received in the previous fiscal year that will not be received in fiscal year 2023-24.

Internal Service funds project estimated revenues of \$38.4 million for fiscal year 2023-24 representing a decrease of 13.3% or \$5.9 million over fiscal year 2022-23 projections. This decrease is driven by one-time transfers from the General Fund of \$10.2 million to fund Workers’ Compensation, Risk Management, and Fleet Maintenance programs.

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 2023-24. The fiscal year 2023-24 operating budget includes \$6.1 million for Workers' Compensation and \$7.1 million for Risk Management.

[Vehicle Maintenance](#) and [Replacement](#) charges are budgeted at \$3.7 million and \$4.3 million, respectively. Vehicle Maintenance revenues are down compared to fiscal year 2022-23 estimates due to a one-time transfer in from the General Fund of \$1.4 million. 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 lives are now being replaced with hybrids 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 as well as supply chain disruptions and unprecedented inflation that have significantly driven up prices.

[Information Technology](#) charges to departments have increased by 4.0% or \$0.7 million when compared to fiscal year 2022-23 estimates. The main reason for this increase is due to contractual costs previously funded by the Strategic Digital Transformation Investment Program, or SDTIP, continuing beyond their initial year of implementation. The increase is also attributable to contractual increases to existing service contracts.

[Internal Service Fund Allocation Methodology](#)

Most of the revenue for the city's internal service funds is generated from internal service 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 – A combination of computers per department for citywide maintenance/licensing and direct charges for department-specific items.
- 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.

OPERATING BUDGET EXPENDITURE SUMMARY

The city’s Operating Budget for fiscal year 2023-24 totals \$377.3 million, which represents an increase of about \$34.9 million or 10.2% as compared to the adopted fiscal year 2022-23 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 2022-23	Budget 2023-24	\$ Change	% Change
General Fund	\$ 198.4	\$ 216.9	\$ 18.5	9.3%
Special Revenue	17.3	20.2	2.9	16.8%
Enterprise	92.9	105.7	12.8	13.8%
Internal Service	32.6	33.3	0.7	2.2%
Successor Agency Housing Trust	1.1	1.1	-	0.0%
Total	\$ 342.3	\$ 377.3	\$ 34.9	10.2%

The General Fund contains most of the discretionary revenues that support 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.

To ensure the city continues to maintain a balanced budget and analyze its use of taxpayer dollars, the City Manager asked departments to reduce their existing budgets for fiscal year 2023-24 and decrease discretionary spending wherever possible. This directive came after budget reductions of nearly 2% were achieved in fiscal year 2022-23. In fiscal year 2023-24, General Fund departments were able to reduce their ongoing base budgets by \$2.3 million while increasing revenues by \$1.1 million. 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. Some examples of budget reductions proposed in fiscal year 2023-24 include:

- Reducing several types of maintenance work, including discretionary parks and trails maintenance, custodian services and vehicle maintenance
- Eliminating Sunday operation hours at the city’s three libraries
- Reducing the number of city cell phones
- Reducing holiday hours at community centers
- Reducing TGIF concerts from 9 to 6
- Reducing total full-time equivalent staffing levels by 12.06 over the previous year

These efforts contributed immensely to the city’s ability to present a balanced budget in fiscal year 2023-24 and into the future. The reductions proposed were carefully evaluated to ensure ongoing service level impacts were mitigated as much as possible. Through this process, it became clear that the city’s budget has reached a point where further reductions, if pursued, will likely result in significant service level impacts.

The total Operating Budget for the **General Fund** for fiscal year 2023-24 is \$216.9 million which is \$18.5 million or 9.3% more than the previous year’s adopted budget of \$198.4 million. These changes are discussed in more detail on the following pages.

GENERAL FUND SUMMARY
By Expenditure Type
(In Millions)

	Budget 2022-23	Budget 2023-24	\$ Change	% Change
Personnel	\$ 124.1	\$ 130.1	\$ 6.0	4.8%
<i>Personnel, gross</i>	126.1	132.1	6.0	4.8%
<i>Vacancy Savings</i>	(2.0)	(2.0)	-	0.0%
Maintenance & Operations	59.2	64.8	5.6	9.5%
Capital Outlay	1.5	0.1	(1.4)	-94.7%
Transfers	13.6	21.9	8.3	61.1%
Subtotal	\$ 198.4	\$ 216.9	\$ 18.5	9.3%

Personnel costs make up 60% of the General Fund budget. The total personnel budget for fiscal year 2023-24 is \$130.1 million which is \$6.0 million or 4.8% greater than the previous year’s total personnel budget of \$124.1 million. This is driven by negotiated compensation increases as well as anticipated step increases. In fiscal year 2023-24, the preliminary budget continues to propose 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. This mechanism is 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 item for vacancy savings.

GENERAL FUND
Personnel Costs
(In Millions)

	Budget 2022-23	Budget 2023-24	\$ Change	% Change
Salaries and Wages	\$ 83.3	88.5	5.2	6.2%
<i>Salaries and Wages, gross</i>	85.3	90.5	5.2	6.1%
<i>Vacancy Savings</i>	(2.0)	(2.0)	-	0.0%
Retirement Benefits	23.0	23.2	0.2	0.8%
Health Insurance	10.7	10.7	-	-0.1%
Other Personnel	7.1	7.7	0.6	8.6%
Total	\$ 124.1	\$ 130.1	\$ 6.0	4.8%

The table above shows the breakdown of personnel costs for the General Fund. General Fund salaries include full-time and part-time staff costs and are expected to increase in fiscal year 2023-24 by \$5.2 million or 6.2%. The increase is primarily due to negotiated salary increases offset by a reduction in total full-time equivalents of 12.06. The full-time staffing changes are listed below.

- Library & Cultural Arts added 1.0 Production Technician and 1.0 Senior Librarian in Adult & Teen Services. The addition of these two full-time positions is offset and funded by the reduction of

part-time staff equal to 5.55 full-time equivalent positions, resulting in ongoing savings to the General Fund of approximately \$100,000.

- The Fire Department added 1.0 Senior Office Specialist. The addition of this full-time position is offset and funded by the reduction of two part-time positions. In conjunction with additional changes made during fiscal year 2022-23, a cost neutral fiscal impact was achieved.
- Community Services Administration eliminated a full-time administrative position as part of departmental reorganization efforts within the branch.
- The Utilities Department eliminated one vacant Meter Services Supervisor position in relation to technological advances that resulted in operational and business need changes within the department.

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 pension costs still pose a significant risk on the city's cost profile.

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 achieve a funded status of 80% in accordance with City Council Policy

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.

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 remaining relatively flat at \$10.7 million. **Other Personnel Costs** include workers' compensation expenses and other miscellaneous costs such as Medicare, unemployment and disability which are increasing collectively by \$0.6 million or 8.6%.

Maintenance and Operations costs represent about 29.9% 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 \$64.8 million, which represents an increase of about \$5.6 million or 9.5% for fiscal year 2023-24 when compared to fiscal year 2022-23. However, this category includes a one-time appropriation of \$5.22 million from General Fund reserves toward regional efforts to lower the railroad tracks in Carlsbad. Excluding this one-time use of reserves, the maintenance and operations costs are projected at \$59.6 million, which represents

an increase of just 0.7% for fiscal year 2023-24 when compared to fiscal year 2022-23. With year-over-year increases in inflation of 8.2% and 6.4%, respectively, this relatively minor increase in maintenance and operations is a tremendous achievement that was accomplished through a strategic analysis of budget reductions. These reductions (1) enabled the General Fund to absorb new unfunded mandates and regulatory budget items, (2) contributed to the proposed budget surplus in fiscal year 2023-24, and (3) will assist in delaying the timing for when expenditures are projected to exceed revenues in the General Fund.

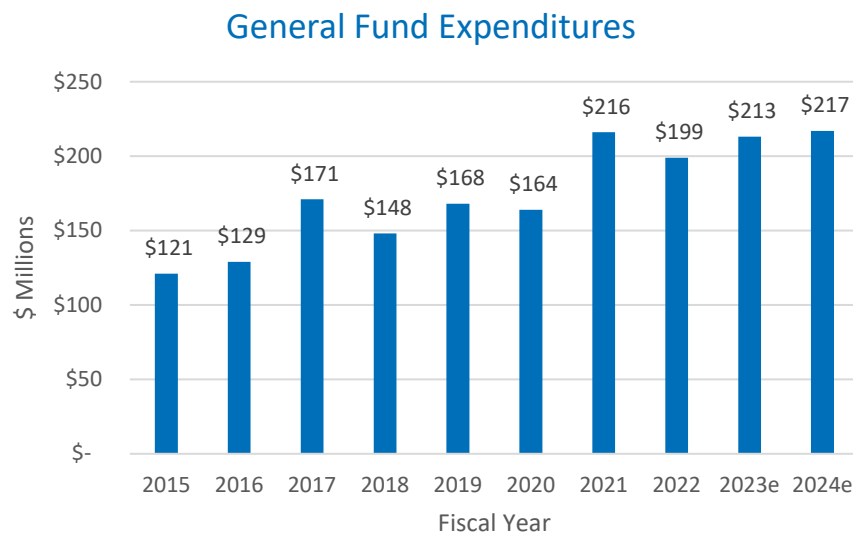
Capital Outlay includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$0.1 million are budgeted in the General Fund for fiscal year 2023-24. This represents a decrease of \$1.4 million or 95% and is a result of the lack of new vehicle purchases when compared to the prior year.

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. The city’s Capital Improvement Program and Strategic Digital Transformation Investment Program budgets include future projected operating impacts, which are estimated in the tables found in sections H and I, respectively.

Advances

Advances and repayments of prior advances are amounts anticipated to be transferred from the General Fund to other city funds with expectation of repayment in future years. No General Fund advances are included in this year’s operating budget.



Expenditures in the General Fund remained relatively consistent until fiscal year 2015-16, when the budget reflected an 8.2% increase in expenditures primarily due to increased personnel costs. In 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 reconstruction and \$14.8 million to pay off 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. 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 and higher mutual aid costs.

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 that unprecedented time.

Fiscal year 2020-21 expenditures reflect an additional \$10 million one-time payment to CalPERS to further bring down the city's unfunded pension liability. The increase was largely offset by the continuation of the 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 again made an additional one-time \$6.4 million payment to CalPERS to bring down the city's unfunded pension liability.

Fiscal year 2022-23 expenditures include the addition of 24 full-time employees as well as a number of new one-time requests to execute City Council goals, as well as a total of \$10.6 million in one-time transfers to fund Workers' Compensation, Risk Management, and Fleet Maintenance. Lastly, a \$2 million allocation was approved to fund the Safer Streets local emergency.

Another way of looking at the General Fund budget is by [Program Expenditures](#). The chart on the following page compares the total fiscal year 2023-24 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 2022-23	Budget 2023-24	\$ Change	% Change
Administrative Services - Administration	\$ 0.6	\$ 0.8	0.2	4.9%
Administrative Services - Finance	5.5	5.3	(0.2)	-2.7%
Administrative Services - Human Resources	5.3	5.0	(0.3)	-4.5%
Administrative Services - Innovation & Economic Dev.	2.5	2.6	0.1	0.9%
Community Services - Administration	0.7	0.6	(0.1)	-13.4%
Community Services - Community Development	10.4	11.0	0.6	6.1%
Community Services - Housing & Homeless Services	3.1	2.8	(0.3)	-11.8%
Community Services - Library & Cultural Arts	14.1	13.6	(0.5)	-3.2%
Community Services - Parks & Recreation	21.2	21.1	(0.1)	-0.5%
Policy & Leadership Group	8.5	8.4	(0.1)	-0.6%
Public Safety - Fire	37.8	37.8	-	0.3%
Public Safety - Police	51.2	55.6	4.4	8.5%
Public Works - Administration	1.4	1.6	0.2	8.4%
Public Works - Construction Mgmt. & Inspection	3.3	3.3	-	-0.2%
Public Works - Environmental Sustainability	1.2	1.2	-	1.6%
Public Works - Facilities	6.8	7.5	0.7	10.8%
Public Works - Transportation	9.7	9.7	-	0.3%
Non-Departmental	15.1	29.0	13.9	91.7%
Total	\$ 198.4	\$ 216.9	\$ 18.5	9.3%

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:

- \$12.6 million split evenly between the Infrastructure Replacement Fund, General Capital Construction Fund and the Technology Investment Capital Fund (\$4.2 million each). This will fund major new construction, maintenance and 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.
- \$7.4 million in additional transfers to the General Capital Construction Fund resulting from the estimated General Fund surplus. The General Capital Construction Fund is funded by the General Fund and includes many capital projects programmed in the future. The level of funding necessary to fully fund these projects is an increasing concern. This one-time transfer amount will assist with funding the city’s general capital construction into the future.
- \$0.3 million to the Storm Water Program for reimbursement of the General Fund portion of Storm Water expenses.
- \$1.6 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 2023-24 provides a balanced General Fund budget for the coming fiscal year with General Fund revenue estimates exceeding General Fund budgeted expenditures by \$0.3 million, before considering the one-time appropriation of \$5.22 million in General Fund reserves for the Carlsbad Village trench project that the City Council added to the proposed budget at adoption.

Fiscal Year 2023-24 General Fund Operating Budget

General Fund fiscal year 2023-24 revenue estimates	\$212.0 million
General Fund fiscal year 2023-24 preliminary expenditures	<u>\$211.7 million</u>
Projected operating surplus for fiscal year 2023-24	\$ 0.3 million
One-time use of reserves for Carlsbad Village trenching	<u>\$ 5.2 million</u>
General Fund use of reserves after operating surplus	\$ 4.9 million

General Fund Reserves

Projected unassigned balance at June 30, 2023	\$117.9 million
Less: projected fiscal year 2023-24 use of reserves	<u>\$ (4.9 million)</u>
Equals: projected unassigned balance at June 30, 2024	\$113.0 million

Changes in Other Funds

Special Revenue funds are budgeted at \$20.2 million representing an increase in expenditures of 16.8% or \$2.9 million when compared to fiscal year 2022-23. Except for the new funding source, Permanent Local Housing Allocation, spending in most programs is expected to remain at similar or slightly higher levels over the prior year.

Expenditure increases of \$0.9 million or 8.9% 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 \$105.7 million, which represents an increase of \$12.8 million or 13.8% over the fiscal year 2022-23 adopted budget. The Potable Water and Recycled Water funds continue to operate and maintain critical infrastructure systems and provide the safe delivery of drinking water, conservation outreach and treated irrigation water. The cost of purchased water continues to increase, causing an overall increase in the Potable Water budget. The Wastewater fund provides reliable wastewater collection services. The budget for this fund's increase is primarily due to an increase in the transfers out to fund its related capital improvement fund.

The **Internal Service** funds total \$33.3 million, which represents an overall increase of \$0.7 million or 2.2% over fiscal year 2022-23. 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 expenditures, in total, decreased because of vehicle replacement timing. The fiscal year 2022-23 adopted budget included multiple high-dollar vehicle replacements compared to smaller purchases scheduled in fiscal year 2023-24. 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 2023-24 is approximately the same as the prior year's adopted budget of \$1.1 million. The Recognized Obligation Payments Schedule 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 was paid off in fiscal year 2020-21. 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 operating funds' ending balances is not significant, two major operating funds are projected to see changes in their fund balances greater than 10%. The Water Operations Fund is expected to decrease by 21.5% by the end of fiscal year 2023-24, 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 year 2023-24 mainly due to a large cash transfer to account for depreciation and the funding of capital projects.



PERSONNEL ALLOCATIONS

Department	Adopted Budget 2020-21	Adopted Budget 2021-22	Adopted Budget 2022-23	Adopted Budget 2023-24
City Attorney	8.00	8.00	8.00	8.00
City Clerk Services	7.00	7.00	7.00	7.00
City Council	2.00	2.00	2.00	2.00
City Manager	7.00	7.00	7.00	7.00
City Treasurer	1.00	1.00	1.00	1.00
Communication & Engagement	7.00	7.00	9.00	9.00
Administrative Services - Administration	0.00	3.00	3.00	3.00
Finance	31.00	28.00	26.00	26.00
Human Resources	17.00	17.00	18.00	18.00
Information Technology	37.00	37.00	43.00	43.00
Innovation & Economic Development	4.00	4.00	9.00	9.00
Community Services - Administration	3.00	3.00	3.00	2.00
Community Development	61.75	53.00	52.00	52.00
Housing & Homeless Services	0.00	14.00	16.00	16.00
Library & Cultural Arts	52.50	52.50	51.00	53.00
Parks & Recreation	55.00	55.00	59.00	59.00
Fire	97.75	111.00	123.00	124.00
Police	184.00	186.00	187.00	187.00
Public Works	172.75	177.75	182.75	181.75
Total Full-Time Personnel	747.75	773.25	806.75	807.75
Hourly Full-Time Equivalent Personnel	186.59	193.81	180.90	167.84
Total	934.34	967.06	987.65	975.59

Notes:

The adopted budgets for fiscal years 2021-22 and 2022-23 include various reorganizations and personnel transfers between departments.



SCHEDULE OF PROJECTED FUND BALANCE

Fund	Beginning	Estimated	Estimated	Projected	Projected
	Fund Balance			Revenues	Expenditures
	July 1, 2022			Fund Balance	July 1, 2022
				June 30, 2023	Fund Balance
General Fund	\$ 122,554,527 *	\$ 207,801,063	\$ 212,492,054	\$ 117,863,536 *	-3.8%
Special Revenue Funds					
Affordable Housing	17,341,701	884,406	288,618	17,937,489	3.4%
Agricultural Mitigation Fee	1,186,588	13,500	392,687	807,401	-32.0%
Buena Vista Channel Maintenance District	1,527,280	119,095	195,245	1,451,130	-5.0%
Citizens' Option for Public Safety	389,368	287,200	265,705	410,863	5.5%
Community Activity Grants	1,079,163	12,000	-	1,091,163	1.1%
Community Development Block Grant	569,707	701,309	728,372	542,644	-4.8%
Cultural Arts Donations	334,071	28,424	85,489	277,006	-17.1%
Habitat Mitigation Fee	-	52,002	52,002	-	0.0%
Library and Arts Endowments	259,307	2,500	4,000	257,807	-0.6%
Library Gifts and Bequests	1,692,630	136,500	275,041	1,554,089	-8.2%
Lighting and Landscaping District 2	4,825,153	759,743	335,033	5,249,863	8.8%
Local Cable Infrastructure	806,259	299,000	435,000	670,259	-16.9%
Median Maintenance District	315,473	1,316,900	1,476,870	155,503	-50.7%
Opioid Settlement Fund	-	238,846	-	238,846	0.0%
Parking In Lieu Fee	1,146,591	13,000	53,000	1,106,591	-3.5%
Permanent Local Housing Allocation	-	-	-	-	0.0%
Police Asset Forfeiture	239,638	2,368	105,869	136,137	-43.2%
Public Safety Grants	19,485	301,796	321,281	-	-100.0%
Recreation Donations	307,647	58,711	84,809	281,549	-8.5%
Rental Assistance	196,913	10,850,661	10,860,729	186,845	-5.1%
Senior Donations	299,770	20,646	43,500	276,916	-7.6%
Street Lighting Maintenance District	2,712,485	1,000,972	916,850	2,796,607	3.1%
Street Tree Maintenance District	255,061	920,500	1,075,168	100,393	-60.6%
Tyler Court Apartments	68,224	681,472	748,339	1,357	-98.0%
Total Special Revenue Funds	35,572,514	18,701,551	18,743,607	35,530,458	-0.1%
Enterprise Funds					
Water Operations	31,998,456	46,727,000	48,000,000	30,725,456	-4.0%
Recycled Water Operations	4,335,400	8,787,905	9,000,000	4,123,305	-4.9%
Wastewater Operations	10,692,480	19,168,000	16,900,000	12,960,480	21.2%
Solid Waste Management	12,748,480	3,854,582	4,982,227	11,620,835	-8.9%
Golf Course	3,917,630	10,586,297	8,660,962	5,842,965	49.2%
Total Enterprise Funds	63,692,446	89,123,784	87,543,189	65,273,041	2.5%
Internal Service Funds					
Workers' Compensation	1,084,141	14,008,855	6,267,000	8,825,996	714.1%
Risk Management	(200,336)	4,971,351	5,155,035	(384,020)	91.7%
Vehicle Maintenance	150,341	4,725,118	4,017,238	858,221	470.9%
Vehicle Replacement	18,715,868	3,970,753	7,398,750	15,287,871	-18.3%
Information Technology	9,349,922	16,542,819	17,086,055	8,806,686	-5.8%
Total Internal Service Funds	29,099,936	44,218,896	39,924,078	33,394,754	14.8%
Successor Agency Housing Trust Fund	1,150,471	1,008,646	1,038,203	1,120,914	-2.6%
Total Operating Funds	\$ 252,069,894	\$ 360,853,940	\$ 359,741,131	\$ 253,182,703	0.4%

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

SCHEDULE OF PROJECTED FUND BALANCE

Fund	Beginning	Estimated	Adopted	Projected	Projected
	Fund Balance			Revenues	Budget
	June 30, 2023			Fund Balance	June 30, 2023
				June 30, 2024	Fund Balance
General Fund	\$ 117,863,536 *	\$ 212,012,126	\$ 216,929,604	\$ 112,946,058 *	-4.2%
Special Revenue Funds					
Affordable Housing	17,937,489	581,663	668,530	17,850,622	-0.5%
Agricultural Mitigation Fee	807,401	13,000	-	820,401	1.6%
Buena Vista Channel Maintenance District	1,451,130	116,000	195,245	1,371,885	-5.5%
Citizens' Option for Public Safety	410,863	252,500	295,298	368,065	-10.4%
Community Activity Grants	1,091,163	12,000	30,000	1,073,163	-1.7%
Community Development Block Grant	542,644	585,275	702,305	425,614	-21.6%
Cultural Arts Donations	277,006	3,424	148,750	131,680	-52.5%
Habitat Mitigation Fee	-	-	-	-	0.0%
Library and Arts Endowments	257,807	2,500	6,000	254,307	-1.4%
Library Gifts and Bequests	1,554,089	90,500	462,785	1,181,804	-24.0%
Lighting and Landscaping District 2	5,249,863	854,900	367,500	5,737,263	9.3%
Local Cable Infrastructure	670,259	282,000	538,956	413,303	-38.3%
Median Maintenance District	155,503	1,400,000	1,396,580	158,923	2.2%
Opioid Settlement Fund	238,846	-	21,466	217,380	-9.0%
Parking In Lieu Fee	1,106,591	13,000	56,000	1,063,591	-3.9%
Permanent Local Housing Allocation	-	1,119,126	1,119,126	-	0.0%
Police Asset Forfeiture	136,137	2,400	75,000	63,537	-53.3%
Public Safety Grants	-	-	-	-	0.0%
Recreation Donations	281,549	49,200	81,200	249,549	-11.4%
Rental Assistance	186,845	11,334,677	11,339,700	181,822	-2.7%
Senior Donations	276,916	18,500	33,500	261,916	-5.4%
Street Lighting Maintenance District	2,796,607	1,024,754	1,100,077	2,721,284	-2.7%
Street Tree Maintenance District	100,393	1,005,000	1,004,763	100,630	0.2%
Tyler Court Apartments	1,357	774,967	604,523	171,801	12560.4%
Total Special Revenue Funds	35,530,458	19,535,386	20,247,304	34,818,540	-2.0%
Enterprise Funds					
Water Operations	30,725,456	48,149,000	54,759,803	24,114,653	-21.5%
Recycled Water Operations	4,123,305	8,926,380	11,849,122	1,200,563	-70.9%
Wastewater Operations	12,960,480	22,356,000	23,068,138	12,248,342	-5.5%
Solid Waste Management	11,620,835	3,165,200	5,950,634	8,835,401	-24.0%
Golf Course	5,842,965	10,249,500	10,121,000	5,971,465	2.2%
Total Enterprise Funds	65,273,041	92,846,080	105,748,697	52,370,424	-19.8%
Internal Service Funds					
Workers' Compensation	8,825,996	6,098,510	5,157,892	9,766,614	10.7%
Risk Management	(384,020)	7,109,660	6,718,232	7,408	-101.9%
Vehicle Maintenance	858,221	3,632,863	3,696,339	794,745	-7.4%
Vehicle Replacement	15,287,871	4,311,539	1,068,564	18,530,846	21.2%
Information Technology	8,806,686	17,204,775	16,637,475	9,373,986	6.4%
Total Internal Service Funds	33,394,754	38,357,347	33,278,502	38,473,599	15.2%
Successor Agency Housing Trust Fund	1,120,914	-	1,059,500	61,414	-94.5%
Total Operating Funds	\$ 253,182,703	\$ 362,750,939	\$ 377,263,607	\$ 238,670,035	-5.7%

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

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2021-22 Actuals	2022-23 Estimated Revenue	2023-24 Estimated Revenue	Change as % of 2022-23 Estimated	Difference 2022-23 to 2023-24
General Fund					
Taxes					
Property Tax	\$ 80,015,372	\$ 81,509,276	\$ 84,246,868	3.4%	\$ 2,737,592
Sales Tax	51,175,423	51,379,433	51,064,943	-0.6%	(314,490)
Transient Occupancy Tax	32,402,771	32,500,000	32,861,193	1.1%	361,193
Franchise Tax	6,370,942	6,971,000	7,084,717	1.6%	113,717
Business License Tax	6,619,296	6,242,000	6,435,502	3.1%	193,502
Transfer Tax	2,178,717	1,570,000	1,624,950	3.5%	54,950
Total Taxes	178,762,521	180,171,709	183,318,173	1.8%	3,146,464
Intergovernmental					
Homeowners Exemption	338,265	353,000	353,000	0.0%	-
Other Intergovernmental	7,387,339	821,418	657,951	-19.9%	(163,467)
Total Intergovernmental	7,725,604	1,174,418	1,010,951	-13.9%	(163,467)
Licenses and Permits					
Building Permits	1,691,494	1,800,000	1,250,000	-30.6%	(550,000)
Other Licenses and Permits	1,054,108	867,980	850,500	-2.0%	(17,480)
Total Licenses And Permits	2,745,602	2,667,980	2,100,500	-21.3%	(567,480)
Charges for Services					
Planning Fees	698,900	476,800	445,000	-6.7%	(31,800)
Building Department Fees	863,329	1,008,000	860,000	-14.7%	(148,000)
Engineering Fees	933,326	929,100	772,000	-16.9%	(157,100)
Ambulance Fees	3,425,287	4,430,000	6,330,000	42.9%	1,900,000
Recreation Fees	2,701,108	2,529,837	2,598,600	2.7%	68,763
Other Charges or Fees	1,715,034	1,202,575	1,584,245	31.7%	381,670
Total Charges For Services	10,336,984	10,576,312	12,589,845	19.0%	2,013,533
Fines and Forfeitures	342,948	355,770	276,200	-22.4%	(79,570)
Income from Investments and Property	(5,524,578)	6,021,288	5,948,225	-1.2%	(73,063)
Interdepartmental Charges	5,314,617	5,375,335	5,746,232	6.9%	370,897
Other Revenue Sources	1,351,103	1,458,251	1,022,000	-29.9%	(436,251)
Total General Fund	\$ 201,054,801	\$ 207,801,063	\$ 212,012,126	2.0%	\$ 4,211,063

* Interest is calculated on an amortized cost basis.

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2021-22 Actuals	2022-23 Estimated Revenue	2023-24 Estimated Revenue	Change as % of 2022-23 Estimated	Difference 2022-23 to 2023-24
Special Revenue Funds					
Affordable Housing					
Affordable Housing Fees	\$ 342,149	\$ 247,946	\$ 247,000	-0.4%	\$ (946)
Property Tax	-	-	-	0.0%	-
Interest Income	(491,215)	587,196	329,663	-43.9%	(257,533)
Other Revenue	1,112,930	49,264	5,000	-89.9%	(44,264)
Total Affordable Housing	963,864	884,406	581,663	-34.2%	(302,743)
Agricultural Mitigation Fee					
Agricultural Mitigation Fees	210,100	-	-	0.0%	-
Interest Income	(49,135)	13,500	13,000	-3.7%	(500)
Total Agricultural Mitigation Fee	160,965	13,500	13,000	-3.7%	(500)
Buena Vista Channel Maintenance					
Assessment Fees	161,000	100,000	100,000	0.0%	-
Interest Income	(61,578)	19,095	16,000	-16.2%	(3,095)
Total Buena Vista Channel Maintenance	99,422	119,095	116,000	-2.6%	(3,095)
Citizens' Option for Public Safety					
State Funding (AB3229)	283,504	282,500	250,000	-11.5%	(32,500)
Interest Income	(16,893)	4,700	2,500	-46.8%	(2,200)
Total Citizens' Option For Public Safety	266,611	287,200	252,500	-12.1%	(34,700)
Community Activity Grants					
Interest Income	(45,969)	12,000	12,000	0.0%	-
Total Community Activity Grants	(45,969)	12,000	12,000	0.0%	-
Community Development Block Grant					
Federal Grant	1,036,043	508,874	545,490	7.2%	36,616
Interest Income	50,419	10,047	10,147	1.0%	100
Other Revenue	325,511	182,388	29,638	-83.8%	(152,750)
Total Community Dev. Block Grant	1,411,973	701,309	585,275	-16.6%	(116,034)
Cultural Arts Donations					
Donations	48,000	25,000	-	-100.0%	(25,000)
Interest Income	(14,453)	3,424	3,424	0.0%	-
Total Cultural Arts Donations	33,547	28,424	3,424	-88.0%	(25,000)
Habitat Mitigation Fee					
Mitigation Fees	64,552	51,562	-	-100.0%	(51,562)
Interest Income	648	440	-	-100.0%	(440)
Total Habitat Mitigation Fee	65,200	52,002	-	-100.0%	(52,002)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2021-22 Actuals	2022-23 Estimated Revenue	2023-24 Estimated Revenue	Change as % of 2022-23 Estimated	Difference 2022-23 to 2023-24
Special Revenue Funds - Continued					
Library And Arts Endowment Fund					
Interest Income	\$ (11,044)	\$ 2,500	\$ 2,500	0.0%	\$ -
Total Library And Arts Endowment Fund	(11,044)	2,500	2,500	0.0%	-
Library Gifts/Bequests					
Gifts and Bequests	248,851	120,000	74,000	-38.3%	(46,000)
Interest Income	(73,328)	16,500	16,500	0.0%	-
Total Library Gifts/Bequests	175,523	136,500	90,500	-33.7%	(46,000)
Lighting And Landscaping District 2					
Assessment Fees	661,641	686,700	781,200	13.8%	94,500
Interest Income	(201,598)	73,043	73,700	0.9%	657
Total Lighting And Landscaping Dist. 2	467,567	759,743	854,900	12.5%	95,157
Local Cable Infrastructure Fund					
Cable Fees	301,514	290,000	275,000	-5.2%	(15,000)
Interest Income	(32,840)	9,000	7,000	-22.2%	(2,000)
Total Local Cable Infrastructure Fund	268,674	299,000	282,000	-5.7%	(17,000)
Median Maintenance					
Assessment Fees	346,058	365,000	365,000	0.0%	-
Other	952,289	951,900	1,035,000	8.7%	83,100
Total Median Maintenance	1,298,347	1,316,900	1,400,000	6.3%	83,100
Opioid Settlement Fund					
Settlements	-	238,846	-	-100.0%	(238,846)
Total Median Maintenance	-	238,846	-	-100.0%	(238,846)
Parking In Lieu					
Parking In Lieu Fees	44,960	-	-	0.0%	-
Interest Income	(49,043)	13,000	13,000	0.0%	-
Total Parking In Lieu	(4,083)	13,000	13,000	0.0%	-
Permanent Local Housing Allocation					
Federal Grant	-	-	1,119,126	0.0%	1,119,126
Total Police Grants	-	-	1,119,126	0.0%	1,119,126
Police Asset Forfeiture					
Asset Forfeitures	2,672	-	-	0.0%	-
Interest Income	(10,275)	2,368	2,400	1.4%	32
Total Police Asset Forfeiture	(7,603)	2,368	2,400	1.4%	32
Public Safety Grants					
Federal Grant	171,776	301,796	-	-100.0%	(301,796)
Total Police Grants	171,776	301,796	-	-100.0%	(301,796)
Recreation Donations					
Donations	67,052	55,981	46,500	-16.9%	(9,481)
Interest Income	(13,157)	2,730	2,700	-1.1%	(30)
Total Recreation Donations	53,895	58,711	49,200	-16.2%	(9,511)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2021-22 Actuals	2022-23 Estimated Revenue	2023-24 Estimated Revenue	Change as % of 2022-23 Estimated	Difference 2022-23 to 2023-24
Special Revenue Funds - Continued					
Rental Assistance					
Federal Grant	\$ 8,933,219	\$ 8,988,081	\$ 9,035,487	0.5%	\$ 47,406
Other Revenue	1,109,397	1,862,580	2,299,190	23.4%	436,610
Total Rental Assistance	10,042,616	10,850,661	11,334,677	4.5%	484,016
Senior Donations					
Donations	3,035	6,400	5,000	-21.9%	(1,400)
Interest Income	(12,822)	3,500	3,500	0.0%	-
Other Revenue	11,137	10,746	10,000	-6.9%	(746)
Total Senior Donations	1,350	20,646	18,500	-10.4%	(2,146)
Street Lighting					
Assessment Fees	739,284	740,000	740,000	0.0%	-
Other Revenue	155,790	228,222	254,754	11.6%	26,532
Interest Income	(117,704)	32,750	30,000	-8.4%	(2,750)
Total Street Lighting	777,370	1,000,972	1,024,754	2.4%	23,782
Street Tree Maintenance					
Assessment Fees	471,860	470,000	470,000	0.0%	-
Other Revenue	440,239	450,500	535,000	18.8%	84,500
Total Street Tree Maintenance	912,099	920,500	1,005,000	9.2%	84,500
Tyler Court Apartments					
Rental Income	649,402	680,000	772,982	13.7%	92,982
Other Revenue	3,196	1,472	1,985	34.9%	513
Interest Income	69	-	-	0.0%	-
Total Tyler Court Apartments	652,667	681,472	774,967	13.7%	93,495
Total Special Revenue Funds	\$ 17,754,767	\$ 18,701,551	\$ 19,535,386	4.5%	\$ 833,835

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2021-22 Actuals	2022-23 Estimated Revenue	2023-24 Estimated Revenue	Change as % of 2022-23 Estimated	Difference 2022-23 to 2023-24
Enterprise Funds					
Water Operations					
Water Sales	\$ 27,783,136	\$ 27,012,000	\$ 27,822,000	3.0%	\$ 810,000
Ready-to-Serve charge	12,737,089	13,462,000	13,866,000	3.0%	404,000
Property Tax	4,694,121	4,705,000	4,705,000	0.0%	-
New Account Charges	105,269	108,000	108,000	0.0%	-
Back-Flow Program Fees	167,823	168,000	168,000	0.0%	-
Penalty Fees	189,399	391,000	411,000	5.1%	20,000
Interest Income	(1,498,707)	319,000	389,000	21.9%	70,000
Engineering Overhead	95,307	155,000	155,000	0.0%	-
Service Connection Fees	(13,700)	15,000	20,000	33.3%	5,000
Other Revenue	3,679,732	392,000	505,000	28.8%	113,000
Total Water Operations	47,939,469	46,727,000	48,149,000	3.0%	1,422,000
Recycled Water Operations					
Water Sales	6,924,934	7,103,000	7,210,000	1.5%	107,000
Ready-to-Serve charge	1,271,831	1,350,000	1,370,000	1.5%	20,000
Interest Income	320,128	(89,600)	(80,000)	-10.7%	9,600
Other Revenue	214,299	424,505	426,380	0.4%	1,875
Total Recycled Water Operations	8,731,192	8,787,905	8,926,380	1.6%	138,475
Wastewater Operations					
Service Charges	16,057,876	18,741,000	21,927,000	17.0%	3,186,000
Misc. Sewer	162,518	12,000	12,000	0.0%	-
Engineering Overhead	65,119	120,000	120,000	0.0%	-
Penalty Fees	61,779	120,000	120,000	0.0%	-
Interest Income	(551,699)	108,000	110,000	1.9%	2,000
Other Revenue	238,485	67,000	67,000	0.0%	-
Total Wastewater Operations	16,034,078	19,168,000	22,356,000	16.6%	3,188,000
Solid Waste Management					
Recycling Fees (AB939)	428,284	800,000	800,000	0.0%	-
Penalty Fees	32,307	1,500	-	-100.0%	(1,500)
Trash Surcharge	3,223,792	1,900,000	1,300,000	-31.6%	(600,000)
Interest Income	(524,899)	132,260	125,200	-5.3%	(7,060)
Other Revenue	578,967	1,020,822	940,000	-7.9%	(80,822)
Total Solid Waste Management	3,738,451	3,854,582	3,165,200	-17.9%	(689,382)
Golf Course Operations					
Charges for Services	10,424,281	10,437,122	10,085,000	-3.4%	(352,122)
Interest Income	(103,721)	68,675	84,000	22.3%	15,325
Other Revenue	102,878	80,500	80,500	0.0%	-
Total Golf Course Operations	10,423,438	10,586,297	10,249,500	-3.2%	(336,797)
Total Enterprise Funds	\$ 86,866,628	\$ 89,123,784	\$ 92,846,080	4.2%	\$ 3,722,296

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2021-22 Actuals	2022-23 Estimated Revenue	2023-24 Estimated Revenue	Change as % of 2022-23 Estimated	Difference 2022-23 to 2023-24
Internal Service Funds					
Workers' Compensation					
Interdepartmental Charges	\$ 4,524,120	\$ 5,174,620	\$ 5,908,510	14.2%	\$ 733,890
Interest Income	(567,118)	190,000	190,000	0.0%	-
Other Revenue	849,077	8,644,235	-	-100.0%	(8,644,235)
Total Workers' Compensation	4,806,079	14,008,855	6,098,510	-56.5%	(7,910,345)
Risk Management					
Interdepartmental Charges	3,305,532	3,890,450	7,069,660	81.7%	3,179,210
Interest Income	(206,581)	40,000	40,000	0.0%	-
Other Revenue	49,453	1,040,901	-	-100.0%	(1,040,901)
Total Risk Management	3,148,404	4,971,351	7,109,660	43.0%	2,138,309
Vehicle Maintenance					
Interdepartmental Charges	3,038,651	3,272,355	3,605,863	10.2%	333,508
Interest Income	(13,555)	10,807	7,000	-35.2%	(3,807)
Other Revenue	67,848	1,441,956	20,000	-98.6%	(1,421,956)
Total Vehicle Maintenance	3,092,944	4,725,118	3,632,863	-23.1%	(1,092,255)
Vehicle Replacement					
Interdepartmental Charges	3,574,152	3,575,367	3,948,539	10.4%	373,172
Interest Income	(802,235)	220,386	213,000	-3.4%	(7,386)
Other Revenue	1,505,548	175,000	150,000	-14.3%	(25,000)
Total Vehicle Replacement	4,277,465	3,970,753	4,311,539	8.6%	340,786
Information Technology					
Interdepartmental Charges	14,759,399	16,408,619	17,123,775	4.4%	715,156
Interest Income	(355,281)	82,000	81,000	-1.2%	(1,000)
Other Revenue	29,949	52,200	-	-100.0%	(52,200)
Total Information Technology	14,434,067	16,542,819	17,204,775	4.0%	661,956
Total Internal Service Funds	\$ 29,758,959	\$ 44,218,896	\$ 38,357,347	-13.3%	\$ (5,861,549)
Trust Funds					
Successor Agency Housing Fund					
Property Tax Increment	848,207	954,059	-	-100.0%	(954,059)
Interest Income	54,646	54,587	-	-100.0%	(54,587)
Total Successor Agency Housing Fund	902,853	1,008,646	-	-100.0%	(1,008,646)
Total Trust Funds	\$ 902,853	\$ 1,008,646	\$ -	-100.0%	\$ (1,008,646)
Total Operating Funds	\$ 336,338,008	\$ 360,853,940	\$ 362,750,939	0.5%	\$ 1,896,999

SCHEDULE OF BUDGET EXPENDITURES

Department	2020-21 Actuals	2021-22 Actuals	2022-23 Estimated Expenditures	2022-23 Budget	2023-24 Budget	Change as % of 2022-23 Budget
General Fund						
Policy And Leadership Group						
City Council	\$ 487,977	\$ 534,144	\$ 546,770	\$ 652,220	\$ 607,078	-6.9%
City Attorney	2,036,466	2,081,883	2,000,000	2,033,508	2,115,596	4.0%
City Clerk	1,207,035	1,296,312	1,300,000	1,394,162	1,274,455	-8.6%
City Manager	1,939,537	2,013,122	2,058,720	2,156,145	2,184,823	1.3%
City Treasurer	235,400	243,289	214,500	249,945	279,149	11.7%
Communication & Engagement	1,493,938	2,037,551	2,029,500	1,979,186	1,953,098	-1.3%
Total Policy And Leadership Group	7,400,353	8,206,301	8,149,490	8,465,166	8,414,199	-0.6%
Administrative Services						
Administration	-	706,556	741,397	747,797	784,107	5%
Finance	5,810,863	5,623,094	5,300,000	5,472,176	5,323,368	-2.7%
Human Resources	4,359,159	4,388,148	4,829,000	5,264,775	5,029,995	-4.5%
Innovation & Economic Development	1,427,603	1,334,163	2,579,800	2,585,951	2,608,489	0.9%
Total Administrative Services	11,597,625	12,051,961	13,450,197	14,070,699	13,745,959	-2.3%
Community Services						
Community Services Administration	654,001	663,579	675,000	675,917	585,411	-13.4%
Community Development	10,715,350	12,064,408	10,690,000	10,384,700	11,012,958	6.0%
Housing & Homeless Services	-	-	2,657,643	3,134,115	2,765,195	-12%
Library & Cultural Arts	12,344,689	13,024,082	13,262,900	14,088,425	13,637,285	-3.2%
Parks & Recreation	16,786,632	19,251,458	21,597,193	21,167,014	21,055,565	-0.5%
Total Community Services	40,500,672	45,003,527	48,882,736	49,450,171	49,056,414	-0.8%
Public Safety						
Fire	30,712,871	33,684,622	38,995,265	37,756,943	37,882,886	0.3%
Police	47,615,546	50,824,125	56,456,326	51,240,884	55,615,155	8.5%
Total Public Safety	78,328,417	84,508,747	95,451,591	88,997,827	93,498,041	5.1%
Public Works						
Public Works Administration	1,808,997	1,760,326	1,414,235	1,440,649	1,562,272	8.4%
Construction Management & Inspection	2,728,545	2,909,255	3,301,343	3,262,768	3,257,906	-0.1%
Environmental Sustainability	1,030,453	1,238,207	1,030,986	1,159,789	1,178,783	1.6%
Fleet & Facilities	5,341,736	6,297,998	8,001,952	6,768,736	7,497,115	10.8%
Transportation	7,553,800	8,048,352	9,223,272	9,707,559	9,732,215	0.3%
Total Public Works	18,463,531	20,254,138	22,971,788	22,339,501	23,228,291	4.0%
Miscellaneous Non-Departmental Expenditures						
Community Contributions & Village trenching	2,595	-	-	-	5,220,000	-
Dues & Subscriptions	72,714	75,069	80,000	80,000	80,000	0.0%
Legal Services	755,312	519,683	275,000	1,000,000	750,000	-25.0%
Professional Services	34,194	33,980	45,000	41,658	39,700	-4.7%
Other Miscellaneous Expenditures	1,055,650	50,787	60,000	100,000	100,000	0.0%
Personnel Related	184,337	155,595	144,000	1,050,000	1,637,000	55.9%
COVID-related	245,579	177,677	44,000	-	-	-
Vacancy savings	-	-	(2,000,000)	(2,000,000)	(2,000,000)	0.0%
Property Tax & Other Administration	759,165	725,588	730,000	750,000	750,000	0.0%
Total Miscellaneous Non-Departmental Expenditures	3,109,546	1,738,379	(622,000)	1,021,658	6,576,700	543.7%

SCHEDULE OF BUDGET EXPENDITURES

Department	2020-21 Actuals	2021-22 Actuals	2022-23 Estimated Expenditures	2022-23 Budget	2023-24 Budget	Change as % of 2022-23 Budget
General Fund - Continued						
Transfers						
Transfer to General Capital Construction Fund	\$ 4,500,000	\$ 13,283,056	\$ 3,956,000	\$ 3,956,000	\$ 11,600,000	0.0%
Transfer to Infrastructure Replacement Fund	4,500,000	283,000	3,956,000	3,956,000	4,200,000	0.0%
Transfer from Infrastructure Replacement Fund	-	-	-	-	-	-
Transfer to Technology Investment Capital Fund		10,656,000	3,956,000	3,956,000	4,200,000	
Transfer To LLD#1 (Medians & Trees)	700,000	1,390,000	1,400,000	1,400,000	1,570,000	0.0%
Transfer To Storm Water Program	281,040	322,000	332,000	332,000	340,000	0.0%
Other Miscellaneous Transfers	47,031,506	993,748	10,608,252	-	-	-100.0%
Total Transfers	57,012,546	26,927,804	24,208,252	13,600,000	21,910,000	61.1%
Total Miscellaneous Non-Departmental	60,122,092	28,666,183	23,586,252	14,621,658	28,486,700	94.8%
Subtotal General Fund	216,412,690	198,690,857	212,492,054	197,945,022	216,429,604	9.3%
Contingencies	-	-	-	500,000	500,000	0.0%
Total General Fund	\$ 216,412,690	\$ 198,690,857	\$ 212,492,054	\$ 198,445,022	\$ 216,929,604	9.3%
Special Revenue Funds						
Affordable Housing	\$ 4,674,625	\$ 237,513	\$ 288,618	\$ 393,385	\$ 668,530	69.9%
Agricultural Mitigation Fee	-	-	392,687	-	-	-
Buena Vista Channel Maintenance	80,982	75,104	195,245	195,245	195,245	0.0%
Citizens' Option For Public Safety	263,590	181,912	265,705	265,705	295,298	11.1%
Community Activity Grants	-	-	-	30,000	30,000	0.0%
Community Development Block Grant	936,783	1,429,464	728,372	636,728	702,305	10.3%
Cultural Arts Donations	25,447	37,840	85,489	131,750	148,750	12.9%
Habitat Mitigation Fee	16,961	14,535	52,002	-	-	-
Library And Arts Endowment Fund	-	480	4,000	6,000	6,000	0.0%
Library Gifts/Bequests	144,279	137,515	275,041	394,467	462,785	17.3%
Lighting And Landscaping District 2	287,307	258,171	335,033	338,070	367,500	8.7%
Local Cable Infrastructure Fund	336,001	403,843	435,000	395,006	538,956	36.4%
Median Maintenance	1,036,374	1,067,645	1,476,870	1,329,900	1,396,580	5.0%
Opioid Settlement Fund	-	-	-	-	21,466	-
Parking In Lieu	48,244	49,674	53,000	53,000	56,000	5.7%
Permanent Local Housing Allocation	-	-	-	-	1,119,126	-
Police Asset Forfeiture	54,225	12,228	105,869	125,000	75,000	-40.0%
Public Safety Grants	117,267	78,602	321,281	-	-	-
Recreation Donations	26,165	38,755	84,809	81,009	81,200	0.2%
Rental Assistance	9,024,886	10,081,418	10,860,729	10,409,089	11,339,700	8.9%
Senior Donations	5,367	37,796	43,500	50,500	33,500	-33.7%
Street Lighting	777,332	927,419	916,850	1,065,393	1,100,077	3.3%
Street Tree Maintenance	750,272	816,583	1,075,168	880,235	1,004,763	14.1%
Tyler Court Apartments	474,209	915,040	748,339	540,716	604,523	11.8%
Total Special Revenue Funds	\$ 19,080,316	\$ 16,801,537	\$ 18,743,607	\$ 17,321,198	\$ 20,247,304	16.9%

SCHEDULE OF BUDGET EXPENDITURES

Department	2020-21 Actuals	2021-22 Actuals	2022-23 Estimated Expenditures	2022-23 Budget	2023-24 Budget	Change as % of 2022-23 Budget
Enterprise Funds						
Water Operations	\$ 47,685,382	\$ 44,316,249	\$ 48,000,000	\$ 49,715,832	\$ 54,759,803	10.1%
Recycled Water Operations	7,603,103	8,124,171	9,000,000	11,206,521	11,849,122	5.7%
Wastewater Operations	13,053,207	12,909,801	16,900,000	16,999,568	23,068,138	35.7%
Solid Waste Management	5,003,349	4,744,618	4,982,227	5,801,402	5,950,634	2.6%
Golf Course Operations	6,832,769	8,345,328	8,660,962	9,195,000	10,121,000	10.1%
Total Enterprise Funds	\$ 80,177,810	\$ 78,440,167	\$ 87,543,189	\$ 92,918,323	\$ 105,748,697	13.8%
Internal Service Funds						
Workers' Compensation	\$ 3,408,864	\$ 6,980,247	\$ 6,267,000	\$ 4,507,014	\$ 5,157,892	14.4%
Risk Management	2,675,135	4,519,731	5,155,035	3,780,570	6,718,232	77.7%
Self-Insured Benefits	1,834,163	-	-	-	-	-
Vehicle Maintenance	3,239,389	3,523,778	4,017,238	3,506,140	3,696,339	5.4%
Vehicle Replacement	2,342,065	2,494,913	7,398,750	5,293,745	1,068,564	-79.8%
Information Technology	13,917,753	13,264,070	17,086,055	15,477,967	16,637,475	7.5%
Total Internal Service Funds	\$ 27,417,369	\$ 30,782,739	\$ 39,924,078	\$ 32,565,436	\$ 33,278,502	2.2%
Trust Funds						
Successor Agency Housing Fund	\$ 239,902	\$ 120,799	\$ 1,038,203	\$ 1,068,845	\$ 1,059,500	-0.9%
Total Trust Funds	\$ 239,902	\$ 120,799	\$ 1,038,203	\$ 1,068,845	\$ 1,059,500	-0.9%
Total Operating Funds	\$ 343,328,087	\$ 324,836,099	\$ 359,741,131	\$ 342,318,824	\$ 377,263,607	10.2%



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 and fire services including response and recovery, emergency medical, marine safety, community risk reduction, and emergency management.

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

Mickey Williams
Chief of Police

442-339-2100
police@carlsbadca.gov



PUBLIC SAFETY SERVICES

Public Safety

Police

Fire



PUBLIC SAFETY |
FIRE DEPARTMENT: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 15,933,650	\$ 16,749,689	\$ 18,570,048	\$ 20,003,988
Retirement Benefits	5,984,047	5,793,156	5,879,146	5,913,010
Health Insurance	1,675,972	1,881,487	2,296,419	2,353,393
Other Personnel Expenses	846,659	1,614,754	1,789,390	1,921,247
Personnel Services Subtotal	24,440,328	26,039,086	28,535,003	30,191,638
Operating Expenses				
Professional & Contract Services	1,534,169	1,594,756	1,863,645	1,852,334
Supplies & Materials	720,270	962,942	1,154,382	1,052,766
Repair & Maintenance	95,569	69,368	91,623	74,450
Interdepartmental Charges	3,131,180	3,737,603	4,361,857	4,448,981
Other Operating Expenses	184,161	218,457	281,933	284,183
Capital Outlay	607,194	1,062,410	1,468,500	-
Operating Expenses Subtotal	6,272,543	7,645,536	9,221,940	7,712,714
TOTAL EXPENDITURES	\$ 30,712,871	\$ 33,684,622	\$ 37,756,943	\$ 37,904,352
Full Time Positions	97.75	111.00	123.00	124.00
Hourly/FTE Positions	5.50	10.00	11.50	10.50

FIRE

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

PUBLIC SAFETY |
FIRE DEPARTMENT: ADMINISTRATION

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$639,039	\$612,802	\$594,716	\$609,142
Retirement Benefits	259,731	210,682	119,010	177,943
Health Insurance	81,704	82,573	70,744	87,273
Other Personnel Expenses	44,937	79,998	76,379	76,155
Personnel Services Subtotal	1,025,411	986,055	860,849	950,513
Operating Expenses				
Professional & Contract Services	1,112,072.00	1,195,366	1,372,150	1,396,750
Supplies & Materials	48,304	70,511	83,486	82,299
Repair & Maintenance	23	2,434	475	650
Interdepartmental Charges	2,653,052	3,041,512	3,615,605	3,511,279
Other Operating Expenses	12,704	17,783	1,400	500
Capital Outlay	79,321	-	-	-
Operating Expenses Subtotal	3,905,476	4,327,606	5,073,116	4,991,478
TOTAL EXPENDITURES	\$4,930,887	\$5,313,661	\$5,933,965	\$5,941,991
Full Time Positions	5.00	5.00	4.00	5.00
Hourly/FTE Positions	1.00	0.50	0.50	0.50
	<i>Account: 0012200</i>		<i>Fund: General</i>	
	<i>0012210</i>			
	<i>0012251</i>			
	<i>0012253</i>			

ABOUT

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
- Manage records
- Compile data and analyze business intelligence
- Manage webpage and social media content

RECENT ACCOMPLISHMENTS

- Completed Standards of Cover Work Plan Objective 2 to support City Council goal
- Submitted Ground Emergency Medical Transportation Certified Public Expenditure cost reports for fiscal years 2018-19, 2019-20, 2020-21, 2021-22 and 2022-23
- Created an internal semiannual Operations Activity & Performance Report
- Developed and published flipbook document for the 2022 Fire Department Annual Report
- Organized third-party analysis of administrative resources to identify effectiveness and efficiencies across department
- Presented Ambulance Service Fee Study findings to the City Council

GOALS

- Adopt best practice-based response time policy according to risk type
- Identify and acquire property for permanent Fire Station 7
- Present First Responder Fee Feasibility Study findings to the City Council
- Participate in Medicare Ground Ambulance Data Collection System
- Join Ground Emergency Medical Transportation Intergovernmental Transfer Program
- Revise EMS Memorandum of Understanding with the County of San Diego
- Conclude performance standard recommendations for Carlsbad Tomorrow as an update to the Growth Management Program

PUBLIC SAFETY |
FIRE DEPARTMENT: EMERGENCY OPERATIONS

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$13,968,465	\$14,834,351	\$16,604,025	\$18,019,888
Retirement Benefits	5,207,222	5,100,171	5,327,255	5,261,781
Health Insurance	1,425,175	1,614,927	2,017,162	2,069,660
Other Personnel Expenses	712,311	1,351,310	1,536,207	1,683,577
Personnel Services Subtotal	21,313,173	22,900,759	25,484,649	27,034,906
Operating Expenses				
Professional & Contract Services	200,794	197,349	227,315	206,504
Supplies & Materials	637,130	850,264	999,469	911,017
Repair & Maintenance	92,615	66,849	91,148	73,800
Interdepartmental Charges	184,478	236,381	338,955	493,664
Other Operating Expenses	164,002	192,849	259,033	263,183
Capital Outlay	527,873	1,062,410	1,468,500	0
Operating Expenses Subtotal	1,806,892	2,606,102	3,384,420	1,948,168
TOTAL EXPENDITURES	\$23,120,065	\$25,506,861	\$28,869,069	\$28,983,074
Full Time Positions	82.00	94.00	107.00	107.90
Hourly/FTE Positions	3.50	8.50	10.50	9.50
	<i>Account:</i>	0012220 0012229 0012250 0012252	<i>Fund:</i>	General

ABOUT

The Emergency Operations Bureau is comprised of Suppression, EMS/Training and Special Operations/Professional Services. The divisions provide an all-hazard response safeguarding life, property and the environment through 24-hour fire, rescue, marine safety and emergency medical services.

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 and community health services
- Perform high-risk technical search and rescues
- Deploy SWAT Medics 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

- Recruited full-time and part-time EMTs to convert all ambulances to new staffing model
- Operationalized Temporary Fire Station 7
- Promoted three fire captains and three fire engineers to establish new fire station
- Added fourth paramedic firefighter on ladder truck to maintain an Effective Response Force
- Ordered and outfitted new fire engine
- Designed, ordered and outfitted new urban search and rescue apparatus
- Launched automated narcotic tracking system to enhance recordkeeping requirements
- Implemented “Leave Behind Narcan” and overdose recognition and intervention programs
- Provided EMTs for first aid services at TGIF Concerts in the Parks
- Replaced Very High Frequency radios to improve interoperability
- Retrofitted Plymovent exhaust extraction systems with magnetic couplers at all fire stations
- Replaced Self-Contained Breathing Apparatus equipment
- Procured air decontamination and filtration units for all firefighting apparatuses
- Submitted Letter of Intent to Cal OES to request funding for regional rescue training
- Hired second Paramedic Lifeguard Lieutenant to manage day-to-day beach operations
- Relocated lifeguard operations and apparatuses to Temporary Fire Station 7

GOALS

- Refine plan to incorporate EMTs into city special event plans
- Develop EMT-to-paramedic firefighter promotion curriculum to bolster recruitment
- Enhance community health through outreach and education
- Finalize data sharing agreement with County of San Diego for electronic patient care records
- Develop Fire Station Master Plan to identify current and future station needs
- Attain United States Lifeguard Association Accreditation
- Install boat dock at Temporary Fire Station 7 for direct access to Agua Hedionda Lagoon
- Execute quarterly training plan for North Zone Technical Rescue Team
- Collaborate with Police Department to develop Mobile Command Post Training
- Maintain “Turn-Out-Time” of 2 minutes or less for all requests at least 90% of the time
- Maintain EMS satisfaction rating above 95%

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Time from request to first unit being en-route (90th percentile)	01:50	01:55	01:55
EMS customer survey overall satisfaction rating	94.3%	95.0%	95.0%

PUBLIC SAFETY |

FIRE DEPARTMENT: COMMUNITY RISK REDUCTION & RESILIENCY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$1,326,146	\$1,302,536	\$1,371,307	\$1,374,958
Retirement Benefits	517,094	482,303	432,881	473,286
Health Insurance	169,093	183,987	208,513	196,460
Other Personnel Expenses	89,411	183,446	176,804	161,515
Personnel Services Subtotal	2,101,744	2,152,272	2,189,505	2,206,219
Operating Expenses				
Professional & Contract Services	221,303	202,041	264,180	249,080
Supplies & Materials	34,836	42,167	71,427	59,450
Repair & Maintenance	2,931	85	0	-
Interdepartmental Charges	293,650	459,710	407,297	444,038
Other Operating Expenses	7,455	7,825	21,500	20,500
Capital Outlay	0	0	-	-
Operating Expenses Subtotal	560,175	711,828	764,404	773,068
TOTAL EXPENDITURES	\$2,661,919	\$2,864,100	\$2,953,909	\$2,979,287
Full Time Positions	10.75	12.00	12.00	11.10
Hourly/FTE Positions	1.00	1.00	0.50	0.50

Account: 0012240-0012243 Fund: General
128 Fund: Special Revenue – Opioid Settlement

ABOUT

The Community Risk Reduction Bureau is comprised of Fire & Life Safety and the Office of Emergency Management and Resilience. The divisions mitigate all types of hazardous conditions and ensure incident response readiness.

SERVICES

- Oversee Hazard Reduction Program to identify and abate brush fire hazards
- Respond to inquiries and complaints concerning hazardous conditions
- 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 annual inspections of schools, care facilities, hotels, motels and apartment complexes
- Coordinate outreach and education programs promoting fire safety tips and prevention
- Install and test smoke alarms in Carlsbad homes
- Direct, conduct and implement city-level emergency plans, programs, training and exercises
- Coordinate multi-department and multi-agency preparedness to prevent, protect against, mitigate, respond to and recover from all threats and hazards

- Support large-scale emergencies through the Emergency Operations Center
- Conduct emergency notifications and direct emergency care and shelter operations
- Manage the Carlsbad Community Emergency Response Team
- Represent the city on the San Diego Unified Disaster Council
- Co-chair Ready Carlsbad Business Alliance Committee of the Carlsbad Chamber of Commerce

RECENT ACCOMPLISHMENTS

- Adopted 2022 California Fire Code with local amendments
- Audited Knox Box Program and updated Key Issuance Policy
- Developed Wildland Fire Homeowners Association Education Program
- Formatted fuel modification plans for compatibility with infield GIS operations programs
- Extended smoke alarm installation program to all Carlsbad residents
- Activated Emergency Operations Center (EOC) for Safer Streets Emergency and managed city response
- Delivered EOC training to approximately 35 responders
- Delivered Emergency Shelter Worker Training to approximately 100 city employees
- Elected to serve on San Diego Cyber Center of Excellence Board of Advisors
- Elected to serve as president of InfraGard San Diego
- Installed as president of the Southern California Fire Prevention Officers Section of the California Fire Chiefs Association

GOALS

- Adopt Fire Hazard Severity Zone Map by ordinance
- Update City Landscape Manual incorporating new fuel modification guidelines
- Conduct community risk assessments for emergency planning of natural, technological and man-made hazards and threats
- Initiate Restaurant Inspection Program Feasibility Study for extinguishing systems including proper use education for kitchen staff
- Create new program for safe use and operation of lithium-ion battery powered devices
- Convert all paper plans to digital format for ease of access, viewing and storage reduction
- Provide Incident Command System training for overhead deployment assignments
- Collaborate with the IT Department to develop cybersecurity training and exercises
- Train additional EOC responders and emergency shelter workers through scenario-based disaster workshops and exercises
- Design, develop and implement Community Based Risk Reduction and Resilience Program
- Manage EOC Renovation Project to include structural and technological enhancements
- Maintain 100% compliance with mandated inspections under Senate Bill 1205
- Achieve 90% compliance for completing fire investigation reports within 30 days of initial fire incident

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Compliance with Senate Bill 1205-mandated inspections	100%	100%	100%
Complete fire investigation report within 30 days of initial fire incident 90% of the time	87%	75%	90%

PUBLIC SAFETY |
POLICE DEPARTMENT: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 23,442,173	\$ 24,040,885	\$ 25,853,833	\$ 28,351,946
Retirement Benefits	10,176,003	9,216,797	8,353,791	8,815,694
Health Insurance	2,533,373	2,459,113	2,942,943	2,902,722
Other Personnel Expenses	1,494,433	3,022,563	3,593,209	4,198,805
Personnel Services Subtotal	37,645,982	38,739,358	40,743,776	44,269,167
Operating Expenses				
Professional & Contract Services	2,209,244	1,723,964	1,816,720	1,688,452
Supplies & Materials	454,203	899,446	469,405	444,505
Repair & Maintenance	185,356	208,560	260,425	260,425
Interdepartmental Charges	6,548,607	7,432,859	7,723,463	8,678,004
Other Operating Expenses	319,389	597,502	614,600	644,100
Capital Outlay	601,499	1,491,767	3,200	800
Operating Expenses Subtotal	10,318,298	12,354,098	10,887,813	11,716,286
TOTAL EXPENDITURES	\$ 47,964,280	\$ 51,093,456	\$ 51,631,589	\$ 55,985,453
TOTAL FUNDING				
General Fund	\$ 47,615,546	\$ 50,824,125	\$ 51,240,884	\$ 55,615,155
Special Revenue Fund	435,082	272,742	390,705	370,298
TOTAL FUNDING	\$ 48,050,628	\$ 51,096,867	\$ 51,631,589	\$ 55,985,453
Full Time Positions	184.00	186.00	187.00	187.00
Hourly/FTE Positions	2.00	2.00	3.18	2.18

POLICE

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

PUBLIC SAFETY |
POLICE DEPARTMENT: ADMINISTRATION

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 787,934	\$ 897,021	\$ 882,956	\$ 937,426
Retirement Benefits	364,243	321,535	229,062	302,034
Health Insurance	75,338	75,429	100,384	80,271
Other Personnel Expenses	44,743	100,314	117,598	154,234
Personnel Services Subtotal	1,272,258	1,394,299	1,330,000	1,473,965
Operating Expenses				
Professional & Contract Services	975,152	886,315	949,000	856,000
Supplies & Materials	20,810	46,328	38,250	32,050
Repair & Maintenance	7,829	2,285	9,000	9,000
Interdepartmental Charges	3,801,221	3,959,997	4,273,139	4,795,803
Other Operating Expenses	254,782	327,630	360,550	360,050
Capital Outlay	24,651	1,096,499	3,200	800
Operating Expenses Subtotal	5,084,445	6,319,054	5,633,139	6,053,703
TOTAL EXPENDITURES	\$ 6,356,703	\$ 7,713,353	\$ 6,963,139	\$ 7,527,668
Full Time Positions	5.00	6.00	7.00	7.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
	<i>Account: 0012110</i>		<i>Fund: General</i>	
	<i>0012122</i>			

ABOUT

This division develops and administers 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 Phase 2 of Police & Fire Headquarters remodel
- Conducted two Police Citizens Academy sessions and one city Citizens Academy
- Implemented a monthly Communications Team meeting to increase candid communication within the department
- Increased engagement across all social media platforms

- Established and adopted the initial terms of the members of the Community-Police Engagement Commission
- Instituted an internal Police Department webpage to streamline how employees access department information, resources and processes

GOALS

- Respond to a growing number of calls for service involving mental crisis in a manner consistent with crisis management and de-escalation best practices
- Use more innovative technology to provide the most efficient and effective service
- Work with the city's innovation team to increase accuracy, efficiency and transparency in the department's data
- Review and analyze department response times with a goal of decreasing response times for all priority calls for service

PUBLIC SAFETY |
POLICE DEPARTMENT: FIELD OPERATIONS

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 12,759,559	\$ 12,777,311	\$ 13,676,425	\$ 15,084,018
Retirement Benefits	5,894,379	5,313,526	4,643,888	4,976,823
Health Insurance	1,348,171	1,271,010	1,492,109	1,469,024
Other Personnel Expenses	807,276	1,610,722	1,847,458	2,109,944
Personnel Services Subtotal	20,809,385	20,972,569	21,659,880	23,639,809
Operating Expenses				
Professional & Contract Services	399,966	494,931	507,620	535,352
Supplies & Materials	200,037	370,066	167,230	167,230
Repair & Maintenance	17,224	30,047	21,400	21,400
Interdepartmental Charges	2,049,500	2,718,299	2,725,205	3,159,009
Other Operating Expenses	24,550	123,269	135,950	135,950
Capital Outlay	504,118	231,323	-	-
Operating Expenses Subtotal	3,195,395	3,967,935	3,557,405	4,018,941
TOTAL EXPENDITURES	\$ 24,004,780	\$ 24,940,504	\$ 25,217,285	\$ 27,658,750
Full Time Positions	99.50	102.00	96.00	95.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012115-2121 Fund: General
0012123-2125

ABOUT

The Field Operations Division includes patrol, traffic, canines, SWAT, lagoon patrol and police rangers. The Department’s goal for average response time for Priority 1 calls is less than six minutes. The average response time for Priority 1 calls in the city is 5.07 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 2022, the city’s violent crime rate was 2 per 1,000 population and the property crime rate was 18.48 per 1,000 population. The county average is 3.79 for violent crime and 15.21 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
- Utilize de-escalation tactics during criminal and mental health scenarios to safely resolve critical incidents

- Staff every major public event in the city with Patrol and SWAT team members to respond to immediate, life-threatening emergencies
- Conduct field interviews and take reports at incidents including crimes, arrests, collisions and
- 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 2018	CY 2019	CY 2020	CY 2021	CY 2022
Police activities/Calls for service	99,562	112,323	110,448	107, 156	103,192
Number of cases	8,705	8,774	8,222	8,704	8,348
9-1-1 calls	32,509	33,061	31,642	36, 154	34,550
Total phone calls	156,488	157,587	162,055	162,541	148,819

RECENT ACCOMPLISHMENTS

- Continued to train our de-escalation policy/program including all new employees and conducted training for the Carlsbad Equity Coalition
- Expanded response capacity to schools including access and training personnel in life saving medical aid and equipment
- Implemented new canine unit training and deployment software that improves the quality of documentation of training and the deployment of information making the canine unit more effective and accountable
- Achieved an approval rating of 4.43 out of 5 based on 2,848 responses for 2022
- Completed an evaluation of the department’s response time for emergency calls for service
- Achieved average response times as follows:
 - Priority 1: 5.07 minutes
 - Priority 2: 10.54 minutes
 - Priority 3: 48.45 minutes

GOALS

- Continue to collaborate with schools in the city to improve cooperation and collaboration during critical and routine incidents
- 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
- Formalize critical incident debriefing protocol and documentation to ensure that the department maximizes the learning potential of unique incidents

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Suspects arrested with License Plate Recognition*	106	132	--
Vehicles recovered with License Plate Recognition*	90	111	--

**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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 9,094,750	\$ 9,677,739	\$ 10,337,845	\$ 11,502,713
Retirement Benefits	3,649,345	3,341,120	3,203,873	3,306,177
Health Insurance	1,036,172	1,038,882	1,234,254	1,254,585
Other Personnel Expenses	590,381	1,217,342	1,495,059	1,803,517
Personnel Services Subtotal	14,370,648	15,275,083	16,271,031	17,866,992
Operating Expenses				
Professional & Contract Services	701,550	253,320	158,100	144,600
Supplies & Materials	131,782	394,585	106,225	107,525
Repair & Maintenance	123,598	175,672	184,750	184,750
Interdepartmental Charges	661,781	721,731	688,898	692,643
Other Operating Expenses	24,218	74,290	91,100	121,100
Capital Outlay	44,857	128,213	-	-
Operating Expenses Subtotal	1,687,786	1,747,811	1,229,073	1,250,618
TOTAL EXPENDITURES	\$ 16,058,434	\$ 17,022,894	\$ 17,500,104	\$ 19,117,610
Full Time Positions	73.50	73.00	78.00	80.00
Hourly/FTE Positions	1.00	1.00	2.18	1.18

Account: 0012126-2138 Fund: General
0012142-2145

ABOUT

The Support Operations Division includes the Crime Suppression Team, Homeless Outreach Team, Investigations Division, Family Services, Communications, Records, Property and Evidence, and Fleet Operations.

SERVICES

- Provide public safety communication including answering 9-1-1 and other calls and dispatching appropriate emergency personnel
- Conduct 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
- Provide and manage the department's fleet
- Maintain and provide information and support for all records management, PRA Requests, evidence disbursement and documentation distribution

	CY 2018	CY 2019	CY 2020	CY 2021	CY 2022
Violent crime clearance rate	46%	55%	59%	46%	46%
Property crime clearance rate	11%	9%	10%	11%	12%

RECENT ACCOMPLISHMENTS

- Responded to 9,695 transient-related calls for service last year
- Received a satisfaction rating of 4.12 out of 5, based on 2,396 crime victims surveyed
- Initiated a grant-funded program for several detectives to work directly out of the North County Family Justice Center, which has improved cross-coordination between law enforcement agencies, prosecutors, victim advocacy and criminal justice
- Implemented online mapping and intelligence to maximize effectiveness to address overdose investigation
- Replaced and expanded our License Plate Reader program
- Began installation of in-car video into the marked police vehicle fleet

GOALS

- Evaluate and consider reorganization opportunities for the Investigative Bureau with attention towards addressing crime trends, operational efficiency and enhancing community service
- Work alongside high schools to offer voluntary police ride-alongs as a portion of school curriculum
- Finish implementation of the new Computer Aided Dispatch System
- Begin the conversion of NetRMS to Niche for our records management system
- Implement vehicle telematics to increase driving safety

**Performance measures reported last year were removed as they are no longer tracked solely by the Police Department. Housing & Homeless Services and the Police Department work together to present these measures to City Council on a quarterly basis and the Housing & Homeless Services Department reports related performance measures as part of the budget process.*

PUBLIC SAFETY |

POLICE DEPARTMENT: PROFESSIONAL STANDARDS & SERVICES

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 630,925	\$ 520,695	\$ 826,783	\$ 681,439
Retirement Benefits	217,449	192,657	240,880	186,138
Health Insurance	66,100	62,099	99,534	80,105
Other Personnel Expenses	44,399	78,075	114,163	109,121
Personnel Services Subtotal	958,873	853,526	1,281,360	1,056,803
Operating Expenses				
Professional & Contract Services	114,576	89,398	142,000	122,500
Supplies & Materials	76,962	76,239	87,700	87,700
Repair & Maintenance	480	556	275	275
Interdepartmental Charges	32,349	28,380	32,021	26,849
Other Operating Expenses	12,389	72,313	17,000	17,000
Capital Outlay	-	26,962	-	-
Operating Expenses Subtotal	236,756	293,848	278,996	254,324
TOTAL EXPENDITURES	\$ 1,195,629	\$ 1,147,374	\$ 1,560,356	\$ 1,311,127
Full Time Positions	5.00	4.00	5.00	4.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0012140 Fund: General

ABOUT

The Professional Standards & 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

- Received an approval rating of 4.64 out of 5 (a slight increase from last year), based on 2,582 crime victims surveyed when asked if their call was handled in a respectful, attentive and expeditious manner
- Began process to update the department's Special Assignment and Promotion Policy

- Updated the department's Personal Appearance Standards Policy
- Created a standalone policy for protests, demonstrations and riots providing officers and supervisors with specific direction on how to apply the law in a safe and effective manner while upholding the public's first amendment protections
- Formalized and standardized unit/shift expectations
- Created new recruitment videos for both officers and dispatchers
- Conducted 36 internal affairs investigations (both internal and external) ensuring good order and discipline within the department
- Hired 36 personnel in the police department including sworn, non-sworn and professional staff
- Created a family police academy offered to employees' families at least once a year

GOALS

- Eliminate personnel vacancies in the police department
- Create a voluntary community security video registration program
- Formalize the training protocol for employees who are assigned to new positions
- Standardize reporting protocols for new legislative requirements
- Install inventory tracking software for the entire department (Quartermaster)

PUBLIC SAFETY |

POLICE DEPARTMENT: POLICE GRANTS & ASSET FORFEITURE

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	169,005	\$ 168,119	\$ 129,824	\$ 146,350
Retirement Benefits	50,587	47,959	36,088	44,522
Health Insurance	7,592	11,693	16,662	18,737
Other Personnel Expenses	7,634	16,110	18,931	21,989
Personnel Services Subtotal	234,818	243,881	201,505	231,598
Operating Expenses				
Professional & Contract Services	18,000	-	60,000	30,000
Supplies & Materials	110,960	15,639	70,000	50,000
Repair & Maintenance	36,225	-	45,000	45,000
Interdepartmental Charges	3,756	4,452	4,200	3,700
Other Operating Expenses	3,450	-	10,000	10,000
Capital Outlay	27,873	8,770	-	-
Operating Expenses Subtotal	200,264	28,861	189,200	138,700
TOTAL EXPENDITURES \$	435,082	\$ 272,742	\$ 390,705	\$ 370,298
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, the Urban Areas Security Initiatives Program and the Office of Traffic Safety.

SERVICES

- Use grants 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 Justice Assistance Grant to purchase police radios
- Used the Homeland Security Grant to purchase night vision goggles for the SWAT team
- Used the Office of Traffic Safety Grant to conduct DUI/DL checkpoints, DUI saturation patrols and purchase a Lidar Device
- Received a grant award to contribute to Officer Wellness and Mental Health Programs

GOALS

- Continue to seek grant funding for necessary equipment
- Continue to collaborate with the Fire Department on grant management
- Apply for the Alcoholic Beverage Control grant to expand the department's present efforts in addressing alcohol related problems with licensed establishments

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.

Paz Gomez
Deputy City Manager, Public Works

442-339-2751
paz.gomez@carlsbadca.gov



PUBLIC WORKS BRANCH



PUBLIC WORKS | ADMINISTRATION

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$907,628	\$957,345	\$782,418	\$849,559
Retirement Benefits	294,482	261,482	182,988	182,926
Health Insurance	100,656	98,468	72,660	72,179
Other Personnel Expenses	26,532	33,683	29,465	29,090
Personnel Services Subtotal	1,329,298	1,350,978	1,067,531	1,133,754
Operating Expenses				
Professional & Contract Services	261,134	113,686	94,078	83,078
Supplies & Materials	19,291	18,643	18,301	8,046
Repair & Maintenance	11,916	3,153	2,100	2,100
Interdepartmental Charges	178,004	250,908	236,729	325,400
Other Operating Expenses	9,354	22,958	21,910	9,894
Capital Outlay	0	-	-	-
Operating Expenses Subtotal	479,699	409,348	373,118	428,518
TOTAL EXPENDITURES	\$1,808,997	\$1,760,326	\$1,440,649	\$1,562,272
Full Time Positions	7.85	7.85	5.90	6.00
Hourly/FTE Positions	1.00	1.50	1.60	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, Capital Improvement Program (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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,561,351	\$ 1,567,875	\$ 1,744,289	\$ 1,636,110
Retirement Benefits	553,180	450,194	430,099	373,801
Health Insurance	215,154	203,152	266,138	233,899
Other Personnel Expenses	46,267	55,815	68,741	59,530
Personnel Services Subtotal	2,375,952	2,277,036	2,509,267	2,303,340
Operating Expenses				
Professional & Contract Services	21,836	212,748	321,130	242,209
Supplies & Materials	22,538	15,012	13,027	13,027
Repair & Maintenance	54	906	314	314
Interdepartmental Charges	303,752	387,526	404,770	684,756
Other Operating Expenses	4,413	16,027	14,260	14,260
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	352,593	632,219	753,501	954,566
TOTAL EXPENDITURES	\$ 2,728,545	\$ 2,909,255	\$ 3,262,768	\$ 3,257,906
Full Time Positions	15.20	15.20	16.20	15.00
Hourly/FTE Positions	1.00	0.50	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 maintenance and improvements
- Oversee all construction activity in the public right of way

RECENT ACCOMPLISHMENTS

- 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 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, and the Barrio Lighting Project

- Provided construction inspection services for private development projects such as the Carlsbad Village Lofts and the Springhill Suites hotel
- 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

- Partner with the City Attorney’s Office on development of a contractor performance evaluation process to improve accountability during the course of a public works project
- Leverage project management tools and processes to improve efficiency and effectiveness within the department
- Work with property owners to reduce pollution and improve water quality through the city’s Treatment Control Best Management Practices program

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Response rate for Treatment Control Best Management Practices Verification of Maintenance	82%	80%	75%
Construction stormwater violations on CIP projects	0	0	0

PUBLIC WORKS |
ENVIRONMENTAL SUSTAINABILITY: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,087,903	\$ 1,244,051	\$ 1,657,905	\$ 1,686,858
Retirement Benefits	372,361	346,714	400,937	382,291
Health Insurance	163,946	188,234	324,381	319,346
Other Personnel Expenses	(28,258)	(207,306)	68,964	64,677
Personnel Services Subtotal	1,595,952	1,571,693	2,452,187	2,453,172
Operating Expenses				
Professional & Contract Services	1,815,862	1,669,874	1,596,311	1,532,356
Supplies & Materials	55,053	77,212	70,161	52,570
Repair & Maintenance	18	305	80	50
Interdepartmental Charges	554,598	710,436	842,129	1,202,311
Other Operating Expenses	21,564	38,229	29,021	23,421
Capital Outlay	-	10,265	135,000	-
Operating Expenses Subtotal	2,447,095	2,506,321	2,672,702	2,810,708
TOTAL EXPENDITURES	\$ 4,043,047	\$ 4,078,014	\$ 5,124,889	\$ 5,263,880
General Fund	1,030,453	1,238,207	1,159,789	1,178,783
Enterprise Fund	3,012,594	2,839,807	3,965,100	4,085,097
TOTAL FUNDING	\$ 4,043,047	\$ 4,078,014	\$ 5,124,889	\$ 5,263,880
Full Time Positions	11.95	11.95	17.60	17.50
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 Divisions 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 Strategic Plan Goal of Sustainability and the Natural Environment.

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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 280,637	\$ 303,978	\$ 309,498	\$ 345,990
Retirement Benefits	97,879	86,001	72,550	76,399
Health Insurance	33,130	34,082	36,087	37,068
Other Personnel Expenses	8,461	10,597	12,152	12,386
Personnel Services Subtotal	420,107	434,658	430,287	471,843
Operating Expenses				
Professional & Contract Services	529,967	594,695	299,750	284,362
Supplies & Materials	20,354	41,383	12,607	6,307
Repair & Maintenance	9	18	50	20
Interdepartmental Charges	59,536	86,988	97,342	148,637
Other Operating Expenses	480	4,344	6,668	5,668
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	610,346	727,428	416,417	444,994
TOTAL EXPENDITURES	\$ 1,030,453	\$ 1,162,086	\$ 846,704	\$ 916,837
Full Time Positions	2.65	2.65	2.55	2.70
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 the Climate Action Plan (CAP) implementation, collect CAP implementation monitoring data and prepare an annual report
- Coordinate preparation of a communitywide greenhouse gas emissions 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 Program
- Participate in groups such as the SANDAG Sustainable Communities Working Group, SANDAG San Diego Management and Monitoring Program and Inter-Agency Working Group, and ReCAP Stakeholder Working Group
- Monitor GHG emissions data from SANDAG and incorporate into the CAP
- 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 for private and CIP projects
- Oversee preserve managers to ensure Habitat Management Plan-compliant biological management, monitoring and reporting across citywide preserve system
- 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

RECENT ACCOMPLISHMENTS

- Continued serving as a board member for the San Diego Regional Climate Collaborative
- Joined the Alliance for Regional Collaboratives for Climate Adaptation board as the San Diego representative
- Held series of public meetings for South Carlsbad Boulevard Project
- Completed 14 Home Energy Score Assessments and had 78 program sign-ups
- Completed citywide gnatcatcher surveys
- Provided coordination and oversight for Unmanaged Preserve Site Inspection Program and Village H Monitoring Program
- Served on the Technical Advisory Group for the Connecting Wildlands and Communities Project and SANDAG Regional Habitat Conservation Taskforce
- Provided coordination for Ward’s weed eradication program
- Implemented an inspection program to identify potential threats to native species and habitats

GOALS

- Continue implementation and monitoring of adopted CAP and complete a comprehensive CAP update
- Continue implementation of the Carlsbad Green Business Program and increase number of certifications
- Meet annual goal for acres added to the Habitat Management Plan area
- 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

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
New Carlsbad Green Business Program certifications	5	9	8
Greenhouse gas emissions	930,000 MTCO ₂ e	930,000 MTCO ₂ e	930,000 MTCO ₂ e
Acreage goal added to Habitat Management Plan area	96%	96%	96%

PUBLIC WORKS |
ENVIRONMENTAL SUSTAINABILITY: SUSTAINABLE MATERIALS
MANAGEMENT

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 259,845	\$ 398,983	\$ 825,400	\$ 742,551
Retirement Benefits	92,946	93,562	202,509	170,478
Health Insurance	36,237	52,543	193,662	165,175
Other Personnel Expenses	7,920	13,658	35,238	29,470
Personnel Services Subtotal	396,948	558,746	1,256,809	1,107,674
Operating Expenses				
Professional & Contract Services	894,703	647,235	785,547	736,980
Supplies & Materials	29,339	29,359	39,213	35,163
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	136,392	217,572	322,694	497,769
Other Operating Expenses	15,723	22,892	12,833	9,833
Capital Outlay	-	10,265	135,000	-
Operating Expenses Subtotal	1,076,157	927,323	1,295,287	1,279,745
TOTAL EXPENDITURES	\$ 1,473,105	\$ 1,486,069	\$ 2,552,096	\$ 2,387,419
FUNDING				
General Fund	-	76,121	313,085	261,946
Enterprise Fund	1,473,105	1,409,948	2,239,011	2,125,473
TOTAL FUNDING	\$ 1,473,105	\$ 1,486,069	\$ 2,552,096	\$ 2,387,419
Full Time Positions	2.80	2.80	9.65	8.65
Hourly/FTE Positions	0.50	0.50	0.50	0.50
Account: 0015120 Fund: General 520XXXX Enterprise				

ABOUT

Consistent with the Carlsbad Municipal Code and General Plan, the Sustainable Materials Management division coordinates implementation of a citywide waste reduction and recycling program to maintain compliance with 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, 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 city 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 and other diversion programs 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
- Participate in regional activities with SANDAG Solid Waste Technical Advisory Committee
- Engage businesses and residents to decrease waste and increase recycling

RECENT ACCOMPLISHMENTS

- Implemented new organics recycling program
- Hosted fix-it clinic events in partnership with Library Services
- Created new municipal sustainability program
- Designed new edible food recovery program and visited all Tier 1 organizations in the city
- Began new municipal composting program
- Provided outreach and inspected all businesses in the city
- Participated in food recovery and organics recycling conferences to learn about best practices for successful program implementation
- Used grant money to fund water stations installed throughout the city in support of the single-use plastics ban
- Purchased and installed all compost bins throughout the city
- Expanded Earth Month education and event
- Presented at the Waste Expo on edible food recovery efforts
- 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
- Monitor newly negotiated waste diversion and recycling programs at Palomar Transfer Station
- Increase waste diversion in the commercial sector by focusing 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 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Pounds per person sent to landfill	7.8 lbs.	7.9 lbs.	7.5 lbs.
Organics diverted from the landfill	20,975 tons	24,120 tons	28,955 tons

PUBLIC WORKS |

ENVIRONMENTAL SUSTAINABILITY: WATERSHED PROTECTION

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 547,421	\$ 541,090	\$ 523,007	\$ 598,317
Retirement Benefits	181,536	167,151	125,878	135,414
Health Insurance	94,579	101,609	94,632	117,103
Other Personnel Expenses	(44,639)	(231,561)	21,574	22,821
Personnel Services Subtotal	778,897	578,289	765,091	873,655
Operating Expenses				
Professional & Contract Services	391,192	427,944	511,014	511,014
Supplies & Materials	5,360	6,470	18,341	11,100
Repair & Maintenance	9	287	30	30
Interdepartmental Charges	358,670	405,876	422,093	555,905
Other Operating Expenses	5,361	10,993	9,520	7,920
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	760,592	851,570	960,998	1,085,969
TOTAL EXPENDITURES	\$ 1,539,489	\$ 1,429,859	\$ 1,726,089	\$ 1,959,624
Full Time Positions	6.50	6.50	5.40	6.15
Hourly/FTE Positions	0.50	0.50	0.50	0.50
<i>Account: 5215110</i>		<i>Fund: Enterprise</i>		

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

- 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 proper best management practices and pollution prevention, prevent discharges into the Municipal Separate Storm Sewer System, or MS4, and protect receiving waters, which 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

- 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 in Creek to Bay Cleanup, Coastal Cleanup Day and other outreach and education activities within the city and regionally
- Implemented new trash encampment clean-up app
- Completed Agua Hedionda Lagoon Special Study as required by the Regional Board

GOALS

- Implement a monitoring program to evaluate 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 Regional 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
- Respond to at least 90% of illicit discharge emergencies within 45 minutes
- Detect and eliminate 100% of illicit discharges

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Emergency response times under 45 minutes for illicit discharges	97%	90%	90%
Illicit discharges detected and eliminated	100%	100%	100%

PUBLIC WORKS |
FLEET & FACILITIES: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 2,496,346	\$ 2,595,221	\$ 2,954,275	\$ 3,296,372
Retirement Benefits	800,794	750,997	644,987	682,059
Health Insurance	447,104	491,384	595,308	621,793
Other Personnel Expenses	24,440	(84,024)	127,194	132,211
Personnel Services Subtotal	3,768,684	3,753,578	4,321,764	4,732,435
Operating Expenses				
Professional & Contract Services	980,637	1,035,773	887,571	887,371
Supplies & Materials	1,984,228	2,384,764	2,168,528	2,091,292
Repair & Maintenance	988,227	1,396,652	1,510,660	1,453,060
Interdepartmental Charges	545,549	800,736	790,453	1,455,622
Other Operating Expenses	354,678	611,319	645,900	629,674
Capital Outlay	1,737,056	3,642,867	5,296,745	1,068,564
Operating Expenses Subtotal	6,590,375	9,872,111	11,299,857	7,585,583
TOTAL EXPENDITURES	\$ 10,359,059	\$ 13,625,689	\$ 15,621,621	\$ 12,318,018
General Fund	\$ 5,341,736	\$ 6,297,998	\$ 6,768,736	\$ 7,497,115
Internal Service Fund	\$ 5,581,454	\$ 6,018,691	\$ 8,799,885	\$ 4,764,903
Special Revenue Fund	\$ 48,244	\$ 49,674	\$ 53,000	\$ 56,000
TOTAL FUNDING	\$ 10,971,434	\$ 12,366,363	\$ 15,621,621	\$ 12,318,018
Full Time Positions	31.90	35.10	34.95	35.95
Hourly/FTE Positions	9.50	7.75	6.90	8.40

FLEET & FACILITIES

- Facilities
- Fleet Maintenance & Replacement

PUBLIC WORKS |
FLEET & FACILITIES: FACILITIES

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,707,594	\$ 1,823,085	\$ 2,108,360	\$ 2,383,940
Retirement Benefits	534,701	517,714	444,822	483,233
Health Insurance	294,081	325,513	406,963	438,791
Other Personnel Expenses	55,957	76,401	90,811	96,564
Personnel Services Subtotal	2,592,333	2,742,713	3,050,956	3,402,528
Operating Expenses				
Professional & Contract Services	928,046	1,005,343	848,228	848,028
Supplies & Materials	486,622	658,866	629,735	585,319
Repair & Maintenance	647,211	964,153	1,100,566	1,067,966
Interdepartmental Charges	383,863	599,364	561,904	1,038,153
Other Operating Expenses	324,331	375,914	627,347	611,121
Capital Outlay	27,574	1,319	3,000	-
Operating Expenses Subtotal	2,797,647	3,604,959	3,770,780	4,150,587
TOTAL EXPENDITURES	\$ 5,389,980	\$ 6,347,672	\$ 6,821,736	\$ 7,553,115
General Fund	\$ 5,341,736	\$ 6,297,998	\$ 6,768,736	\$ 7,497,115
Special Revenue Fund	48,244	49,674	53,000	56,000
Total Funding	\$ 5,389,980	\$ 6,347,672	\$ 6,821,736	\$ 7,553,115
Full Time Positions	21.65	24.85	24.85	25.85
Hourly/FTE Positions	8.50	6.75	5.90	7.40
Account:	0015310 0015320 3155110	Fund:	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 Mira Costa 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 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Custodial cost (\$/square foot)	\$4.67	\$4.12	\$4.59
Building maintenance (\$/square foot)	\$4.58	\$4.51	\$4.72

PUBLIC WORKS |

FLEET & FACILITIES: FLEET MAINTENANCE & REPLACEMENT

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 788,752	\$ 772,136	\$ 845,915	\$ 912,432
Retirement Benefits	266,093	233,283	200,165	198,826
Health Insurance	153,023	165,871	188,345	183,002
Other Personnel Expenses	(31,517)	(160,425)	36,383	35,647
Personnel Services Subtotal	1,176,351	1,010,865	1,270,808	1,329,907
Operating Expenses				
Professional & Contract Services	52,591	30,430	39,343	39,343
Supplies & Materials	1,497,606	1,725,898	1,538,793	1,505,973
Repair & Maintenance	341,016	432,499	410,094	385,094
Interdepartmental Charges	161,686	201,372	228,549	417,469
Other Operating Expenses	30,347	235,405	18,553	18,553
Capital Outlay	1,709,482	3,641,548	5,293,745	1,068,564
Operating Expenses Subtotal	3,792,728	6,267,152	7,529,077	3,434,996
TOTAL EXPENDITURES	\$ 4,969,079	\$ 7,278,017	\$ 8,799,885	\$ 4,764,903
Full Time Positions	10.25	10.25	10.10	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 to departments based on vehicle type and utilization.

The fleet vehicle replacement program is funded through a replacement charge to departments 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 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 specifications for purchase of replacement units that satisfy department performance requirements while optimizing 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

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 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Fleet vehicles ready for active service	98.5%	98.5%	99%
Vehicle miles traveled by low/zero emission vehicles	27%	34%	30%

PUBLIC WORKS |
TRANSPORTATION: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 3,507,800	\$ 3,606,940	\$ 4,066,074	\$ 4,337,789
Retirement Benefits	1,283,466	1,136,512	1,037,649	993,367
Health Insurance	582,340	594,508	671,050	665,807
Other Personnel Expenses	111,136	141,036	170,886	162,686
Personnel Services Subtotal	5,484,742	5,478,996	5,945,659	6,159,649
Operating Expenses				
Professional & Contract Services	1,052,886	1,257,360	1,970,070	1,417,716
Supplies & Materials	315,273	376,946	488,520	438,816
Repair & Maintenance	1,545,047	1,225,291	1,573,574	1,463,290
Interdepartmental Charges	1,656,409	1,982,950	2,426,231	2,983,971
Other Operating Expenses	597,981	749,114	738,515	717,132
Capital Outlay	37,838	143,200	-	80,000
Operating Expenses Subtotal	5,205,434	5,734,861	7,196,910	7,100,925
TOTAL EXPENDITURES	\$ 10,690,176	\$ 11,213,857	\$ 13,142,569	\$ 13,260,574
General Fund	7,553,800	8,048,352	9,707,559	9,732,215
Enterprise Fund	1,990,755	1,904,811	1,836,302	1,865,537
Special Revenue Fund	1,145,621	1,260,694	1,598,708	1,662,822
TOTAL FUNDING	\$ 10,690,176	\$ 11,213,857	\$ 13,142,569	\$ 13,260,574
Full Time Positions	43.90	43.70	43.60	43.80
Hourly/FTE Positions	1.50	1.94	1.50	1.50

TRANSPORTATION

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

PUBLIC WORKS |

TRANSPORTATION: STORM DRAIN MAINTENANCE & ENGINEERING

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$678,142	\$579,104	\$632,248	\$710,238
Retirement Benefits	242,324	177,552	150,992	159,108
Health Insurance	143,182	98,148	105,010	117,861
Other Personnel Expenses	21,449	23,206	26,398	26,998
Personnel Services Subtotal	1,085,097	878,010	914,648	1,014,205
Operating Expenses				
Professional & Contract Services	313,103	335,548	460,165	192,507
Supplies & Materials	24,207	26,876	50,321	24,600
Repair & Maintenance	556,986	596,171	495,293	600,900
Interdepartmental Charges	243,104	371,657	322,228	446,694
Other Operating Expenses	114,006	97,729	91,424	85,200
Capital Outlay	5,688	0	0	0
Operating Expenses Subtotal	1,257,094	1,427,981	1,419,431	1,349,901
TOTAL EXPENDITURES	\$2,342,191	\$2,305,991	\$2,334,079	\$2,364,106
TOTAL FUNDING				
General Fund	351,436	401,180	497,777	498,569
Enterprise Fund	1,990,755	1,904,811	1,836,302	1,865,537
TOTAL FUNDING	\$ 2,342,191	\$ 2,305,991	\$ 2,334,079	\$ 2,364,106
Full Time Positions	8.60	7.10	7.00	7.35
Hourly/FTE Positions	0.50	0.98	0.50	0.50
<i>Account:</i>	<i>0016310</i>	<i>Fund:</i>	<i>General</i>	
	<i>5216310</i>		<i>Enterprise-Storm Drain Maintenance</i>	

ABOUT

The Transportation Storm Drain Maintenance & 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

- Inspected 100% of high-priority storm drain inlets, removing an estimated 16.5 tons of sediment and debris
- Completed the Agua Hedionda Creek vegetation removal between the bridges of Cannon Road and El Camino Real

- Completed approximately 1,800 lane miles of street sweeping bimonthly on all residential, prime and major streets, removing 1,153.5 tons of debris that otherwise would end up in the city’s storm drain system
- Inspected 34,000 linear feet of storm drain pipeline
- Completed 1,534 maintenance work orders and 39 emergency responses
- Completed construction of the Phase I - Magnolia Avenue Storm Drain Improvements
- Solicited bids and appropriated funding for Trieste Slope Repair project
- Completed geotechnical investigations for the Drainage Master Plan El Camino Real Channel Restoration Project
- Completed vegetation maintenance of the Lake Calavera Dam

GOALS

- Complete update of the city’s Drainage Master Plan
- Clean 100% of the Agua Hedionda Lagoon channels
- Complete Trieste Slope Repair project

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Linear feet of streets swept to mitigate debris	1,800 (100%)	1,800 (100%)	1,800 (100%)
Tons of debris removed from city streets from street sweeping	1069.9 tons	1,153.5 tons	1,200.6 tons
% of Agua Hedionda Lagoon channels cleaned	100%	100%	100%

PUBLIC WORKS |

TRANSPORTATION: TRAFFIC, MOBILITY, TRANSPORTATION
ENGINEERING & STREETS MAINTENANCE

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$2,691,623	\$2,878,496	\$3,275,276	\$3,462,840
Retirement Benefits	990,832	914,632	846,719	795,441
Health Insurance	421,434	479,115	548,203	530,582
Other Personnel Expenses	84,948	111,847	137,663	129,190
Personnel Services Subtotal	4,188,837	4,384,090	4,807,861	4,918,053
Operating Expenses				
Professional & Contract Services	643,718	828,656	1,296,784	1,011,158
Supplies & Materials	263,515	328,483	362,080	338,097
Repair & Maintenance	821,915	467,117	805,309	589,418
Interdepartmental Charges	1,078,681	1,295,617	1,691,441	2,065,772
Other Operating Expenses	178,242	200,009	246,307	231,148
Capital Outlay	27,456	143,200	0	80,000
Operating Expenses Subtotal	3,013,527	3,263,082	4,401,921	4,315,593
TOTAL EXPENDITURES	\$7,202,364	\$7,647,172	\$9,209,782	\$9,233,646
Full Time Positions	33.15	34.65	34.65	34.50
Hourly/FTE Positions	1.00	0.97	1.00	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 and design management of projects involving street assets

RECENT ACCOMPLISHMENTS

- As part of the Declaration of Emergency, implemented leading pedestrian intervals and countdown pedestrian signal heads at 32 locations, procured and deployed 12 safety message boards, installed green bike lane enhancements in 55 high-conflict zones, procured and deployed 17 speed feedback signs for speeding data collection, refreshed all bicycle and double lane striping in all 24 school zones within the city, and accelerated existing projects related to roadway safety
- Procured and installed 3 permanent bicycle counters to study the city’s bicycle activity
- Replaced approximately 30,000 square feet of sidewalk and asphalt from work orders
- Completed the Growth Management Plan Monitoring Report and updated the Transportation Impact Analysis guidelines and multimodal level of service methodology
- Completed the El Camino Real and College Boulevard Intersection Improvements project, including the installation of a 120-foot steel pedestrian bridge
- Installed and energized 14 streetlights for the Barrio Lighting Phase 1 project
- Completed 470,811 linear feet of striping
- Completed Safe Routes to School Program at Hope Elementary School

GOALS

- Finalize the revision of the Carlsbad Residential Traffic Management Program
- Continue implementation and development of the Coordinated Traffic Signal Program
- Complete Safe Routes to School Programs at Sage Creek High School, Jefferson Elementary School, Aviara Oaks Elementary and Aviara Oaks Middle Schools
- Complete East-West Corridor Emergency Resurfacing and Restriping Project
- Complete Carlsbad Boulevard Pedestrian Improvements Project
- Complete 2021 Sidewalk Construction project
- Complete Parking Lot ADA Compliance Project
- Complete Avenida Encinas Rail trail and Pedestrian Improvements project
- Initiate utility undergrounding for Valley and Magnolia project
- Initiate utility undergrounding for Terramar Area Coastal Improvements
- Complete Phase 2 of the citywide streetlight LED fixture replacement program along collector and industrial streets

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Address submitted residential traffic-related requests (# submitted/# completed) ¹	81% (174/141)	97% (138/143)	90%
Residential traffic calming neighborhood meetings completed based on request	N/A ²	100% (11/11)	100%

¹ Metric includes submitted requests from previous fiscal year which were completed in the current fiscal year

² Residential calming neighborhood meetings resumed in fiscal year 2023; no meetings were held in previous fiscal year due to COVID-19 restrictions.

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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$138,035	\$149,340	\$158,550	\$164,711
Retirement Benefits	50,310	44,328	39,938	38,818
Health Insurance	17,724	17,245	17,837	17,364
Other Personnel Expenses	4,739	5,983	6,825	6,498
Personnel Services Subtotal	210,808	216,896	223,150	227,391
Operating Expenses				
Professional & Contract Services	96,065	93,156	213,121	214,051
Supplies & Materials	27,551	21,587	76,119	76,119
Repair & Maintenance	166,146	162,003	272,972	272,972
Interdepartmental Charges	334,624	315,676	412,562	471,505
Other Operating Expenses	305,733	451,376	400,784	400,784
Capital Outlay	4,694	0	0	0
Operating Expenses Subtotal	934,813	1,043,798	1,375,558	1,435,431
TOTAL EXPENDITURES	\$1,145,621	\$1,260,694	\$1,598,708	\$1,662,822
Full Time Positions	2.15	1.95	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 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 327 streetlight and electrical service requests
- Completed installation of 71 LED fixtures on streetlights
- Completed authorization to bid Phase 2 of the citywide light replacement program
- Completed annual vegetation clearing and trash removal from the Buena Vista Creek Channel Maintenance District and submitted to California Department of Fish and Wildlife
- Cleared vegetation from three drainage outfalls entering the Buena Vista channel from the City of Oceanside
- Developed a Program Environmental Impact Report for the Buena Vista Creek Concrete Channel Maintenance Project

GOALS

- Identify and optimize continuing needs for environmental permitting and monitoring
- Monitor and continue program to clear vegetation entering the Buena Vista channel from the City of Oceanside
- Clear 100% of the Buena Vista Creek Channel Maintenance District
- 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
- Complete Phase 2 of Citywide Streetlight Replacement Program

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Citywide Streetlight Replacement Program	Phase 2 planning complete	Audit and bid of Phase 2 complete	Phase 2 program completed
% of Buena Vista Channel cleaned and reported for permitting	100%	100%	100%

PUBLIC WORKS | UTILITIES: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 5,025,225	\$ 5,538,360	\$ 6,423,971	\$ 6,883,606
Retirement Benefits	1,786,928	1,651,672	1,517,057	1,494,179
Health Insurance	910,027	944,651	982,043	1,210,607
Other Personnel Expenses	753,440	(1,281,540)	303,472	327,775
Personnel Services Subtotal	8,475,620	6,853,143	9,226,543	9,916,167
Operating Expenses				
Professional & Contract Services	13,077,777	12,700,325	16,567,837	18,382,403
Supplies & Materials	28,380,456	28,976,575	31,665,871	34,826,472
Repair & Maintenance	437,870	437,116	579,693	433,521
Interdepartmental Charges	4,808,776	5,153,827	5,618,106	6,862,721
Other Operating Expenses	12,648,726	11,151,597	14,227,621	19,248,629
Capital Outlay	512,467	77,638	36,250	7,150
Operating Expenses Subtotal	59,866,072	58,497,078	68,695,378	79,760,896
TOTAL EXPENDITURES	\$ 68,341,692	\$ 65,350,221	\$ 77,921,921	\$ 89,677,063
Full Time Positions	61.95	63.95	64.50	63.50
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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	2,456,258	\$ 2,775,502	\$ 3,020,543	\$ 3,297,868
Retirement Benefits	853,829	777,841	707,921	722,595
Health Insurance	532,524	539,133	456,572	603,202
Other Personnel Expenses	932,144	(934,811)	142,351	159,114
Personnel Services Subtotal	4,774,755	3,157,665	4,327,387	4,782,779
Operating Expenses				
Professional & Contract Services	7,339,768	7,250,138	8,568,654	9,205,538
Supplies & Materials	25,652,887	26,320,138	28,010,084	31,440,899
Repair & Maintenance	299,762	384,355	361,250	290,050
Interdepartmental Charges	2,722,945	2,964,704	3,161,356	3,765,584
Other Operating Expenses	6,479,626	4,222,292	5,267,601	5,271,353
Capital Outlay	415,639	16,957	19,500	3,600
Operating Expenses Subtotal	42,910,627	41,158,584	45,388,445	49,977,024
TOTAL EXPENDITURES	\$ 47,685,382	\$ 44,316,249	\$ 49,715,832	\$ 54,759,803
Full Time Positions	29.50	30.55	30.95	31.05
Hourly/FTE Positions	0.45	0.20	0.00	0.00

Account: 5016310 Fund: Enterprise

ABOUT

To ensure safe, high-quality drinking water is available to Carlsbad Municipal Water District customers on-demand, the CMWD provides ongoing operation and maintenance of the following: nine storage reservoirs or tanks, 457 miles of pipeline, 17 pressure zones, 71 pressure regulating stations, three pumping stations, 14,327 valves, 4,481 fire hydrants and 30,446 potable meters. CMWD purchases potable water from its wholesale water provider, San Diego County Water Authority, which includes desalinated water from the Carlsbad Desalination Plant.

SERVICES

- Operate and maintain reservoirs, pressure regulating stations, pump stations, transmission and distribution pipelines, valves, meters and other appurtenances
- Deliver reliable, safe drinking water and fire flow demand
- Comply with all water-related health, safety and environmental regulations including state and federal drinking water standards for water quality sampling and reporting
- Implement effective water conservation and rebate programs, including public education, leak detection studies, leak repair and compliance with conservation laws
- Work with other water agencies and the San Diego County Water Authority on regional water-related projects and budgets

RECENT ACCOMPLISHMENTS

- Developed and established a Utilities Reserve policy for fund stability
- Established new hydraulic modeling fees
- Performed regulation-required Lead and Copper sampling
- Completed construction on the Carrillo Way water main rehabilitation
- Built and calibrated the water distribution system hydraulic model now used to assess system capacity needs
- Completed inspection and cleaning of 10 potable reservoirs

GOALS

- Minimize costs while continuing to provide high levels of service at acceptable risk
- Optimize asset management by increasing the use of technology to improve and manage the infrastructure system more efficiently and effectively
- Work with the State Department of Water Resources and the State Water Resources Control Board on implementation of regulations for Water Use Efficiency Standards
- Create an inventory of lead service lines to comply with the new EPA Lead and Copper regulations
- Complete US Environmental Protection Agency-required sampling under the fifth Unregulated Contaminant Monitoring Rule that requires monitoring polyfluoroalkyl substances
- Update the Potable Water Master Plan
- Stay within the industry benchmark for water main breaks of 3.4 to 19.4 breaks per 100 miles of pipeline, per the American Water Works Association
- Initiate construction of the Palomar Airport waterline replacement project, water main replacements in the downtown and coastal areas, construction of one new pressure regulating station and replacement of two existing pressure regulating stations
- Update the cost of services study and present updated rates to the Carlsbad Municipal Water District Board of Directors for approval

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Pipeline breaks per 100 miles of pipe	0	<3.4	<3.4
Meeting State Water Resources Control Board water use efficiency standards	Yes	Yes	Yes

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Permanent reduction of 1.0 FTE by not filling vacant positions and reorganizing duties
- Reduction of 2 vehicles from the Utilities Department fleet

PUBLIC WORKS |
UTILITIES: RECYCLED WATER OPERATIONS

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,033,183	\$ 1,040,554	\$ 1,354,365	\$ 1,310,203
Retirement Benefits	375,927	350,713	310,948	266,704
Health Insurance	141,496	143,591	189,818	176,778
Other Personnel Expenses	4,712	41,288	63,152	57,615
Personnel Services Subtotal	1,555,318	1,576,146	1,918,283	1,811,300
Operating Expenses				
Professional & Contract Services	1,339,480	1,425,672	2,008,860	2,373,450
Supplies & Materials	2,397,182	2,361,161	3,034,650	3,023,586
Repair & Maintenance	61,170	19,524	66,743	22,743
Interdepartmental Charges	690,574	818,951	936,905	1,168,003
Other Operating Expenses	1,491,538	1,922,717	3,234,080	3,448,290
Capital Outlay	67,841	-	7,000	1,750
Operating Expenses Subtotal	6,047,785	6,548,025	9,288,238	10,037,822
TOTAL EXPENDITURES	\$ 7,603,103	\$ 8,124,171	\$ 11,206,521	\$ 11,849,122
Full Time Positions	13.00	13.30	12.75	10.85
Hourly/FTE Positions	0.05	0.10	0.50	0.50
<i>Account: 5026310</i>		<i>Fund: Enterprise</i>		

ABOUT

The Carlsbad Municipal Water District owns the Carlsbad Water Recycling Facility located next to the Encina Wastewater Authority treatment plant. CMWD takes treated wastewater from that plant and further treats it to the 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.

Delivery of this water includes the operation and maintenance of the recycled water system's three storage tanks, four pump stations, three pressure-reducing stations, six pressure zones, 97 miles of pipelines, 1,050 valves and 1,011 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.

SERVICES

- Deliver recycled water for irrigation and some industrial uses through the recycled water system
- 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
- Perform inspections on systems and backflows to prevent cross connections and protect the potable water system
- Convert irrigation sites from potable water to recycled water as service becomes available

RECENT ACCOMPLISHMENTS

- Awarded \$3 million in recycled water grants
- Completed the design of Phase 3 Recycled Water Reservoir (D-4) Tank
- Performed annual backflow tests at 285 sites and inspections at 625 recycled use sites
- Developed a Utilities Reserve policy

GOALS

- Complete construction of a 1.5-million-gallon recycled water storage tank
- Complete Segment 5 conversions from potable to recycled water and connect customers to the expanded system
- Stay within the 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 irrigation cost
- Perform tank inspections and cleaning for three recycled reservoirs
- Update the cost of services study and present updated rates to the CMWD Board

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Pipeline breaks per 100 miles of pipe	0	<3.4	<3.4
Cost of recycled water as a percent of potable water cost	71%	73%	75%

PUBLIC WORKS | UTILITIES: WASTEWATER OPERATIONS

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,535,784	\$ 1,722,304	\$ 2,049,063	\$ 2,275,535
Retirement Benefits	557,172	523,118	498,188	504,880
Health Insurance	236,007	261,927	335,653	430,627
Other Personnel Expenses	(183,416)	(388,017)	97,969	111,046
Personnel Services Subtotal	2,145,547	2,119,332	2,980,873	3,322,088
Operating Expenses				
Professional & Contract Services	4,398,529	4,024,515	5,990,323	6,803,415
Supplies & Materials	330,387	295,276	621,137	361,987
Repair & Maintenance	76,938	33,237	151,700	120,728
Interdepartmental Charges	1,395,257	1,370,172	1,519,845	1,929,134
Other Operating Expenses	4,677,562	5,006,588	5,725,940	10,528,986
Capital Outlay	28,987	60,681	9,750	1,800
Operating Expenses Subtotal	10,907,660	10,790,469	14,018,695	19,746,050
TOTAL EXPENDITURES	\$ 13,053,207	\$ 12,909,801	\$ 16,999,568	\$ 23,068,138
Full Time Positions	19.45	20.10	20.80	21.60
Hourly/FTE Positions	0.00	0.20	0.00	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 Utilities wastewater mission is to prevent sewer spills and convey waste efficiently to the Encina Wastewater Authority's treatment plant by properly managing, operating and maintaining all parts of the city's sewer system. A portion of Carlsbad's treated wastewater is diverted from the ocean outfall and sent to the Carlsbad Water Recycling Facility for further treatment. The Wastewater Division maintains a sanitary sewage collection system that includes 11 wastewater lift stations and wet wells and about 273 miles of gravity mainlines, six miles of pressurized mains, and 6,168 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, maintenance access holes and other elements
- Collect wastewater and convey it to the Encina Wastewater Authority treatment plant
- Conduct closed-circuit camera review of pipelines to determine pipeline integrity
- Participate in the activities and budgets of the Encina Wastewater Authority as part of the Encina Joint Powers Authority

- Prevent wastewater spills to protect the environment
- Administer the city’s Fats, Oils and Grease program to prevent pipeline clogs and subsequent wastewater spills
- Conduct public outreach regarding what can go into drains to prevent spills and other issues

RECENT ACCOMPLISHMENTS

- Completed closed-circuit camera inspections of 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
- Achieved over 80% compliance at Carlsbad’s food service establishments for the 2022 Fats, Oils and Grease program inspections
- Updated the Sewer Spill Response Plan
- Awarded a contract to insert a liner to repair approximately five miles of clay gravity sewer mains throughout the city
- Completed the design of repairs and upgrades for sewer lift stations throughout the city
- Completed the design for rehabilitation efforts of sewer mains and maintenance access hole improvements along Carlsbad Boulevard and Cannon Road
- Completed the design for increasing the size of the sewer pipeline on Kelly Drive
- Developed a Utilities Reserve policy

GOALS

- Initiate an update to the Sewer Master Plan
- 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 Poinsettia and Chinguapin lift stations for system reliability where the existing generators have met the end of their useful life
- Initiate the design of upgrades at Poinsettia and Chinguapin lift stations
- Clean sewer pipe in line with the department’s preventive maintenance schedule
- Update the cost of services study and present updated rates to the City Council

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Rate of spills per 100 miles of pipe	0	0.358	<0.358
Department goal for amount of sewer pipe cleaned per year	100%	100%	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 Service Administration
 - Real Estate
- Community Development
- Housing & Homeless Services
- Library & Cultural Arts
- Parks & Recreation

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.

Gary Barberio
Deputy City Manager, Community Services

442-339-2822
gary.barberio@carlsbadca.gov



COMMUNITY SERVICES BRANCH



COMMUNITY SERVICES | ADMINISTRATION

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	446,413	\$ 416,086	\$ 421,382	\$ 382,197
Retirement Benefits	93,183	122,145	104,509	88,542
Health Insurance	58,369	57,361	60,862	37,759
Other Personnel Expenses	10,862	13,731	15,275	11,530
Personnel Services Subtotal	608,827	609,323	602,028	520,028
Operating Expenses				
Professional & Contract Services	13,319	14,057	19,400	9,000
Supplies & Materials	14	678	4,850	2,200
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	30,900	38,496	43,639	52,433
Other Operating Expenses	941	1,025	6,000	1,750
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	45,174	54,256	73,889	65,383
TOTAL EXPENDITURES \$	\$ 654,001	\$ 663,579	\$ 675,917	\$ 585,411
Full Time Positions	3.00	3.00	3.00	2.00
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

- Updated the city’s building codes to comply with new state building code
- Implemented self-certification inspection program allowing qualified individuals to self-certify installation of minor improvements
- Implemented an online case tracking system simplifying the tracking of processing timelines in response to an internal audit recommendation

- Developed a State Mobile Home Park Inspection Program to meet state requirements
- Revised the Vehicle Miles Travelled Guidelines to include updated options for mitigation
- Amended the Grading Ordinance to clarify exemption allowances for smaller projects
- Completed permit-ready accessory dwelling unit plans and updated the municipal code consistent with state law
- Worked with the Growth Management Citizens Committee to develop recommendations to update the Growth Management Plan and presented recommendations to the City Council
- Received new state grant fund totaling \$1,162,504 which will be used to support activities outlined in the Homelessness Action Plan
- Updated the Homelessness Action Plan which was approved by the City Council
- Completed an upgrade of the audio-visual technology in the Exploration HUB
- Completed the design phase of the technological upgrade of the Schulman Auditorium, Cannon Art Gallery and the Ann Kulchin Courtyard
- Completed Veterans Memorial Park master plan
- Completed new Civic Center site selection process

GOALS

- Complete the E-plan Review (Bluebeam) Pilot Program, which will allow staff to make corrections and comments directly onto electronically submitted development
- Implement an automated solar permitting platform consistent with SB 379 allowing applicants to apply and receive a building permit for solar systems up to 38.4 kW in real time
- Develop a program to address the removal, storage, and return of unpermitted signs in the public right of way
- Expand the Customer Self Service portal to allow for additional permit types
- Obtain City Council approval of Objective Design Standards (Citywide & Village/Barrio) by summer 2023
- Implement a public facing data dashboard to provide access to homelessness programs and statistics
- Work with local partners to offer a small business community workshop series
- Increase the number of historical documents accessible to the community by 10%
- Re-establish a reading tutoring program for elementary school students
- Initiate public outreach for Veteran's Memorial Park and Chestnut Underpass public art
- Award construction contract for Veterans Memorial Park
- Complete comprehensive update of the city's Real Estate Strategic Plan

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 5,777,438	\$ 5,010,684	\$ 5,603,577	\$ 5,644,085
Retirement Benefits	1,991,612	1,500,121	1,262,610	1,250,462
Health Insurance	806,470	716,552	873,634	925,126
Other Personnel Expenses	172,001	195,485	228,825	213,684
Personnel Services Subtotal	8,747,521	7,422,842	7,968,646	8,033,357
Operating Expenses				
Professional & Contract Services	1,927,057	1,637,536	955,683	1,305,683
Supplies & Materials	278,436	96,500	97,114	97,314
Repair & Maintenance	65	777	370	370
Interdepartmental Charges	1,280,325	1,094,448	1,337,437	1,550,984
Other Operating Expenses	9,635,563	38,518	25,450	25,250
Capital Outlay	4,213,749	-	-	-
Operating Expenses Subtotal	17,335,195	2,867,779	2,416,054	2,979,601
TOTAL EXPENDITURES	\$ 26,082,716	\$ 10,290,621	\$ 10,384,700	\$ 11,012,958
General Fund	\$ 10,715,350	\$ 10,276,086	\$ 10,384,700	\$ 11,012,958
Special Revenue Fund	\$ 15,127,464	\$ 14,535	\$ -	\$ -
TOTAL FUNDING	\$ 25,842,814	\$ 10,290,621	\$ 10,384,700	\$ 11,012,958
Full Time Positions	61.75	53.00	52.00	52.00
Hourly/FTE Positions	12.00	9.00	9.00	7.00

Summary level figures presented above for 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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	842,027	919,967	925,334	971,639
Retirement Benefits	276,853	253,252	222,690	229,982
Health Insurance	112,639	131,212	140,799	149,355
Other Personnel Expenses	22,528	33,083	35,967	34,396
Personnel Services Subtotal	1,254,047	1,337,514	1,324,790	1,385,372
Operating Expenses				
Professional & Contract Services	63,921	154,694	35,000	35,000
Supplies & Materials	44,160	31,004	44,387	44,387
Repair & Maintenance	-	-	20	20
Interdepartmental Charges	211,596	168,132	341,090	244,918
Other Operating Expenses	1,239	3,992	3,700	3,700
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	320,916	357,822	424,197	328,025
TOTAL EXPENDITURES \$	\$ 1,574,963	\$ 1,695,336	\$ 1,748,987	\$ 1,713,397
Full Time Positions	6.45	7.00	7.00	7.00
Hourly/FTE Positions	2.50	2.50	1.00	0.50

Account: 0013010 Fund: General

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 implemented and that they 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 the department's business systems and technology

RECENT ACCOMPLISHMENTS

- Expanded the Customer Self Service Portal allowing customers to view their status on building plan checks and access plan check comments for all building permit applications

- Expanded the online appointment system to offer customers a self-help tool to book new submittal appointments online for building, planning and land development engineering
- Posted new bulletins to help the public understand complex and evolving land use issues
- Leveraged EnerGov to send system emails to customers during the building plan check process to keep them better informed
- Successfully executed a significant EnerGov systems upgrade
- Updated the Community Development website with new content and improved organization/resources

GOALS

- Further expanded use of the Customer Self Service Portal to allow the submittal and review of more complex permit types
- Complete the Bluebeam Pilot Program, which will allow staff to make corrections and comments directly onto electronically submitted development plans and studies
- Continue to identify and implement process improvements that help simplify and streamline permit intake, routing, and customer service delivery and interactions

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: LAND DEVELOPMENT ENGINEERING

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,144,984	\$ 1,170,996	\$ 1,222,160	\$ 1,244,455
Retirement Benefits	389,669	342,375	292,107	277,660
Health Insurance	184,518	200,704	217,650	223,862
Other Personnel Expenses	33,239	43,016	51,404	46,675
Personnel Services Subtotal	1,752,410	1,757,091	1,783,321	1,792,652
Operating Expenses				
Professional & Contract Services	246,079	253,535	220,183	220,183
Supplies & Materials	3,812	3,081	4,400	4,400
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	147,116	227,256	228,275	308,214
Other Operating Expenses	3,199	3,064	4,700	4,700
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	400,206	486,936	457,558	537,497
TOTAL EXPENDITURES	\$ 2,152,616	\$ 2,244,027	\$ 2,240,879	\$ 2,330,149
Full Time Positions	11.00	11.00	11.00	11.00
Hourly/FTE Positions	1.00	1.00	1.50	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 and public improvements 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

- Revised the Vehicle Miles Travelled Guidelines to include updated options for mitigation and additional information to help applicants
- Amended the Grading Ordinance to clarify exemption allowances for smaller grading projects

- Created an interactive VMT map for public use
- Issued 1,102 engineering permits
- Performed 2,817 reviews for ministerial and discretionary permits

GOALS

- Ensure discretionary plan check review is completed within 21 days of submittal, at least 80% of the time
- Ensure building permit plan check review is completed within 14 days of submittal, at least 80% of the time
- Continue to expand implementation of the Customer Self Service Portal to allow processing of additional permit types, such as right-of-way permits
- Update Grading Ordinance to clarify inconsistencies and memorialize current practices
- Continue to refine procedures and adopt new technology to enhance the customer experience

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Discretionary permit plan check reviews completed within 21 days of submittal	68%	84%	88%
Building permit plan check reviews completed within 14 days of submittal	84%	81%	80%

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: PLANNING

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,835,246	\$ 1,779,631	\$ 2,041,387	\$ 2,022,884
Retirement Benefits	650,335	560,360	493,486	452,321
Health Insurance	219,870	205,721	268,185	289,155
Other Personnel Expenses	54,340	70,115	86,973	75,456
Personnel Services Subtotal	2,759,791	2,615,827	2,890,031	2,839,816
Operating Expenses				
Professional & Contract Services	552,889	508,709	201,000	551,000
Supplies & Materials	36,511	38,821	32,650	32,650
Repair & Maintenance	5	287	-	-
Interdepartmental Charges	260,976	313,044	360,431	424,868
Other Operating Expenses	21,284	22,460	11,400	11,400
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	871,665	883,321	605,481	1,019,918
TOTAL EXPENDITURES	\$ 3,631,456	\$ 3,499,148	\$ 3,495,512	\$ 3,859,734
General Fund	\$ 3,614,495	\$ 3,484,613	\$ 3,495,512	\$ 3,859,734
Special Revenue	16,961	14,535	-	-
TOTAL FUNDING	\$ 3,631,456	\$ 3,499,148	\$ 3,495,512	\$ 3,859,734
Full Time Positions	20.00	20.00	20.00	19.00
Hourly/FTE Positions	1.00	1.00	1.50	2.00

Account: 00132XX

Fund: General

ABOUT

The Planning Division is responsible for developing, 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

- 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
- Issued a Conditional Use Permit for the Orion Center project
- Completed permit-ready accessory dwelling unit plans and updated the Municipal Code for consistency with state law
- Coordinated with California Coastal Commission staff in their review of the city’s application for a Comprehensive Local Coastal Program Amendment
- Worked with the City Council-appointed Growth Management Citizens Committee to develop recommendations to update the current Growth Management Plan and presented report of these recommendations to the City Council

GOALS

- Ensure discretionary plan check review is completed within 30 days of submittal, at least 90% of the time
- Ensure building permit plan check review is completed within 14 days of submittal, at least 80% of the time
- Complete environmental review and present Housing Element maps for City Council consideration by spring 2024
- Present Objective Design Standards inside and outside Village & Barrio Master Plan for City Council consideration by summer 2024

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Discretionary permit plan check reviews completed within 30 days of submittal	86.3%	80%	90%
Building permit plan check reviews completed within 14 days of submittal	69.6%	54.7%	80%

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: BUILDING

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	760,441	\$ 740,058	\$ 925,249	\$ 833,044
Retirement Benefits	267,350	229,988	203,191	180,528
Health Insurance	150,355	127,233	164,413	153,419
Other Personnel Expenses	23,498	30,194	40,944	33,258
Personnel Services Subtotal	1,201,644	1,127,473	1,333,797	1,200,249
Operating Expenses				
Professional & Contract Services	386,470	664,436	449,000	449,000
Supplies & Materials	3,233	3,971	4,127	4,127
Repair & Maintenance	23	457	250	250
Interdepartmental Charges	214,733	260,016	270,324	361,643
Other Operating Expenses	1,036	5,224	2,700	2,700
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	605,495	934,104	726,401	817,720
TOTAL EXPENDITURES	\$ 1,807,139	\$ 2,061,577	\$ 2,060,198	\$ 2,017,969
Full Time Positions	10.00	10.00	10.00	9.00
Hourly/FTE Positions	1.00	1.00	1.50	1.00
<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

- Conduct fee assessment, plan review, permit issuance and inspection for compliance with 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 4,756 building permits valued at over \$149 million in 2022
- Conducted over 15,000 building inspections in 2022
- Updated the city’s building code and standards to comply with new state building code that became active January 2023
- Implemented self-certification inspection program that allows qualified individuals to self-certify installation of minor improvements

GOALS

- Ensure building plan check review is completed within 14 days of submittal, at least 80% of the time
- Ensure building permit inspections occur within 24 hours of request, at least 80% of the time
- Implement an automated solar permitting platform consistent with Senate Bill 379 to 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 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Building permit plan check reviews completed within 14 days of submittal	66%	70%	80%
Building inspections completed within 24 hours of request	100%	100%	100%

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: CODE ENFORCEMENT

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 487,360	\$ 400,032	\$ 489,447	\$ 572,063
Retirement Benefits	131,233	114,146	51,136	109,971
Health Insurance	62,771	51,682	82,587	109,335
Other Personnel Expenses	15,270	19,077	13,537	23,899
Personnel Services Subtotal	696,634	584,937	636,707	815,268
Operating Expenses				
Professional & Contract Services	17,416	56,162	50,500	50,500
Supplies & Materials	7,048	19,623	11,550	11,750
Repair & Maintenance	14	33	100	100
Interdepartmental Charges	23,641	126,000	137,317	211,341
Other Operating Expenses	4,526	3,778	2,950	2,750
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	52,645	205,596	202,417	276,441
TOTAL EXPENDITURES	\$ 749,279	\$ 790,533	\$ 839,124	\$ 1,091,709
Full Time Positions	5.00	5.00	4.00	6.00
Hourly/FTE Positions	3.50	3.50	3.50	2.00
<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 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

- Developed a procedural manual to serve as both a training and operations resource guide for staff in response to an internal audit recommendation
- Developed Administrative Order No. 92 – Code Enforcement Officer Safety Standards in accordance with State Senate Bill 296
- Developed specific reports to show key performance indicators that started July 1
- Developed and implemented 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
- Developed a State Mobile Home Park Inspection Program for the California Department of Housing and Community Development Mobile Home Park Maintenance inspections

GOALS

- Develop a program that addresses the removal/storage/return of unpermitted signs in the public right-of-way
- Develop and expand enforcement tracking system to improve operations management
- Ensure Category 1 cases unsafe & hazardous conditions are closed within three days of complaint, at least 80% of the time
- Ensure Category 2 cases nuisance & blight-causing conditions are closed within 30 days of complaint, at least 80% of the time
- Ensure Category 3 cases miscellaneous violation conditions are closed within 50 days of complaint, at least 80% of the time

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Percent of Category 1 cases closed within three businesses days of complaint	100%	100%	100%
Percent of Category 2 cases closed within 30 businesses days of complaint	70%	81%	80%
Percent of Category 3 cases closed within 50 businesses days of complaint	67%	89%	90%

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	-	\$ 993,770	\$ 1,654,810	\$ 1,670,299
Retirement Benefits	-	\$ 280,853	377,017	361,984
Health Insurance	-	\$ 102,832	264,423	265,173
Other Personnel Expenses	-	38,517	68,761	63,325
Personnel Services Subtotal	-	1,415,972	2,365,011	2,360,781
Operating Expenses				
Professional & Contract Services	-	1,169,814	1,747,672	1,616,141
Supplies & Materials	-	404,995	261,642	291,037
Repair & Maintenance	-	24	300	200
Interdepartmental Charges	-	379,115	566,690	454,534
Other Operating Expenses	-	11,189,525	11,266,663	13,558,886
Capital Outlay	-	13,111	4,900	7,300
Operating Expenses Subtotal	-	13,156,584	13,847,867	15,928,098
TOTAL EXPENDITURES \$	-	\$ 14,572,556	\$ 16,212,878	\$ 18,288,879
TOTAL FUNDING				
General Fund \$	-	\$ 1,788,322	\$ 3,134,115	\$ 2,765,195
Special Revenue Fund	-	\$ 12,663,435	\$ 12,009,918	\$ 14,464,184
Trust Fund	-	\$ 120,799	\$ 1,068,845	\$ 1,059,500
TOTAL FUNDING \$	-	\$ 14,572,556	\$ 16,212,878	\$ 18,288,879
Full Time Positions	0.00	14.00	16.00	16.00
Hourly/FTE Positions	0.00	3.00	1.81	1.53

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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 225,817	\$ 307,167	\$ 681,860	\$ 553,155
Retirement Benefits	145,286	90,825	149,968	112,138
Health Insurance	28,982	27,343	81,024	64,554
Other Personnel Expenses	8,467	13,308	26,578	19,640
Personnel Services Subtotal	408,552	438,643	939,430	749,487
Operating Expenses				
Professional & Contract Services	267,595	250,995	339,217	270,000
Supplies & Materials	8,454	12,003	13,600	12,400
Repair & Maintenance	14	-	-	-
Interdepartmental Charges	131,716	120,900	168,016	94,021
Other Operating Expenses	527	1,715	53,777	54,370
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	408,306	385,613	574,610	430,791
TOTAL EXPENDITURES	\$ 816,858	\$ 824,256	\$ 1,514,040	\$ 1,180,278
General Fund	\$ 816,858	\$ 824,256	\$ 1,484,040	\$ 1,150,278
Special Revenue	-	-	30,000	30,000
TOTAL FUNDING	\$ 816,858	\$ 824,256	\$ 1,514,040	\$ 1,180,278
Full Time Positions	3.78	4.50	5.17	4.17
Hourly/FTE Positions	2.00	2.00	0.83	0.75
<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 Services 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
- 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 through the Agricultural Conversion Mitigation Fee program
- 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 February 2023 with 19 high school student participants
- Oversaw the CityStuff program offered to third grade students in 25 classrooms in partnership with 14 local elementary schools
- Administered the Affordable Housing Resale Program, including the acquisition of 11 units, of which nine have been resold to qualified low-income buyers. The remaining two units of the original 11 are undergoing repairs and anticipated to be sold by the end of 2023 calendar year. An additional four units have been acquired to-date, of which one has been sold, and three are anticipated to be sold by the end of 2023 calendar year.
- 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
- Received new state grant fund totaling \$1,162,504. The Permanent Local Housing Allocation funds will be used to support activities outlined in the Homelessness Action Plan, which was updated in February 2023. Staff will continue to apply for this ongoing funding source each year.

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
- 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 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Community Grants dispersed	\$6,000	\$5,000	\$5,000
Classrooms educated	3	25	54

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: HOMELESS SERVICES

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ -	\$ 299,810	\$ 463,317	\$ 479,026
Retirement Benefits	-	62,181	116,301	111,299
Health Insurance	-	32,200	80,283	73,405
Other Personnel Expenses	-	7,290	18,757	17,235
Personnel Services Subtotal	-	401,481	678,658	680,965
Operating Expenses				
Professional & Contract Services	-	558,126	889,500	863,000
Supplies & Materials	-	3,005	16,250	16,000
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	-	-	62,417	46,449
Other Operating Expenses	-	1,454	3,250	1,127,629
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	-	562,585	971,417	2,053,078
TOTAL EXPENDITURES	\$ -	\$ 964,066	\$ 1,650,075	\$ 2,734,043
FUNDING				
General Fund	\$ -	\$ 964,066	\$ 1,650,075	\$ 1,614,917
Special Revenue	-	-	-	1,119,126
TOTAL FUNDING	\$ -	\$ 964,066	\$ 1,650,075	\$ 2,734,043
Full Time Positions	0.00	3.50	4.00	4.10
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account:</i>	<i>0012540 1362610</i>		<i>Fund:</i>	<i>General Special Revenue - PLHA</i>

ABOUT

The Homeless Services Division is responsible for leading all strategies, initiatives and actions related to the city’s goal of addressing the complex needs of individuals experiencing or at risk of experiencing homelessness in a compassionate and effective manner and reduce the impacts of homelessness on the community. This division uses best practices, community input and feedback from people with lived experience to implement solutions to prevent and reduce homelessness. The strategies and initiatives surround three main areas of focus: shelter and housing, outreach and access to services and public safety.

SERVICES

- Manage and implement the city’s Homelessness Action Plan
- Provide housing navigation services for persons at-risk of or experiencing homelessness
- Oversee the homeless outreach and case management contract
- Offer short-term emergency boarding for animals of a person experiencing homelessness within the city via contract services with San Diego Humane Society
- Manage a rapid rehousing contract with Community Resource Center that helps individuals and households experiencing homelessness within the city

- Oversee a contract with the Catholic Charities Diocese of San Diego to provide two licensed clinicians to provide staff at the La Posada de Guadalupe Emergency Shelter with training, allowing the facility to operate as a low barrier shelter
- Manage a contract with OrgCode Consulting to provide training and technical assistance at the La Posada de Guadalupe shelter
- Implement a contract with Community Resource Center to provide employment and benefits services to people experiencing homelessness
- Oversee the contract with Urban Corps for citywide abandoned items and litter removal services related to homeless encampments
- Oversee a contract with Rocket John’s providing restroom and sanitation services in locations around the city
- Engage with community residents and businesses through regular communication efforts
- Coordinate with neighboring jurisdictions and county resources on regional issues related to homelessness
- Oversee the limited-term motel voucher program

RECENT ACCOMPLISHMENTS

- Updated the Homelessness Action Plan
- Began work on the City Council-approved strategic plan goal addressing the complex needs of individuals experiencing or at risk of experiencing homelessness in a compassionate and effective manner and reduces the impacts of homelessness on the community
- Engaged with 749 unduplicated individuals experiencing homelessness in the city via city-funded homelessness service programs, assisted with transitioning 62 people into permanent housing, placed 110 people into emergency shelters and cleaned up 50 encampments
- Implemented a contract with Community Resource Center for an employment and benefits specialist to help connect people to disability and social security benefits, CalWORKS, CalFresh, Veteran benefits, employment programs and other aid programs
- Secured a competitive County Emergency Housing Solutions Grant of \$2 million from the County of San Diego to support the expansion of the La Posada de Guadalupe shelter
- Assisted 37 households with 95 nights in the short-term motel voucher program
- Hosted a mobile homeless court and resource fair with 58 individuals attending

GOALS

- Enhance the quality of life for everyone in Carlsbad by adopting and implementing an updated Homelessness Action Plan that addresses the complex needs of individuals experiencing or at risk of experiencing homelessness in a compassionate and effective manner and reduces the impacts of homelessness on the community
- Implement a public facing dashboard of data on homelessness programs and statistics
- Start construction on La Posada expansion and new dashboard for measurements of goals

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Unduplicated homeless persons served	749	700	700
Shelter placements	110	110	120
Persons housed	62	70	70
Encampments cleared	50	30	30

COMMUNITY SERVICES |

HOUSING & HOMELESS SERVICES: AFFORDABLE HOUSING PROGRAMS

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 102,028	\$ 20,667	\$ 53,332	\$ 97,639
Retirement Benefits	36,004	14,885	11,645	22,526
Health Insurance	8,095	3,474	15,956	18,963
Other Personnel Expenses	3,287	2,559	2,626	4,012
Personnel Services Subtotal	149,414	41,585	83,559	143,140
Operating Expenses				
Professional & Contract Services	350,465	322,866	377,955	357,141
Supplies & Materials	158,521	381,112	217,627	253,672
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	127,920	64,224	71,059	58,423
Other Operating Expenses	148,765	329,655	181,001	453,377
Capital Outlay	4,213,749	13,111	2,900	7,300
Operating Expenses Subtotal	4,999,420	1,110,968	850,542	1,129,913
TOTAL EXPENDITURES	\$ 5,148,834	\$ 1,152,553	\$ 934,101	\$ 1,273,053
Full Time Positions	0.60	0.60	0.80	1.20
Hourly/FTE Positions	1.00	1.00	0.06	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, 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

- Broke ground on 206 affordable units across three projects

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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 362,144	\$ 366,126	\$ 456,301	\$ 540,479
Retirement Benefits	89,509	112,962	99,103	116,021
Health Insurance	39,219	39,815	87,160	108,251
Other Personnel Expenses	10,790	15,360	20,800	22,438
Personnel Services Subtotal	501,662	534,263	663,364	787,189
Operating Expenses				
Professional & Contract Services	37,214	37,827	111,000	96,000
Supplies & Materials	12,084	8,875	14,165	8,965
Repair & Maintenance	9	24	300	200
Interdepartmental Charges	116,631	186,707	257,528	255,641
Other Operating Expenses	9,294,069	10,743,186	9,997,460	10,894,010
Capital Outlay	-	-	2,000	-
Operating Expenses Subtotal	9,460,007	10,976,619	10,382,453	11,254,816
TOTAL EXPENDITURES	\$ 9,961,669	\$ 11,510,882	\$ 11,045,817	\$ 12,042,005
Full Time Positions	4.00	5.40	6.03	6.53
Hourly/FTE Positions	0.00	0.00	0.93	0.73
<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 Housing Choice Voucher 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 Housing Choice Voucher rental assistance program
- Assist low-income households with access to safe and sanitary rental housing
- Ensure the Section 8 Housing Choice Voucher 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 Housing Choice Voucher 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, or HUD
- 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 575 very low and extremely low-income households, an increase of 25 households
- Received Section 8 Housing Choice Voucher funding to assist 16 additional households with rental assistance
- Funded four public service organizations and one fair housing provider resulting in supportive services being provided to approximately 1,215 Carlsbad residents in low-income and special needs populations, and assistance in the prevention of homelessness and reduction of the homeless population
- Amended the fiscal year 2022-23 Annual Action Plan for the CDBG Program to allocate \$996,112 in additional funds received through Program Income and unspent funds from prior year projects

GOALS

- Continue to operate the Section 8 Housing Choice Voucher 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
- Complete and submit the fiscal year 2022-23 Consolidated Annual Plan Evaluation Report and fiscal year 2023-24 Annual Action Plan
- Update CDBG policies and procedures to allow funding allocations that best support the implementation of the homelessness action plan

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Clients receiving Rental Assistance	568	575	600
Dollar value of grants awarded to community organizations	\$501,113	\$476,057	\$476,057

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: SUCCESSOR AGENCY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 17,391	\$ -	\$ -	\$ -
Retirement Benefits	5,373	-	-	-
Health Insurance	21	-	-	-
Other Personnel Expenses	582	-	-	-
Personnel Services Subtotal	23,367	-	-	-
Operating Expenses				
Professional & Contract Services	5,008	-	30,000	30,000
Supplies & Materials	4,613	-	-	-
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	45,996	7,284	7,670	-
Other Operating Expenses	160,918	113,515	1,031,175	1,029,500
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	216,535	120,799	1,068,845	1,059,500
TOTAL EXPENDITURES	\$ 239,902	\$ 120,799	\$ 1,068,845	\$ 1,059,500
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 2022-23 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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 5,471,768	\$ 5,643,950	\$ 6,665,560	\$ 6,563,356
Retirement Benefits	1,509,419	1,275,142	1,140,395	1,101,347
Health Insurance	597,556	567,654	700,556	766,775
Other Personnel Expenses	152,820	211,284	253,406	244,754
Personnel Services Subtotal	7,731,563	7,698,030	8,759,917	8,676,232
Operating Expenses				
Professional & Contract Services	398,850	561,814	734,375	720,722
Supplies & Materials	1,060,417	1,218,483	1,302,947	1,248,471
Repair & Maintenance	40,419	3,415	6,800	8,800
Interdepartmental Charges	2,852,698	3,191,426	3,362,870	3,127,532
Other Operating Expenses	416,135	518,442	453,733	473,063
Capital Outlay	14,333	8,307	-	-
Operating Expenses Subtotal	4,782,852	5,501,887	5,860,725	5,578,588
TOTAL EXPENDITURES	\$ 12,514,415	\$ 13,199,917	\$ 14,620,642	\$ 14,254,820
General Fund	\$ 12,344,689	\$ 13,024,082	\$ 14,088,425	\$ 13,637,285
Special Revenue Fund	\$ 169,726	\$ 175,835	\$ 532,217	\$ 617,535
TOTAL FUNDING	\$ 12,514,415	\$ 13,199,917	\$ 14,620,642	\$ 14,254,820
Full Time Positions	52.50	52.50	51.00	53.00
Hourly/FTE Positions	62.06	63.66	61.95	53.42

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**

	2020-21 Actual		2021-22 Actual		2022-23 Budget		2023-24 Budget
Personnel Services							
Salaries & Wages	\$ 1,033,474	\$	1,151,422	\$	1,120,970	\$	1,162,425
Retirement Benefits	378,464		333,065		282,520		249,848
Health Insurance	129,096		129,932		146,018		147,366
Other Personnel Expenses	29,224		40,134		43,950		40,086
Personnel Services Subtotal	1,570,258		1,654,553		1,593,458		1,599,725
Operating Expenses							
Professional & Contract Services	70,370		76,705		18,000		14,000
Supplies & Materials	105,168		102,997		83,895		73,510
Repair & Maintenance	38,967		1,235		4,155		4,155
Interdepartmental Charges	689,278		763,200		997,493		807,042
Other Operating Expenses	408,610		514,221		452,630		473,063
Capital Outlay	14,333		8,307		-		-
Operating Expenses Subtotal	1,326,726		1,466,665		1,556,173		1,371,770
TOTAL EXPENDITURES	\$ 2,896,984	\$	3,121,218	\$	3,149,631	\$	2,971,495
Full Time Positions	12.00		12.00		10.00		10.00
Hourly/FTE Positions	3.82		3.82		3.37		2.92

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, 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, administer and monitor budgets, contracts, grants, purchasing and accounting processes
- Plan, develop and implement technology solutions to effectively deliver services

- Work with the Library Board of Trustees and the Arts 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 appropriately used

RECENT ACCOMPLISHMENTS

- Integrated the library’s computer management system with the Parks & Recreation public computer labs so Parks & Recreation can utilize analytics and session management tools
- Eliminated fines for late return of library materials to align with industry best practices
- Completed an upgrade of the audio-visual technology in the Exploration HUB
- Returned volunteer opportunities to the majority of service areas
- Initiated the process of centralizing data collection to improve access to performance metrics
- Updated the library’s patron automated materials handling system allowing for improved functionality and support
- Completed an update to the integrated library computer system that allows for a more diverse and inclusive library catalog
- Evaluated public computer usage resulting in a reduction of 25 computers across three facilities
- Provided direct access to over 4,000 digital magazines via the online catalog

GOALS

- Evaluate staff and community services and resources with an equity lens to improve overall accessibility and inclusion
- Improve use of metrics to determine usage of existing resources and to anticipate future community needs
- Upgrade the library’s patron and materials management system for improved functionality
- Pursue information about patron traffic and usage by installing a new people counting and usage measuring system
- Pursue an upgrade of computer hardware and software in the Exploration HUB and move from a wired to wireless environment
- Pursue library material retrieval lockers to improve services to patrons outside of library hours
- Evaluate the changing patron needs for computers, printing and copying
- Expand patron access to materials beyond the Carlsbad collection with a resource sharing program, Link+, through the Serra Cooperative Library System
- Improve and formalize relationships with support organizations via Memorandums of Understanding
- Move Library Learning Center renovation project forward in the CIP process

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Number of contracts executed	112	105	110
Patron computer sessions: Mobile and in-house	116,340	143,440	160,000
Library visits	363,803	415,309	450,000

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CIRCULATION SERVICES

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 885,675	\$ 876,879	\$ 1,006,963	\$ 996,633
Retirement Benefits	133,425	111,216	99,025	105,755
Health Insurance	53,797	52,396	66,574	69,876
Other Personnel Expenses	24,572	36,227	41,484	40,964
Personnel Services Subtotal	1,097,469	1,076,718	1,214,046	1,213,228
Operating Expenses				
Professional & Contract Services	-	-	-	-
Supplies & Materials	7,206	5,145	12,500	12,500
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	113,364	143,316	185,231	165,702
Other Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	120,570	148,461	197,731	178,202
TOTAL EXPENDITURES	\$ 1,218,039	\$ 1,225,179	\$ 1,411,777	\$ 1,391,430
Full Time Positions	4.50	4.50	5.00	5.00
Hourly/FTE Positions	20.68	20.68	20.68	18.30
<i>Account: 0014015 Fund: General</i>				

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 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

- Improved the quality of account records by finding and fixing data entry and formatting errors
- Implemented new shelving standards to improve the appearance, accessibility and circulation of the collection
- Improved standards and processes for circulation staff with regular division meetings and new training
- Made processes more flexible and sustainable by adding 4 new mobile circulation units

GOALS

- Cross-train staff in other divisions in circulation processes to reduce the number of account mistakes and to ensure patrons have a universal experience
- Implement the Link+ system that allows users to borrow books from other libraries throughout California
- Update circulation policies and procedures that were changed or suspended during COVID-19

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Circulation of physical items	832,784	898,779	920,681
New library accounts	10,077	12,899	14,000

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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,298,620	\$ 1,270,143	\$ 1,554,949	\$ 1,518,981
Retirement Benefits	328,064	269,041	248,689	244,171
Health Insurance	113,439	97,206	117,034	153,298
Other Personnel Expenses	35,963	47,659	57,384	55,616
Personnel Services Subtotal	1,776,086	1,684,049	1,978,056	1,972,066
Operating Expenses				
Professional & Contract Services	-	1,455	3,700	700
Supplies & Materials	7,376	1,754	5,380	5,380
Repair & Maintenance	1,320	1,272	1,345	1,345
Interdepartmental Charges	932,376	1,003,188	1,011,766	1,066,514
Other Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	941,072	1,007,669	1,022,191	1,073,939
TOTAL EXPENDITURES	\$ 2,717,158	\$ 2,691,718	\$ 3,000,247	\$ 3,046,005
Full Time Positions	11.00	11.00	11.00	12.00
Hourly/FTE Positions	15.35	15.35	14.87	11.90
<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

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; manage scheduling and use of the study rooms; provide library programs for adults and teens
- Support 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
- Provide leadership opportunities and community service volunteer hours for teens

RECENT ACCOMPLISHMENTS

- Launched the Job-Readiness Room in partnership with the Innovation & Economic Development Department, the Carlsbad Chamber of Commerce and Bendable, an outside vendor, to connect entry level job seekers to job interviews through a micro-credential online learning platform
- Re-established leadership opportunities for teens by offering volunteer and community service hours during the Summer Reading Adventure
- Hosted six successful author events that focused on local connections and diversity
- Forged and renewed internal and external partnerships in programming and services including the Innovation & Economic Development Department, Carlsbad Unified School District, Senior Center, Carlsbad Community Gardens, Chamber of Commerce, Small Business Development Center and local retirement communities
- Restored pre-COVID-19 programs including the Grow Your Garden series, Books To Go outreach, business workshops, Teen Talent Show and school tours
- Partnered with city departments to host three Fix-it Clinic programs, where community members can bring broken items such as surfboards, bikes, small appliances and clothes and work with local craftspeople for repair
- Expanded the Seed Library with new community partners and seed supplies
- Established a new service to receive and evaluate proposals from the community for programs or services
- Added four new databases for a total of 47 adult and teen eResources
- Worked with partner organization, North San Diego County Genealogical Society, to implement new virtual program hosting software

GOALS

- Work with local partners to offer a small business community workshop series
- Establish a division programming team to give more staff opportunities for professional development
- Develop the architecture to add existing genealogy and Carlsbad history items to the new Digital Asset Management software
- Increase the number of historical documents accessible to the community by 10%
- Create promotional materials to showcase the value of Genealogy & Carlsbad History services to the community

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Community members reached through outreach	N/A	1,200	2,500
Carlsbad genealogy and history research provided to city and community	495 hours	550 hours	595 hours

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

	2020-21 Actual		2021-22 Actual		2022-23 Budget		2023-24 Budget
Personnel Services							
Salaries & Wages	\$ 565,302	\$	525,604	\$	710,926	\$	732,806
Retirement Benefits	173,313		144,599		128,812		127,739
Health Insurance	92,324		86,501		129,381		125,418
Other Personnel Expenses	16,692		21,745		27,872		27,857
Personnel Services Subtotal	847,631		778,449		996,991		1,013,820
Operating Expenses							
Professional & Contract Services	-		-		-		-
Supplies & Materials	770		4,454		2,900		5,223
Repair & Maintenance	-		-		-		-
Interdepartmental Charges	353,532		376,188		339,359		299,294
Other Operating Expenses	-		-		-		-
Capital Outlay	-		-		-		-
Operating Expenses Subtotal	354,302		380,642		342,259		304,517
TOTAL EXPENDITURES	\$ 1,201,933	\$	1,159,091	\$	1,339,250	\$	1,318,337
Full Time Positions	7.00		7.00		7.00		7.00
Hourly/FTE Positions	5.55		5.55		5.55		5.21
<i>Account: 0014035 Fund: 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
- 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

RECENT ACCOMPLISHMENTS

- Expanded the prior pilot program to provide age-appropriate Maker Kits, which cover various STEAM concepts and include a book and activities for patrons to check out and complete at home
- Expanded the amount of in-person programming offered at all three locations
- Improved systemwide story time presentations through staff trainings and story time program standards
- Made the Cole Children’s picture book area more attractive and interactive for children and families by working with the Facilities Department to paint two accent walls, install an art hanging system and install tactile sensory wall tiles
- Increased outreach efforts resulting in a 30% increase in Summer Reading Adventure participation
- Installed a “traveling Story Walk” at four city park locations during the Summer Reading Adventure

GOALS

- Design and implement STEAM exploration and experiences for children and their families in the Leichtag Family Foundation Discovery Room at Dove Library
- Conduct Children’s Services Summits to train all staff on the topics of outreach and collection development
- Reinstate large-scale in-person performances for children and families during the Summer Reading Adventure
- Showcase and promote 1,000 Books Before Kindergarten to weekly program participants
- Promote early literacy services by increasing staff training on Early Literacy Stations

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
1000 Books Before Kindergarten participants	129	545	650
Summer Reading participants	1,063	1,529	1,900
Early Literacy Station users	N/A	8,700	8,900

COMMUNITY SERVICES |

LIBRARY & CULTURAL ARTS: COLLECTIONS & TECHNICAL SERVICES

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 574,073	\$ 591,757	\$ 627,402	\$ 648,710
Retirement Benefits	203,691	157,187	134,592	132,976
Health Insurance	81,715	77,462	81,757	79,887
Other Personnel Expenses	15,183	20,560	24,645	24,372
Personnel Services Subtotal	874,662	846,966	868,396	885,945
Operating Expenses				
Professional & Contract Services	24,217	35,194	21,825	20,825
Supplies & Materials	816,803	978,176	1,031,564	946,261
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	180,228	191,100	185,284	193,776
Other Operating Expenses	117	-	-	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	1,021,365	1,204,470	1,238,673	1,160,862
TOTAL EXPENDITURES	\$ 1,896,027	\$ 2,051,436	\$ 2,107,069	\$ 2,046,807
General Fund	\$ 1,833,437	\$ 1,980,481	\$ 1,933,653	\$ 1,878,907
Special Revenue Fund	62,590	70,955	173,416	167,900
TOTAL FUNDING	\$ 1,896,027	\$ 2,051,436	\$ 2,107,069	\$ 2,046,807
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	2.88	2.88	2.88	2.63
<i>Account:</i>	<i>0014040</i>	<i>Fund:</i>	<i>General</i>	
	<i>1454010</i>		<i>Special Revenue-Gifts/Benefits</i>	
	<i>1454011</i>		<i>Special Revenue-Friends of the Library</i>	

ABOUT

Collections & Technical Services coordinates the selection of physical and electronic materials and manages collection development and maintenance for all library facilities. Staff catalog and prepare library materials for public use, evaluate new content formats, devise new cataloging and processing procedures and evaluate usage patterns for materials.

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

- Enhanced library collections and metadata in relation to diversity, equity and inclusion to reflect best practices in maintaining a timely, relevant and welcoming collection
- Implemented revisions to the library materials selection process to streamline workflow and staff training
- Supported an increase in community use of eBooks and audiobooks by shifting resources and collections planning
- Improved the purchasing process and library catalog maintenance with newly implemented technology
- Helped patrons find the most relevant materials with new software enhancements that improve search results
- Reassessed and enhanced patrons’ ability to find adult non-fiction materials at the Georgina Cole Library by modifying labeling, shelving locations and database indexing

GOALS

- Perform a scheduled update of the Collection Development Policy to ensure both currency and continuity of high standards in collection management and present it to the Library Board of Trustees
- Create a new distinct graphic novel collection for adults
- Work with Children’s Services staff to better organize children’s materials at each location
- Work with other divisions to finalize changes to the library materials selection structure and process to streamline workflow and staff training
- Implement newly acquired software tools to help patrons find the most relevant materials

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
eBooks and audiobooks selected and added to collection	4,180	4,200	4,300
Physical items selected, cataloged, processed and added to collection	28,686	28,000	29,000

COMMUNITY SERVICES |

LIBRARY & CULTURAL ARTS: OUTREACH, LITERACY & BILINGUAL SERVICES

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 596,401	\$ 670,693	\$ 627,418	\$ 675,360
Retirement Benefits	151,670	135,610	102,926	106,316
Health Insurance	64,202	65,936	51,961	58,436
Other Personnel Expenses	16,865	25,289	23,608	25,734
Personnel Services Subtotal	829,138	897,528	805,913	865,846
Operating Expenses				
Professional & Contract Services	35,085	37,808	60,960	58,575
Supplies & Materials	104,707	73,611	134,154	177,366
Repair & Maintenance	-	908	300	300
Interdepartmental Charges	511,188	573,169	514,681	461,770
Other Operating Expenses	5,824	4,221	-	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	656,804	689,717	710,095	698,011
TOTAL EXPENDITURES	\$ 1,485,942	\$ 1,587,245	\$ 1,516,008	\$ 1,563,857
TOTAL FUNDING				
General Fund	\$ 1,404,253	\$ 1,520,685	\$ 1,294,957	\$ 1,268,972
Special Revenue Fund	81,689	66,560	221,051	294,885
TOTAL FUNDING	\$ 1,485,942	\$ 1,587,245	\$ 1,516,008	\$ 1,563,857
Full Time Positions	6.00	6.00	5.00	5.30
Hourly/FTE Positions	9.40	9.00	6.65	6.69
<i>Account:</i>	<i>001405X, 0014060</i>		<i>Fund:</i>	<i>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, story times, 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
- Develop partnerships and outreach opportunities 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
- Re-established English as a Second Language classes in partnership with MiraCosta College
- Increased the number of Career Online High School participants
- Renovated the Learning Center’s upstairs public service area for enhanced safety, ergonomics and customer service and procured design for first-floor renovations
- Evaluated the efficacy of digital, virtual and in-person resources for the adult literacy program to rebalance programming to meet adult learners’ needs
- Developed a department-wide outreach and marketing strategy and increased support and partnership with other city departments
- Launched State Parks Pass program in partnership with California State Library and California State Parks, making State Parks passes available to library patrons free of charge
- Distributed over 3,000 free books obtained through community and San Diego Council on Literacy donations at public outreach and Books to Go events

GOALS

- Re-establish a reading tutoring program for elementary students
- Refresh the literacy collection with additional materials emphasizing diverse topics and authors
- Develop new bilingual and Spanish-language family services programs to meet the community’s changing needs
- Collaborate with Cultural Arts to bring public art to the Library Learning Center
- Finalize and adopt a department-wide outreach and marketing strategy
- Increase feedback opportunities for the public through surveys, outreach and input via eNewsletter and website to improve library programs and services
- Increase the number of Career Online High School participants

Performance Measure	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected
Career Online High School enrollments	1	5	6
Bilingual program offerings	32	85	170
Active and current partners	N/A	25	28

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CULTURAL ARTS

	2020-21 Actual		2021-22 Actual		2022-23 Budget		2023-24 Budget
Personnel Services							
Salaries & Wages	\$ 518,223	\$	557,452	\$	1,016,932	\$	828,441
Retirement Benefits	140,792		124,424		143,831		134,542
Health Insurance	62,983		58,221		107,831		132,494
Other Personnel Expenses	14,321		19,670		34,463		30,125
Personnel Services Subtotal	736,319		759,767		1,303,057		1,125,602
Operating Expenses							
Professional & Contract Services	269,178		410,652		629,890		626,622
Supplies & Materials	18,387		52,346		32,554		28,231
Repair & Maintenance	132		-		1,000		3,000
Interdepartmental Charges	72,732		141,265		129,056		133,434
Other Operating Expenses	1,584		-		1,103		-
Capital Outlay	-		-		-		-
Operating Expenses Subtotal	362,013		604,263		793,603		791,287
TOTAL EXPENDITURES	\$ 1,098,332	\$	1,364,030	\$	2,096,660	\$	1,916,889
General Fund	\$ 1,072,885	\$	1,325,710	\$	1,958,910	\$	1,762,139
Special Revenue Fund	25,447		38,320		137,750		154,750
TOTAL FUNDING	\$ 1,098,332	\$	1,364,030	\$	2,096,660	\$	1,916,889
Full Time Positions	5.00		5.00		6.00		6.70
Hourly/FTE Positions	4.38		6.38		7.95		5.78
Account:	001406X	Fund:	General				
	148		Special Revenue-Special Events				
	175		Special Revenue-Schulman Endowment				

ABOUT

Cultural Arts 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, residents and visitors that sustain and promote a thriving, diverse and creative city, aligned with the Arts & Culture Master Plan.

SERVICES

- Present visual arts exhibitions and performing arts at the Ruby G. Schulman Auditorium, the William D. Cannon Art Gallery and throughout the city
- Create, document and maintain the city's permanent and temporary public art collection
- Administer the Community Arts Grant program with review by the Arts Commission and participation of community arts stakeholders
- Offer educational programs for all ages and abilities, including Three-Part Art, Pop Up Art and STEAM reaching over 10,000 participants annually
- Host guest artist residencies, spanning all genres, to focus on expanded, interactive arts experiences

- Present year-round performing arts series, including TGIF Concerts in the Parks, Showtime at the Schulman and Front Row Saturdays
- Curate a diverse selection of national and international films and documentaries, based on audience feedback, screened in the Schulman Auditorium
- Maintain partnerships with the Carlsbad Friends of the Arts, Carlsbad Library & Arts Foundation and the Chamber of Commerce

RECENT ACCOMPLISHMENTS

- Completed the design phase of the technological upgrade of the Schulman Auditorium, Cannon Art Gallery and the Ann Kulchin Courtyard
- Presented four exhibits in the Cannon Art Gallery, including both local artists and national touring exhibits
- Installed murals at Library Learning Center and the renovated New Village Arts Center
- Curated a new multi-year exhibition in the Carlsbad Sculpture Garden
- Installed the city’s first permanent glass public art at the newly built Fire Station 2
- Maintained partnership with Carlsbad Village Association through temporary art installations pairing local artists with businesses
- Added two new Community Arts Grants categories: two-year grants and emerging artists/organizations, to focus on sustainability and expanded art forms
- Completed inaugural STEAM program with the Batiquitos Lagoon Foundation
- Presented 15 live performances in the Schulman Auditorium with over 3,000 attendees
- Relaunched TGIF Concerts in the Parks series after a two-year hiatus, celebrating its 35th anniversary
- Supported multiple citywide festivals with the mobile stage and Pop-Up Art experiences
- Participated in the national Americans for the Arts Economic Study which documented the impact of arts spending on local, state and national economies

GOALS

- Evaluate progress on Arts & Culture Master Plan initiatives
- Explore launching new Arts & Culture Master Plan initiatives with pilot programs for arts in the workplace and trail art
- Launch new partnership with The Forum and continue the partnership with the Carlsbad Village Association in developing new temporary art experiences
- Finalize plans for public transportation art at the Village & Barrio Traffic Circle and Chestnut Underpass
- Implement technology upgrades for the Schulman Auditorium, Cannon Art Gallery and the Kulchin Courtyard
- Collaborate with Barrio Glassworks to present a glass exhibition in the Cannon Art Gallery
- Initiate public outreach for Veteran’s Memorial Park and Chestnut Underpass public art
- Expand guest artist residencies to include musical theatre for all ages and opera for kids
- Double the number of attendees at STEAM programs in partnership with the Batiquitos Lagoon Foundation

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Permanent and temporary public art projects completed	6	5	6
Number of Arts & Culture Master Plan Initiatives activated to date (out of 49 total)	15	20	25

COMMUNITY SERVICES | PARKS & RECREATION: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 5,897,102	\$ 6,089,417	\$ 7,447,323	\$ 7,718,770
Retirement Benefits	1,572,592	1,352,430	1,273,007	1,264,817
Health Insurance	559,345	570,125	861,278	884,968
Other Personnel Expenses	293,094	447,709	473,268	416,708
Personnel Services Subtotal	8,322,133	8,459,681	10,054,876	10,285,263
Operating Expenses				
Professional & Contract Services	6,202,333	8,083,942	8,329,905	7,898,331
Supplies & Materials	872,007	972,957	1,166,558	1,055,818
Repair & Maintenance	7,916	3,690	5,020	1,934
Interdepartmental Charges	1,574,949	2,001,854	1,992,582	2,381,739
Other Operating Expenses	8,186,933	9,922,915	10,467,217	11,059,523
Capital Outlay	157,054	112,526	687,500	1,010,000
Operating Expenses Subtotal	17,001,192	21,097,884	22,648,782	23,407,345
TOTAL EXPENDITURES	\$ 25,323,325	\$ 29,557,565	\$ 32,703,658	\$ 33,692,608
TOTAL FUNDING				
General Fund	\$ 16,786,632	\$ 19,251,458	\$ 21,167,014	\$ 21,055,565
Enterprise Fund	\$ 6,718,515	\$ 8,345,328	\$ 9,195,000	\$ 10,121,000
Special Revenue Fund	\$ 1,818,178	\$ 1,960,779	\$ 2,341,644	\$ 2,516,043
TOTAL FUNDING	\$ 25,323,325	\$ 29,557,565	\$ 32,703,658	\$ 33,692,608
Full Time Positions	55.00	55.00	59.00	59.00
Hourly/FTE Positions	77.83	80.26	71.56	70.32

PARKS & RECREATION

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

COMMUNITY SERVICES | PARKS & RECREATION: ADMINISTRATION

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,211,204	\$ 1,182,066	\$ 1,243,160	\$ 1,362,257
Retirement Benefits	418,881	345,543	301,822	298,003
Health Insurance	111,366	97,123	141,218	136,778
Other Personnel Expenses	44,584	57,948	57,782	55,203
Personnel Services Subtotal	1,786,035	1,682,680	1,743,982	1,852,241
Operating Expenses				
Professional & Contract Services	96,004	152,040	251,440	237,997
Supplies & Materials	74,509	35,647	83,877	59,465
Repair & Maintenance	6,430	2,646	300	200
Interdepartmental Charges	206,443	273,804	398,987	302,034
Other Operating Expenses	38,212	50,295	129,583	113,294
Capital Outlay	6,314	-	2,500	-
Operating Expenses Subtotal	427,912	514,432	866,687	712,990
TOTAL EXPENDITURES	\$ 2,213,947	\$ 2,197,112	\$ 2,610,669	\$ 2,565,231
General Fund	\$ 2,187,782	\$ 2,158,357	\$ 2,529,660	\$ 2,484,031
Special Revenue Fund	26,165	38,755	81,009	81,200
Total Funding	\$ 2,213,947	\$ 2,197,112	\$ 2,610,669	\$ 2,565,231
Full Time Positions	11.45	11.30	10.30	10.45
Hourly/FTE Positions	1.36	1.34	0.49	0.98
<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, efficiency and performance
- Develop and monitor operating budget and annual CIP budget
- Process and issue citywide special event permits
- Enhance city-owned or controlled natural open space and trails system through land acquisition, planning, trails 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 for low-income residents

- Develop, monitor and support the department's information technology
- Liaise with Parks & Recreation Commission, Senior Commission and Beach Preservation Commission
- Conduct department master and strategic planning
- Address Commission for the Accreditation of Parks and Recreation Agencies accreditation application and training processes

RECENT ACCOMPLISHMENTS

- Completed environmental permitting/entitlements phase for master planning of Veterans Memorial Park
- Received City Council adoption of the final master plan for Veterans Memorial Park
- Received City Council approval to award a design services agreement for master planning Robertson Ranch Community Park
- Checked plans and specifications of new private development projects that include trail construction, street trees and rights of way improvements
- 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
- Field verified park inventories for the Parks & Recreation Department Master Plan Update
- Completed Parks & Recreation Department master plan update statistically reliable survey and presented draft findings to Commissions and City Council
- Supported the Fleet & Facilities Department in pursuing the development of plans and specifications for the Monroe Street Pool Renovation and Replacement Project, including presentations to the Parks & Recreation Commission and the City Council
- Assisted in administering a mobile application to enhance citywide trails use
- Permitted successful return of the Carlsbad Marathon, Half Marathon & 5K

GOALS

- Obtain City Council approval to formally bid planned improvements for Veterans Memorial Park
- Obtain City Council approval to award a contract to construct Veterans Memorial Park improvements
- Support Library and Cultural Services staff with the selection of an artist for the public art component at Veterans Memorial Park
- Support three commissions in accomplishing the goals and tasks within each work plan
- Continue to provide support to the Monroe Street Pool Renovation/Replacement Project

COMMUNITY SERVICES | PARKS & RECREATION: RECREATION

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 2,967,030	\$ 3,300,657	\$ 4,174,164	\$ 4,213,335
Retirement Benefits	550,229	506,958	499,474	505,714
Health Insurance	187,990	234,414	360,427	380,054
Other Personnel Expenses	172,287	282,861	296,721	254,252
Personnel Services Subtotal	3,877,536	4,324,890	5,330,786	5,353,355
Operating Expenses				
Professional & Contract Services	527,056	986,954	1,080,852	1,018,937
Supplies & Materials	565,230	612,621	655,625	633,709
Repair & Maintenance	1,007	433	4,220	1,354
Interdepartmental Charges	972,541	1,119,399	1,091,629	1,405,334
Other Operating Expenses	437,488	605,327	506,528	513,076
Capital Outlay	927	28,974	-	-
Operating Expenses Subtotal	2,504,249	3,353,708	3,338,854	3,572,410
TOTAL EXPENDITURES	\$ 6,381,785	\$ 7,678,598	\$ 8,669,640	\$ 8,925,765
General Fund	\$ 6,376,418	\$ 7,640,802	\$ 8,619,140	\$ 8,892,265
Special Revenue Fund	5,367	37,796	50,500	33,500
Total Funding	\$ 6,381,785	\$ 7,678,598	\$ 8,669,640	\$ 8,925,765
Full Time Positions	19.25	19.40	24.40	24.30
Hourly/FTE Positions	71.84	74.28	66.44	64.71
<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 parks, programs and facilities
- Collect and account for revenue to ensure efficient and cost-effective programming
- Plan, conduct and supervise recreation operations and programs at community centers, parks and other city facilities
- Process applications and issue park and facility use permits
- Coordinate and oversee 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
- Recruit and manage volunteers supporting the Senior Center, Leo Carrillo Ranch, trails and special events

RECENT ACCOMPLISHMENTS

- Began the design and fabrication process of a new interpretive exhibit at Leo Carrillo Ranch Historic Park focusing on the Carrillo family life
- Co-administered the Leo Carrillo Ranch Historic Park preservation and maintenance reroofing project
- Returned the Monroe Street Pool to regular weekday operating hours based on sustained lifeguard staffing levels
- Held 11 lifeguard academies with a total of 70 participants and hired 40+ lifeguard staff
- Added year around youth basketball leagues for grades K-12
- Implemented partnership with Teri, Inc. to provide inclusion services for persons with disabilities
- Implemented municipal sustainability rollout related to a ban on single use utensils and organics/food scrap recycling
- Returned teen programming to the Pine Avenue Community Park Community Center with the Youth Enrichment Services Community Resources Fair, Masked Night Out Event, Amped Music and Arts Throwdown Event, and Teen Masterminds Club
- Received Green Certification for Pine Avenue Community Park Community Center from the City of Carlsbad Green Business Program and became a member of the California Green Business Network

GOALS

- Accommodate demand for the Senior Nutrition Meal Program due to COVID-19 impacts
- 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
- Begin implementation of the department’s master plan actions related to services, programs, events and fees
- Utilize 10,000 hours of volunteer service to support recreation programs
- Execute 85% of advertised recreation programs

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Hours of Volunteer Services used	21,009	23,000	25,000
Advertised programs executed	80%	85%	85%

COMMUNITY SERVICES | PARKS & RECREATION: PARKS & TRAIL MAINTENANCE

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,338,219	\$ 1,319,697	\$ 1,677,798	\$ 1,660,400
Retirement Benefits	469,644	393,130	388,440	358,885
Health Insurance	219,414	206,498	315,806	303,804
Other Personnel Expenses	59,681	84,245	98,784	83,384
Personnel Services Subtotal	2,086,958	2,003,570	2,480,828	2,406,473
Operating Expenses				
Professional & Contract Services	4,413,623	5,334,510	5,386,863	5,024,647
Supplies & Materials	211,169	313,206	381,834	317,422
Repair & Maintenance	479	607	500	380
Interdepartmental Charges	417,762	533,581	508,083	663,194
Other Operating Expenses	1,086,771	1,257,498	1,260,106	1,267,153
Capital Outlay	5,670	9,327	-	-
Operating Expenses Subtotal	6,135,474	7,448,729	7,537,386	7,272,796
TOTAL EXPENDITURES	\$ 8,222,432	\$ 9,452,299	\$ 10,018,214	\$ 9,679,269
Full Time Positions	19.45	19.45	20.40	19.40
Hourly/FTE Positions	3.10	3.10	3.85	3.10

Account: 00146XX Fund: General

ABOUT

The Parks & Recreation Department maintains approximately 432 acres of developed or scheduled to be constructed community parks and special use areas, 51 miles of trails, 612 acres of habitat preserves, urban forests and undeveloped lands, and landscaping for 58 acres of facilities.

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 playgrounds, 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 trails 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

- Resurfaced outdoor basketball courts at Stagecoach and Calavera Hills Community Park
- Resurfaced outdoor tennis courts at La Costa Canyon Community Park
- Resurfaced blockhouse restrooms floors at Aviara, Hidden Canyon, La Costa Canyon and Laguna Riviera Community Parks
- Applied clear coat on playground surfacing at select parks to enhance UV protection
- Inspected and pruned city parks, facilities and trails trees on a 4-4.5-year cycle, and a 2-to-2.25-year supplemental cycle for high maintenance trees
- Planted parks and trails trees within vacancies created by prior removals and planted new parks and trails trees in accordance with the Community Forest Management Plan
- Performed sports lighting maintenance and enhancements at several community parks
- Retrofitted light fixtures on pathway lights at Holiday Park to energy efficient LED fixtures
- Repaired segments of Lake Calavera Trails with heavy equipment and erosion control measures
- Executed a North Beach clean-up event with the Beach Preservation Commission
- Reused mulch generated at city parks and city facilities on city landscape
- Commenced administration of new maintenance services agreement for Work Category F, Undeveloped Park Site, Urban Forests and Trailheads/Planters
- Assumed ongoing maintenance and operations of the Poinsettia Community Park Phase IV Improvements, including a new Dog Park, parking lot and restroom facility

GOALS

- 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 trees 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 in accordance with the Community Forest Management Plan
- Execute two North Beach clean-up events 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 2022 Actual	FY 2023 Estimated	FY 2024 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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 380,649	\$ 286,997	\$ 352,201	\$ 482,778
Retirement Benefits	133,838	106,799	83,271	102,215
Health Insurance	40,575	32,090	43,827	64,332
Other Personnel Expenses	16,542	22,655	19,981	23,869
Personnel Services Subtotal	571,604	448,541	499,280	673,194
Operating Expenses				
Professional & Contract Services	870,627	1,033,880	1,299,750	1,299,750
Supplies & Materials	21,099	11,483	45,222	45,222
Repair & Maintenance	-	4	-	-
Interdepartmental Charges	(21,797)	75,070	(6,117)	11,177
Other Operating Expenses	345,113	315,250	372,000	372,000
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	1,215,042	1,435,687	1,710,855	1,728,149
TOTAL EXPENDITURES	\$ 1,786,646	\$ 1,884,228	\$ 2,210,135	\$ 2,401,343
Full Time Positions	4.45	4.85	3.90	4.85
Hourly/FTE Positions	1.53	1.53	0.78	1.53
<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 median 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
- Responded to approximately 600 street tree service requests and provided storm and emergency assistance as necessary
- 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

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 2022 Actual	FY 2023 Estimated	FY 2024 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	8%	12%	10%

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

	2020-21 Actual		2021-22 Actual		2022-23 Budget		2023-24 Budget
Operating Expenses							
Professional & Contract Services	\$ 295,023	\$	576,558	\$	311,000	\$	317,000
Supplies & Materials	-		-		-		-
Repair & Maintenance	-		-		-		-
Interdepartmental Charges	-		-		-		-
Other Operating Expenses	6,279,349		7,694,545		8,199,000		8,794,000
Capital Outlay	144,143		74,225		685,000		1,010,000
Operating Expenses Subtotal	6,718,515		8,345,328		9,195,000		10,121,000
TOTAL EXPENDITURES	\$ 6,718,515	\$	8,345,328	\$	9,195,000	\$	10,121,000
Full Time Positions	0.00		0.00		0.00		0.00
Hourly/FTE Positions	0.00		0.00		0.00		0.00
		<i>Account: 572</i>		<i>Fund: Enterprise</i>			

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 golf and non-golf 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

- Enhanced wedding offerings by completing the conversion of an existing storage room into a groom preparation suite
- Enhanced 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
- Performed planned replacement of duplex sewer tank and pump station at the snack bar restrooms

- Completed planned maintenance of the golf course parking lot including slurry and striping which maintains the parking lot and enhances the overall experience at the facility
- Completed planned cart path maintenance to remove deviations at multiple areas of the property
- Replaced multiple pieces of kitchen equipment to ensure staff provide guests consistent/fresh products
- Arranged for permitting, fabrication and installation of wayfinding banners on street light poles at The Crossings Drive and Palomar Airport Road to improve visibility of the course and restaurant
- Continued implementation of water conservation and turf replacement plan for areas out of play along Palomar Airport Road
- Tilled and replenished sand and improved drainage in selective green-side bunkers
- Improved drainage on select fairways and greens
- Ordered, received and deployed the scheduled replacement of the lithium battery operated golf cart fleet and ancillary cart fleet
- Ordered, received and replaced designated maintenance vehicles, carts and riding equipment

GOALS

- Ensure the pace of play is under five hours per round of golf, via staff educating and expediting patrons, and meet 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 upgrades to the westside patio
- Initiate design and permitting of entertainment bays at the driving range for an elevated experience of patrons
- Improve guest experience and facility appearance by replacing original patio furniture on the Canyon’s Restaurant Patio
- Upgrade multiple pieces of kitchen equipment to improve restaurant efficiency, increase employee enjoyment and contribute to enticing menu items
- Order and replace designated maintenance vehicles, carts and riding equipment
- Till, replenish sand and improve drainage in selective green-side bunkers
- Replace carpeting within the clubhouse golf shop and offices
- Design a permanent structure at the Starter area to improve overall employee/guest experience and property aesthetics
- Renovate and replenish planter areas around the clubhouse and other areas of the golf course
- Increase number of banquets and receptions by 2% over fiscal year 2022-23, after substantial increases in such events during the past two fiscal years as a rebound from the effects of COVID-19

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Golf rounds that met pacing goal	91%	91%	90%
Increase in number of banquets and receptions hosted	-23%	20%	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

442-339-2430
laura.rocha@carlsbadca.gov



ADMINISTRATIVE SERVICES BRANCH

Administrative Services

Administration

Finance

Human Resources

Information Technology

Innovation &
Economic Development



ADMINISTRATIVE SERVICES | ADMINISTRATION

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	-	\$ 450,490	\$ 475,970	\$ 503,810
Retirement Benefits	-	118,051	114,312	113,580
Health Insurance	-	44,414	48,747	47,717
Other Personnel Expenses	-	12,215	14,411	14,256
Personnel Services Subtotal	-	625,170	653,440	679,363
Operating Expenses				
Professional & Contract Services	-	21,450	30,000	30,000
Supplies & Materials	-	7,448	9,790	6,550
Repair & Maintenance	-	-	100	50
Interdepartmental Charges	-	45,444	45,407	62,794
Other Operating Expenses	-	7,044	9,060	5,350
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	-	81,386	94,357	104,744
TOTAL EXPENDITURES \$	-	\$ 706,556	\$ 747,797	\$ 784,107
Full Time Positions	0.00	3.00	3.00	3.00
Hourly/FTE Positions	0.00	0.50	0.70	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 2022-23 comprised of value-add audit engagements including an audit of the city's transient occupancy tax revenues and an evaluation of the city's management of employee access to its business enterprise systems
- Implemented a fraud and ethics hotline for use by city employees which serves as a tool that enables employees to report concerns regarding possible cases of fraud, waste or abuse of city resources

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

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Delivery of value-added internal audit engagements	2	4	4

ADMINISTRATIVE SERVICES | FINANCE

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	2,813,045	\$ 2,426,807	\$ 2,381,968	\$ 2,502,791
Retirement Benefits	952,788	716,699	595,494	557,662
Health Insurance	390,664	365,511	412,860	439,855
Other Personnel Expenses	74,318	77,450	83,476	80,739
Personnel Services Subtotal	4,230,815	3,586,467	3,473,798	3,581,047
Operating Expenses				
Professional & Contract Services	757,573	1,086,675	910,940	781,180
Supplies & Materials	217,738	216,122	294,320	288,405
Repair & Maintenance	7,678	8,858	13,975	33,850
Interdepartmental Charges	421,112	480,121	706,753	588,661
Other Operating Expenses	175,947	244,851	72,390	50,225
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	1,580,048	2,036,627	1,998,378	1,742,321
TOTAL EXPENDITURES \$	5,810,863	\$ 5,623,094	\$ 5,472,176	\$ 5,323,368
Full Time Positions	31.00	28.00	26.00	26.00
Hourly/FTE Positions	3.50	3.00	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
- Completed FEMA reimbursement submission and required reporting for various COVID-19-related grants, including the American Rescue Plan Act State and Local Fiscal Recovery Funds
- Completed implementation of new accounting guidance for lease accounting under GASB 87
- Started implementation of new accounting guidance for subscription-based information technology agreements under GASB 96 which is scheduled for completion in July 2023
- Maintained a balanced operating budget and submitted a balanced budget to City Council for fiscal year 2023-24
- Assisted in the negotiation process for three of the city’s bargaining units, the Carlsbad City Employees Association, the Carlsbad Firefighters Association and the Carlsbad Police Officers Association
- Assisted with program-specific external audits including Utilities, Public Works and Police
- Adopted a cost recovery policy
- Adopted an updated travel policy and implemented a new digital reimbursement form and process

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
- Complete an updated cost allocation plan
- Establish a Section 115 Pension Trust
- 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 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	FY2022 Actual	FY 2023 Estimated	FY 2024 Projected
General Fund Reserve Ratio	61%	59%	59%
Credit rating	AAA	AAA	AAA

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: SUMMARY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	1,859,530	\$ 2,022,816	\$ 2,226,427	\$ 2,377,979
Retirement Benefits	598,304	526,140	522,408	508,803
Health Insurance	174,905	177,829	218,572	214,590
Other Personnel Expenses	27,662	(26,365)	71,844	69,943
Personnel Services Subtotal	2,660,401	2,700,420	3,039,251	3,171,315
Operating Expenses				
Professional & Contract Services	3,594,989	4,636,313	5,009,864	6,634,670
Supplies & Materials	105,691	86,264	100,174	87,605
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	249,648	355,416	351,220	428,749
Other Operating Expenses	5,666,592	8,109,713	5,051,850	6,583,780
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	9,616,920	13,187,706	10,513,108	13,734,804
TOTAL EXPENDITURES \$	12,277,321	\$ 15,888,126	\$ 13,552,359	\$ 16,906,119
General Fund \$	4,359,159	\$ 4,388,148	\$ 5,264,775	\$ 5,029,995
Internal Service Fund \$	7,918,162	\$ 11,499,978	\$ 8,287,584	\$ 11,876,124
TOTAL FUNDING \$	12,277,321	\$ 15,888,126	\$ 13,552,359	\$ 16,906,119
Full Time Positions	17.00	17.00	18.00	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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	1,537,269	\$ 1,731,710	\$ 1,924,419	\$ 1,886,363
Retirement Benefits	492,744	440,024	446,332	400,483
Health Insurance	131,789	133,880	163,101	139,356
Other Personnel Expenses	38,766	49,124	61,483	55,623
Personnel Services Subtotal	2,200,568	2,354,738	2,595,335	2,481,825
Operating Expenses				
Professional & Contract Services	1,385,821	1,301,387	1,707,864	1,550,170
Supplies & Materials	101,202	82,280	95,174	82,605
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	238,056	331,512	315,252	379,315
Other Operating Expenses	433,512	318,231	551,150	536,080
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	2,158,591	2,033,410	2,669,440	2,548,170
TOTAL EXPENDITURES \$	4,359,159	\$ 4,388,148	\$ 5,264,775	\$ 5,029,995
Full Time Positions	14.00	14.00	15.00	14.00
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 diversity outreach, internship and Department of Defense SkillBridge programs
- Provide citywide support to departments regarding workforce planning
- Manage employee engagement, learning and development programs
- Manage employee relations, investigations and labor relations
- Conduct classification studies
- Maintain competitive and equitable compensation structures
- Manage employee benefits and personnel actions
- Administer leaves of absence and workplace accommodations
- Develop and maintain diversity, equity and inclusion program to include training, cultural and educational engagement opportunities for staff

RECENT ACCOMPLISHMENTS

- Provided all mandated training to employees to remain compliant with state and federal law
- Offered classes and leadership academies to support the organization’s learning needs and professional growth
- Processed over 5,500 job applications in fiscal year 2022-23
- Filled over 354 vacant full-time and part-time positions in fiscal year 2022-23
- Completed 83 full-time promotions in fiscal year 2022-23
- Conducted multiple executive recruitments without the use of independent contractors, resulting in estimated \$140,000 cost avoidance
- Conducted negotiations for new labor contracts with the Carlsbad Firefighters’ Association and Carlsbad City Employees’ Association
- Partnered with over 30 San Diego organizations for City of Carlsbad job postings to support the diversity outreach program
- Updated the Peer Advisor Liaison program for new employees
- Met and conferred with bargaining units on multiple HR related policies and laws
- Implemented Catastrophic Leave Donation and Equal Employment Opportunity programs
- Negotiated with vendors to provide lower-cost and enhanced-no-cost employee benefits
- Collaborated with North Zone Fire agencies to share cost of job analyses for Fire Engineer, Captain and Battalion Chief positions to validate promotional assessment process
- Worked with Fire Department to create a program designed to prepare part time EMTs to be eligible to apply for full time EMT and then, as a career path, an opportunity to compete for vacant Paramedic Firefighter positions

GOALS

- Maintain 100% compliance for legally mandated employee training
- Maintain a voluntary turnover rate of 10% or less
- Develop new Let’s Connect program for performance management
- Enhance the Diversity, Equity & Inclusion program; expand professional development and enrichment opportunities
- Use SkillBridge program in partnership with the Department of Defense to provide career transition opportunities for those transitioning out of military service
- Implement new or updated employment and labor compliance policies
- Negotiate MOU re-opener with Carlsbad Police Officers’ Association
- Review employee benefits to maintain compliance and industry standards
- Establish an employee wellness program
- Review compensation structure to maintain market competitiveness and increase retention
- Use data analytics in all program areas
- Expand social media outreach for recruitments
- Collaborate with other North Zone fire agencies annually to conduct joint promotional assessments to save time and money and improve processes

Performance Measure	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated
Voluntary turnover rate	4%	8%	6%
Legally mandated employee training compliance rate	100%	100%	100%

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: RISK MANAGEMENT

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	208,192	214,241	211,880	309,197
Retirement Benefits	72,127	62,233	53,373	69,806
Health Insurance	31,011	31,313	33,442	43,245
Other Personnel Expenses	6,980	(46,401)	7,208	9,165
Personnel Services Subtotal	318,310	261,386	305,903	431,413
Operating Expenses				
Professional & Contract Services	1,672,661	2,647,783	2,516,000	4,199,500
Supplies & Materials	4,489	3,984	5,000	5,000
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	10,632	23,196	23,967	32,619
Other Operating Expenses	669,043	1,583,382	929,700	2,049,700
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	2,356,825	4,258,345	3,474,667	6,286,819
TOTAL EXPENDITURES \$	2,675,135	4,519,731	3,780,570	6,718,232
Full Time Positions	2.00	2.00	2.00	2.50
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 (injury prevention and Cal-OSHA compliance)

RECENT ACCOMPLISHMENTS

- Established safety compliance officer role and reduced reliance on outside consultants
- Updated the Injury & Illness Prevention Program and led implementation of department specific safety programs as outlined by CalOSHA regulations
- Passed a CalOSHA inspection resulting in no fines and no discrepancies
- Conducted a Job Hazard Analysis for all major maintenance activities in Public Works and trained staff on required procedures that limit staff and contractor exposure to hazardous materials as well as limit damage to city facilities
- Worked with departments to conduct Safety Surveys to enhance safety compliance
- Developed in-house city staff safety training for forklift training, confined space and lockout tagout
- Conducted work site safety audits and developed a plan to continue these at city facilities and work sites

GOALS

- Enhance the safety program to ensure better training of employees and fewer accidents
- Close at least 80% of open and pending claims
- Obtain city property loss recoveries at 75% or higher
- Enhance safety committee meetings for each department
- Conduct Job Hazard Analyses of high-risk job activities in Police and Fire departments
- Develop Standard Operating Procedures to maintain compliance with CalOSHA regulations
- Expand employee training and decrease use of outside safety vendors

Performance Measure	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated
New claims that are closed	88%	85%	80%
Recovered damages to city property	78%	76%	75%

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

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	114,069	\$ 76,865	\$ 90,128	\$ 182,419
Retirement Benefits	33,433	23,883	22,703	38,514
Health Insurance	12,105	12,636	22,029	31,989
Other Personnel Expenses	(18,084)	(29,088)	3,153	5,155
Personnel Services Subtotal	141,523	84,296	138,013	258,077
Operating Expenses				
Professional & Contract Services	536,507	687,143	786,000	885,000
Supplies & Materials	-	-	-	-
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	960	708	12,001	16,815
Other Operating Expenses	4,564,037	6,208,100	3,571,000	3,998,000
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	5,101,504	6,895,951	4,369,001	4,899,815
TOTAL EXPENDITURES \$	5,243,027	\$ 6,980,247	\$ 4,507,014	\$ 5,157,892
Full Time Positions	1.00	1.00	1.00	1.50
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 273 claims in fiscal year 2021-22 and 233 claims in fiscal year 2022-23
- Enhanced the workers' compensation claims auditing process and trend analysis to identify patterns and implement additional safety measures to prevent claims

GOALS

- Improve process to monitor lost days of work
- Ensure workers' compensation data is shared with management regularly to effect change
- 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 claims without litigation
- Enhance workers' compensation strategic plan and use of data analytics
- Minimize the number of lost days of work due to work-related injuries and illnesses

Performance Measure	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated
Average lost days of work per claim	56	35	55
Litigated claims as percent of open claims	2%	2%	2%

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Increased budget to cover anticipated higher costs for excess insurance, the State of California Office of Self Insurance Plans (OSIP) annual fee, and medical-related expenses for the coming year.

ADMINISTRATIVE SERVICES | INFORMATION TECHNOLOGY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	4,115,428	\$ 3,992,390	\$ 5,105,721	\$ 5,179,271
Retirement Benefits	1,390,694	1,212,662	1,115,814	1,198,324
Health Insurance	524,700	490,649	713,650	693,969
Other Personnel Expenses	(265,758)	(610,349)	161,902	158,923
Personnel Services Subtotal	5,765,064	5,085,352	7,097,087	7,230,487
Operating Expenses				
Professional & Contract Services	1,868,980	835,433	1,331,000	1,236,659
Supplies & Materials	184,712	214,385	134,497	131,197
Repair & Maintenance	2,948,269	3,532,515	4,295,130	5,239,978
Interdepartmental Charges	25,608	32,724	35,668	73,864
Other Operating Expenses	2,043,554	1,811,075	1,793,150	1,703,550
Capital Outlay	1,460,141	896,160	791,435	1,021,740
Operating Expenses Subtotal	8,531,264	7,322,292	8,380,880	9,406,988
TOTAL EXPENDITURES \$	14,296,328	\$ 12,407,644	\$ 15,477,967	\$ 16,637,475
Full Time Positions	37.00	37.00	43.00	43.00
Hourly/FTE Positions	1.00	1.00	0.99	0.50

Account: 640, 641 Fund: Internal Service

ABOUT

The Information Technology Department supports and continuously improves essential technology solutions and infrastructure for enabling the day-to-day operations of the city. IT provides leadership to deliver secure, reliable and cost-effective solutions aligned with City Council priorities and city initiatives.

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 business system specialist support to help ensure technology is meeting business needs
- 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

- Launched the ServiceNow Service Portal in October of 2022 simplifying engagement with IT by providing a user-friendly interface for reporting issues and requesting equipment/services
- Enhanced the staff identity management solution, technology infrastructure, audio-visual capabilities, supported data analytics initiatives and numerous cyber security programs
- Upgraded enterprise applications including the Community Development permitting and licensing system, staff timekeeping, and city record management system along with an update to the library catalog system that allows for a more diverse and inclusive library catalog
- Began implementation of a new enterprise asset management solution, construction project management solution, enterprise digital asset management system, electronic plan reviews for community development, staff report/agenda management system, Facility Security Master Plan assessment and Police computer-aided dispatch and mobile system
- Completed over 10,000 service desk tickets, deployed more than 200 mobile devices and 400 computers, and supported numerous building construction and remodel projects including Police and Fire headquarters, Fire Station 2 and Temporary Fire Station 7
- Updated the library’s hardware platforms including materials handling system and audio-visual upgrades in the Exploration HUB and integrated the computer management system with the Parks & Recreation’s public computer labs, so patrons have the same uniform experience at both departments’ facilities

GOALS

- Consolidate and upgrade enterprise applications such as the utility billing customer portal, finance management system and the museum collection management system
- Implement facility monitoring solution, fleet telematics and a project portfolio management system
- Continue implementation of enterprise asset management, construction project management, enterprise digital asset management solutions, electronic plan reviews for Community Development, staff report/agenda management system, and Police computer-aided dispatch and mobile system
- Expand software platform for affordable housing management, records management system forms, business process automation and citywide analytics
- Develop resource management tools/action plan for projects and IT service improvements
- Support phases two and three of 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
- Execute significant upgrades to the library’s materials management system functionality
- Reduce critical incidents to under industry standards of 2.5%

Performance Measure	FY 2022 Actual	FY 2023 Actual	FY 2024 Estimated
Critical ticket incidents	2.42%	2.12%	0.50%

ADMINISTRATIVE SERVICES | INNOVATION & ECONOMIC DEVELOPMENT

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	662,249	\$ 656,268	\$ 1,247,953	\$ 1,267,824
Retirement Benefits	175,812	\$ 178,995	285,472	\$ 290,160
Health Insurance	55,344	\$ 53,963	153,691	\$ 149,353
Other Personnel Expenses	15,622	\$ 18,111	39,591	\$ 37,555
Personnel Services Subtotal	909,027	907,337	1,726,707	1,744,892
Operating Expenses				
Professional & Contract Services	392,923	217,259	411,400	384,000
Supplies & Materials	65,200	86,165	72,259	67,760
Repair & Maintenance	-	-	105,400	105,400
Interdepartmental Charges	53,820	104,280	227,128	261,937
Other Operating Expenses	6,498	19,122	43,057	44,500
Capital Outlay	135	-	-	-
Operating Expenses Subtotal	518,576	426,826	859,244	863,597
TOTAL EXPENDITURES \$	1,427,603	\$ 1,334,163	\$ 2,585,951	\$ 2,608,489
Full Time Positions	4.00	4.00	9.00	9.00
Hourly/FTE Positions	1.00	1.00	0.00	0.00

Account: 0011033
0011035

Fund: General

ABOUT

Innovation & Economic Development supports a vibrant and diverse economy by cultivating a culture of innovation and collaboration among city departments and regular engagement with the business community. 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 cartography and mapping services to city departments and maintain parcel, address and zonings records with interactive public access to city land use maps
- 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
- Identify key performance indicators with departments in connection to the City Council strategic plan to gauge progress, and insights to make better informed data-driven decisions

RECENT ACCOMPLISHMENTS

- Developed and adopted the city’s first Economic Development Strategic Plan, which will guide economic development efforts for the next five years
- Expanded Economic Insights and Intelligence program to deliver various data products including quarterly economic scans
- Launched the Job-Readiness Room pilot to connect disadvantaged workers with job opportunities in Carlsbad and across North County
- Expanded Life in Action Recruiter platform to connect more than 400 job-seekers to Carlsbad companies
- 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
- Implemented a council approved data governance and management policy

GOALS

- Expand and optimize support services for city businesses and city departments engaging with businesses, including reaching more companies through business expansion, attraction and retention, also known as 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
- Develop training for performance management, data and continuous improvement
- Establish Carlsbad Works to develop a performance management system that highlights data management and data governance citywide

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Companies reached through BEAR activities	40	45	50
Hours of data training conducted	28	20	30

ADMINISTRATIVE SERVICES | MISCELLANEOUS NON-DEPARTMENTAL

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Miscellaneous Non-Departmental Expenditures				
Legal Services	755,312	\$ 519,683	\$ 1,000,000	\$ 750,000
Community Contributions & Railroad Trenching	2,595	\$ -	-	5,220,000
Personnel Related	184,337	\$ 155,595	1,050,000	1,637,000
Professional Services	34,194	\$ 33,980	41,658	39,700
Property Tax and Other Administration	759,165	\$ 725,588	750,000	750,000
Dues and Subscriptions	72,714	\$ 75,069	80,000	80,000
COVID-19 Related	245,579	\$ 177,677	-	-
Vacancy Savings	-	-	(2,000,000)	(2,000,000)
Other Miscellaneous Expenditures	1,055,650	\$ 50,787	100,000	100,000
Miscellaneous Non-Departmental Subtotal	3,109,546	1,738,379	1,021,658	6,576,700
General Fund Transfers				
Transfer to General Capital Construction Fund	4,500,000	13,283,056	3,956,000	11,600,000
Transfer to Infrastructure Replacement Fund	4,500,000	283,000	3,956,000	4,200,000
Transfer from Infrastructure Replacement Fund	-	-	-	-
Transfer to Strategic Digital Transformation Investment Program	-	10,656,000	3,956,000	4,200,000
Transfer to LLD #1 (Medians & Trees)	700,000	1,390,000	1,400,000	1,570,000
Transfer to Storm Water Program	281,040	322,000	332,000	340,000
Miscellaneous Transfers Out	47,031,506	993,748	-	-
General Fund Transfers Subtotal	57,012,546	26,927,804	13,600,000	21,910,000
City Council Contingencies				
Contingencies	-	-	500,000	500,000
TOTAL EXPENDITURES	\$ 60,122,092	\$ 28,666,183	\$ 15,121,658	\$ 28,986,700

Account: 00190XX Fund: General

ABOUT

The miscellaneous non-departmental budget 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 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, were first added to the budget in fiscal year 2022-23. Accounting for \$2 million in vacancy savings will allow for budgeted personnel costs to align with actual personnel costs more closely in the General Fund.

The Carlsbad Strategic Plan includes a strategic objective to work with the San Diego Association of Governments and the North County Transit District to prioritize, determine costs, and work with state and federal representatives to seek funding for preliminary design and technical studies for lowering the railroad tracks in the Village. At budget adoption, the City Council appropriated \$5.22 million from the General Fund Reserve and directed staff to request that the San Diego Association of Governments, or SANDAG, submit a FY 2023 Railroad Crossing Elimination Grant Program application for the project as the lead agency.

POLICY & LEADERSHIP

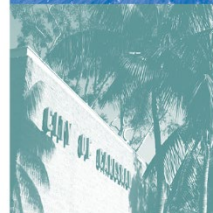
The City of Carlsbad follows a council-manager form of government, where elected City Council members provide direction on the policies and regulations that govern the operations of the city. The Policy & Leadership branch includes the following areas:

- 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

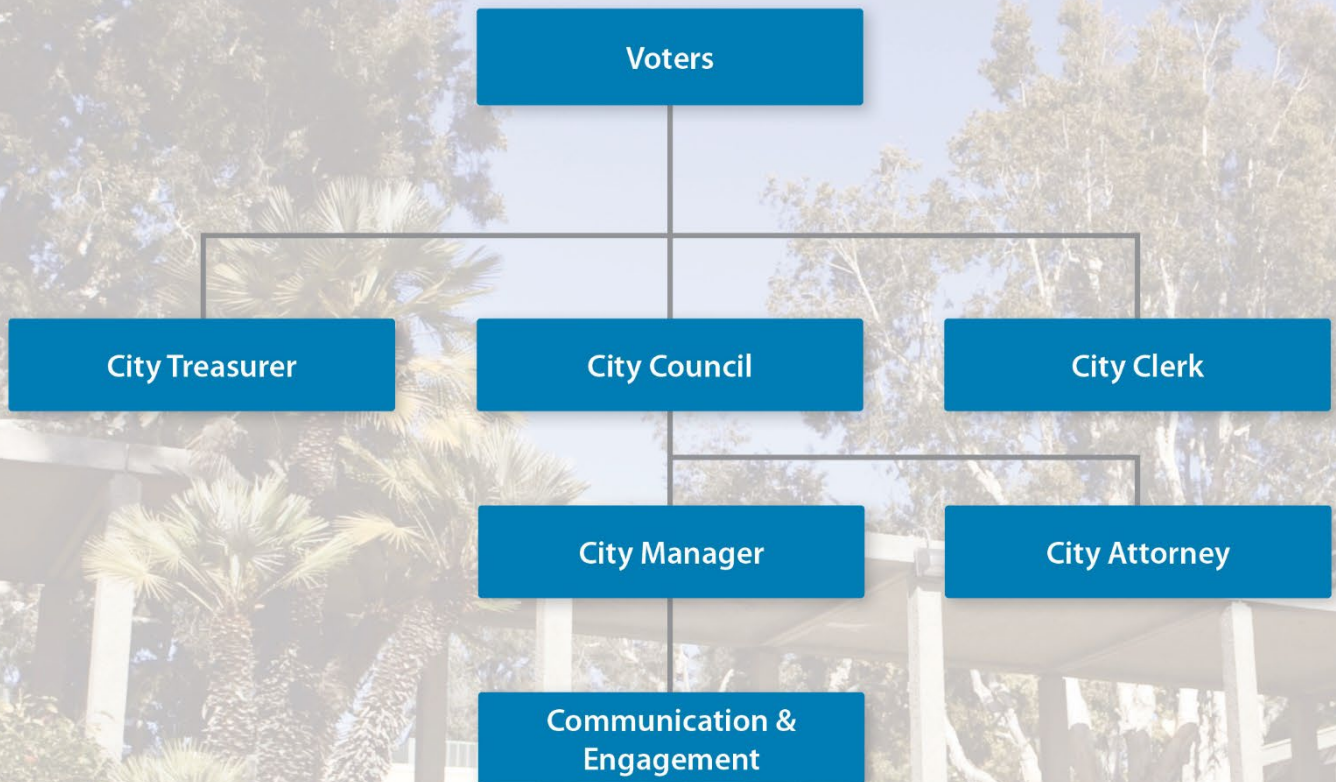
The City Council appoints the City Manager, City Attorney and members of the city's boards, commissions and committees. The Office of the City Manager handles administration and oversight of the city organization, including hiring the city workforce, supervising city departments and ensuring the City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

Scott Chadwick
City Manager

442-339-2820
manager@carlsbadca.gov



POLICY & LEADERSHIP BRANCH



POLICY & LEADERSHIP |
OFFICE OF THE CITY COUNCIL

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	274,624	\$ 278,071	\$ 295,280	\$ 308,869
Retirement Benefits	84,102	73,340	62,121	47,173
Health Insurance	85,962	79,678	85,148	42,729
Other Personnel Expenses	6,390	7,319	6,478	6,539
Personnel Services Subtotal	451,078	438,408	449,027	405,310
Operating Expenses				
Professional & Contract Services	5,453	201	46,500	25,300
Supplies & Materials	6,211	5,450	25,310	24,422
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	25,020	79,800	88,478	102,968
Other Operating Expenses	215	10,285	42,905	49,078
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	36,899	95,736	203,193	201,768
TOTAL EXPENDITURES	\$ 487,977	\$ 534,144	\$ 652,220	\$ 607,078
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.

RECENT ACCOMPLISHMENTS

- Established a Growth Management Citizens Committee to provide the City Council with a balanced consideration of a range of perspectives on key elements that should be addressed in a new plan to manage growth, while maintaining an excellent quality of life and complying with state law

- Allocated \$2 million in funding for traffic safety efforts related to the Declaration of Local Emergency to address an over 200% increase in collisions involving bikes and e-bikes since 2019, to increase attention and resources on a range of solutions including infrastructure, safety, enforcement and a focus on safe driving behavior education
- Adopted the city's 5-Year Strategic Plan, a plan with policy goals to reflect the most important priorities of the community
- Approved the creation of a Community-Police Engagement Commission to help strengthen and maintain an excellent relationship between the Carlsbad Police Department and the community
- Adopted the Economic Development Strategic Plan, a roadmap that will guide the city's economic development activities for the next five years, providing resources, support and opportunities for the diverse businesses that support Carlsbad's community and contribute to the city's unique character
- Adopted the Carlsbad Homelessness Action Plan, a long-term strategic initiative aimed at reducing homelessness and its impacts on the community

GOALS

The City Council is focused on advancing the goals identified in the city's 5-Year Strategic Plan. Work is centered around the following five goal themes:

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

POLICY & LEADERSHIP |
OFFICE OF THE CITY TREASURER

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 87,323	\$ 90,849	\$ 93,617	\$ 122,253
Retirement Benefits	32,101	26,286	22,729	26,546
Health Insurance	25,958	25,530	26,346	21,348
Other Personnel Expenses	2,368	2,820	2,906	3,473
Personnel Services Subtotal	147,750	145,485	145,598	173,620
Operating Expenses				
Professional & Contract Services	57,086	63,348	74,229	70,210
Supplies & Materials	1,488	1,780	1,810	850
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	29,076	32,676	21,908	29,569
Other Operating Expenses	-	-	6,400	4,900
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	87,650	97,804	104,347	105,529
TOTAL EXPENDITURES	\$ 235,400	\$ 243,289	\$ 249,945	\$ 279,149
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

- Ensured that all city departments are fluent in cash handling and banking best practices
- Assisted with planning and implementation of the new payment portals for permitting
- Maintained a competitive yet prudent investment yield

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
- Maintain a maximum modified duration of less than 2.2%

- 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
- Continue to participate in the city’s Citizens Academy
- Use innovative solutions to fund modern and secure cash handling solutions even in uncertain times

Performance Measure	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Modified Duration	1.95%	2.14%	<2.2%
Average Yield	1.35%	1.16%	1.25%

POLICY & LEADERSHIP |
OFFICE OF THE CITY MANAGER

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages	\$ 1,061,278	\$ 1,151,593	\$ 1,167,148	\$ 1,230,586
Retirement Benefits	475,362	364,616	316,038	313,890
Health Insurance	133,336	135,066	143,953	139,462
Other Personnel Expenses	28,167	32,560	34,078	33,053
Personnel Services Subtotal	1,698,143	1,683,835	1,661,217	1,716,991
Operating Expenses				
Professional & Contract Services	115,652	180,414	305,240	244,350
Supplies & Materials	22,318	26,669	55,179	46,161
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	98,460	104,904	95,891	125,966
Other Operating Expenses	4,423	17,300	38,618	51,355
Capital Outlay	541	-	-	-
Operating Expenses Subtotal	241,394	329,287	494,928	467,832
TOTAL EXPENDITURES	\$ 1,939,537	\$ 2,013,122	\$ 2,156,145	\$ 2,184,823
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	0.00	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

- Issued a Declaration of Local Emergency in response to an increase of over 200% since 2019 in injury collisions involving bikes and e-bikes called the Safer Streets Together campaign, which focuses on increasing public education, re-engineering city streets and increasing enforcement of the rules of the road
- Facilitated adoption of a 5-Year Strategic Plan to prioritize the goals and objectives of the City Council and community, focusing on long term fiscal sustainability and CIP prioritization
- Reduced and restructured the city budget in response to financial forecasts
- Ensured timely follow up of all City Council and constituent services requests
- Managed a robust local, state and federal intergovernmental affairs program

- 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

- Ensure the most efficient and effective provision of city services while adapting to changing financial conditions
- Enhance community engagement and transparency efforts to foster authentic civic engagement with residents, organizations and businesses
- Increase intergovernmental collaboration and legislative advocacy with local, state and federal governments to further the City Council adopted legislative platform and advance priority projects

POLICY & LEADERSHIP |
OFFICE OF THE CITY ATTORNEY

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	1,266,674	\$ 1,327,586	\$ 1,332,053	\$ 1,400,190
Retirement Benefits	472,390	421,473	354,851	352,121
Health Insurance	129,650	123,418	145,714	141,643
Other Personnel Expenses	31,924	37,257	39,341	38,365
Personnel Services Subtotal	1,900,638	1,909,734	1,871,959	1,932,319
Operating Expenses				
Professional & Contract Services	3,063	2,569	2,700	2,700
Supplies & Materials	31,209	31,707	35,757	23,257
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	97,332	129,444	106,780	141,008
Other Operating Expenses	4,224	8,429	16,312	16,312
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	135,828	172,149	161,549	183,277
TOTAL EXPENDITURES \$	2,036,466	\$ 2,081,883	\$ 2,033,508	\$ 2,115,596
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 City Attorney is appointed by the Mayor and City Council. The City Attorney’s Office consists of six attorneys and two legal support staff members. The office primarily practices preventive law, which seeks to minimize the risk of litigation or regulatory violations by anticipating and preventing legal problems. Preventive law focuses on the attorney’s role as adviser and negotiator and emphasizes planning, counseling, collaboration, and problem-solving. The office also prosecutes criminal violations of the Carlsbad Municipal Code.

SERVICES

- Advise the City Council and city staff on legal matters affecting the city
- Attend City Council meetings and, when necessary, meetings of other boards and commissions
- Prepare and review ordinances and resolutions
- Negotiate, prepare and approve the form of contracts and legal instruments
- Represent the city in court proceedings and before regulatory and legislative agencies
- Manage the city’s litigation and provide periodic reports to the City Council
- Enforce city laws and regulations

RECENT ACCOMPLISHMENTS

- Advised the City Council and city staff on legal matters, including filling the City Council vacancy in District 2, the declaration of the bicycle safety emergency and the development and implementation of the Safer Streets Together program, compliance with new legislation, and compliance with state and county health orders
- Managed the city's defense of civil litigation, including achieving favorable verdicts in two jury trials
- Prepared or assisted with additions and revisions to the Carlsbad Municipal Code, including provisions related to the Community-Police Engagement Commission, Arts Commission, use of military equipment, fire and building standards codes, elected officials' compensation and benefits, disqualification for conflict of interest, environmental sustainability, the Mills Act and historic preservation, and administrative code enforcement remedies
- Assisted with revisions to Carlsbad Municipal Water District Ordinance No. 48 to mirror the San Diego County Water Authority's 2020 model drought ordinance
- Assisted with the refunding of outstanding bonds for Reassessment District No. 2022-1
- Assisted with negotiations to reconfigure the SDG&E North Coast Service Center site to free up coastal property for eventual transfer to the city
- Assisted with efforts to reestablish the Carlsbad Tourism Business Improvement District under the Property and Business Improvement District Law of 1994
- Worked with the Legislative Subcommittee, the Intergovernmental Affairs Director, and the city's legislative consultant to have the state legislature pass two bills to improve the city's ability to provide pool and ocean water lifeguard services
- Assisted the Human Resources Department with updating the city's benefit plan documents and other policy documents
- Assisted the City Clerk's Office with the biennial update to the city's Conflict of Interest Code
- Worked with Police Department to obtain Gun Violence Restraining Orders as appropriate for domestic violence and mental health incidents
- Assisted staff in implementing programs designed to address issues of homelessness
- Assisted with the preparation of ballot materials and the preparation of an impartial analysis for a ballot measure to obtain voter expenditure authorization for the Monroe Street Pool project
- Reviewed and advised on contracts, public records requests and City Council inquiries
- Provided as needed legal support and advice to all city boards, commissions and subcommittees

GOALS

- Provide quality and timely legal advice to all elected and appointed city officials and all branches to assist in minimizing litigation and regulatory risk and in making sound decisions to carry out the city's mission, vision, values, and strategic plan
- Support the City Manager in strategic operations related to ongoing and significant capital projects
- Continue efforts to update the Carlsbad Municipal Code, City Council policies and administrative orders and to codify the Carlsbad Municipal Water District ordinances

POLICY AND LEADERSHIP |
OFFICE OF THE CITY CLERK

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	593,961	\$ 610,376	\$ 659,421	\$ 675,023
Retirement Benefits	192,490	167,776	142,961	142,285
Health Insurance	96,418	86,549	109,601	86,625
Other Personnel Expenses	15,723	18,665	21,990	21,431
Personnel Services Subtotal	898,592	883,366	933,973	925,364
Operating Expenses				
Professional & Contract Services	30,415	89,424	70,500	70,500
Supplies & Materials	45,894	42,990	42,456	42,220
Repair & Maintenance	-	863	4,196	4,115
Interdepartmental Charges	120,648	156,372	143,237	182,459
Other Operating Expenses	111,486	123,297	199,800	49,797
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	308,443	412,946	460,189	349,091
TOTAL EXPENDITURES \$	1,207,035	\$ 1,296,312	\$ 1,394,162	\$ 1,274,455
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 proof 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 process to fill the City Council District 2 vacancy
- Conducted the November 2022 General Election
- Updated the Carlsbad Municipal Code relating to the Campaign Contributions Limit
- Finalized the agenda management workflow process through Laserfiche
- Assisted Community Development in creating a Quick Fields Laserfiche workflow for E-Review of Building permits
- Standardized agendas, minutes and staff reports for all board and commission meetings

GOALS

- Obtain a digital posting board to push out all agendas electronically throughout the city for greater accessibility in conformance with the Brown Act
- Automate the conforming process as a workflow in Laserfiche
- Implement the county's electronic system for document recordation
- 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
- Maintain and update the Records Retention Schedule and provide city staff with training
- Continue to collaborate with various departments on digitizing their documents
- Continue to conduct departmental records audits

POLICY & LEADERSHIP | COMMUNICATION & ENGAGEMENT

	2020-21 Actual	2021-22 Actual	2022-23 Budget	2023-24 Budget
Personnel Services				
Salaries & Wages \$	756,371	\$ 918,417	\$ 1,073,526	\$ 1,082,901
Retirement Benefits	230,127	219,496	239,499	232,944
Health Insurance	112,283	122,180	174,135	181,807
Other Personnel Expenses	19,566	26,741	34,715	32,984
Personnel Services Subtotal	1,118,347	1,286,834	1,521,875	1,530,636
Operating Expenses				
Professional & Contract Services	323,325	826,454	516,201	454,200
Supplies & Materials	73,442	102,950	107,686	81,620
Repair & Maintenance	-	9,541	-	-
Interdepartmental Charges	134,940	172,368	194,963	208,342
Other Operating Expenses	17,401	18,322	33,467	217,256
Capital Outlay	162,484	24,925	-	-
Operating Expenses Subtotal	711,592	1,154,560	852,317	961,418
TOTAL EXPENDITURES	\$ 1,829,939	\$ 2,441,394	\$ 2,374,192	\$ 2,492,054
General Fund \$	1,493,938	\$ 2,037,551	\$ 1,979,186	\$ 1,953,098
Special Revenue Fund	336,001	403,843	395,006	538,956
Total Funding	\$ 1,829,939	\$ 2,441,394	\$ 2,374,192	\$ 2,492,054
Full Time Positions	7.00	7.00	9.00	9.00
Hourly/FTE Positions	3.50	3.50	1.50	1.50

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

ABOUT

The city’s communication and engagement program fosters open, two-way communication with the community about city issues, programs and services, leading to a more responsive and transparent government. This department is also responsible for communicating 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
- Promote awareness of city issues, programs, services and initiatives
- Write and edit staff reports and responses to constituent inquiries to ensure information presented is clear, complete and accurate
- Produce video recordings and livestream all City Council meetings and meetings of boards, commissions and committees
- Manage a dedicated 24/7 government cable TV channel

- Provide communication skills training to city staff
- Provide employee communication that supports an informed and engaged workforce
- Maintain a trained team of city staff ready to perform public information duties 24/7 in case of an emergency

RECENT ACCOMPLISHMENTS

- Successfully engaged community members on issues including the City Council strategic plan, the future of south Carlsbad’s coastline, sites for new housing, the CAP update, Veterans Memorial Park, the Parks & Recreation Department Master Plan, traffic safety, neighborhood traffic calming programs, public art and more
- Developed and distributed 51 editions of the city’s e-newsletter
- Grew email database to 96,300, an increase of 15% over the previous year
- Sent 712 targeted emails regarding city issues, programs and events, with an average open rate of 60%, more than double the industry standard and 5% higher than last year’s open rate
- Produced and distributed 292 news releases and articles about city services and programs, a 13% increase over last year
- Increased net new followers on Twitter by 20% over the past year
- Increased net new YouTube subscribers by 18% over last year
- Increased net new followers on Instagram by 9%
- Produced over 200 informational videos watched by 170,419 people for a total of 4,621 hours
- More than doubled the engagement rate across all social media platforms
- Achieved a post engagement rate across all social media platforms higher than the industry average

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 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Number of community engagement programs annually	4	3	3
Average number of news updates prepared per week	4	5	4
Average number of direct communications with community members per week	5	6	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 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 SDTIP 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 SDTIP, 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.

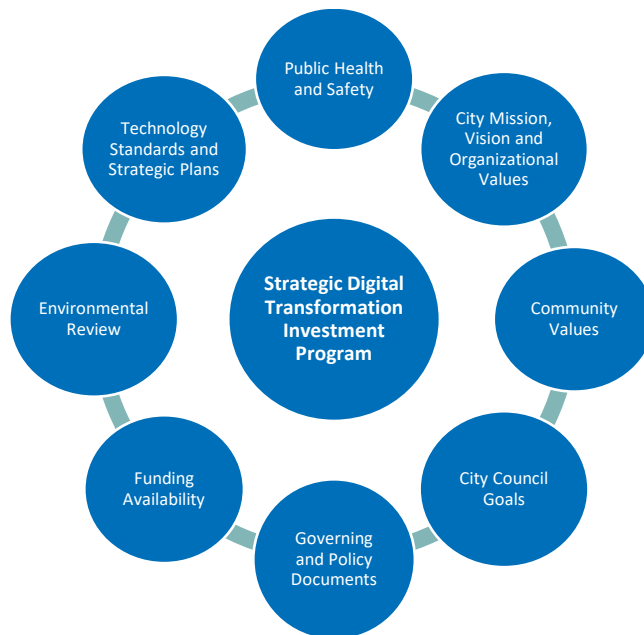
INVESTING IN DIGITAL TRANSFORMATION

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:



Criteria

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.

STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM PROJECTS

The following contains information about the projects in the SDTIP. Full project pages are provided for the major new projects being requested for fiscal year 2023-24 and prior approved major projects that have changes in funding needs or project requirements. The estimated annual operational and replacement cost increases shown on each project page represent a departmental budgetary increase—generally to the Information Technology Department and its internal service citywide chargeback—separate from Capital Technology Fund activity. Projects for fiscal year 2024-25 and beyond are included in the graphs and tables provided but will not have full project pages until the first year of funding. Projects with no changes and projects that have been completed or cancelled going into fiscal year 2023-24 are listed below. Full details for these projects can be found in the appropriate prior fiscal year budget documents based on when they were new or had changes.

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.

- Outdoor Wireless Study
- Online Permitting/Electronic Reviews, also known as E-Reviews
- Project Portfolio Management Tool & Consulting

Fiscal Year 2022-23 Continuing Projects – No Changes

The following projects were approved during the fiscal year 2022-23 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.

- Computer Aided Dispatch
- Enterprise Asset Management (EAM)
- Enterprise Digital Asset Management (EDAM)
- Live 9-1-1
- Utility Billing Portal

Completed or Cancelled Projects

The following projects were completed or cancelled during fiscal year 2022-23. 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

- Business Process Documentation
- Digital Engagement & Analytics Consultant
- Exploration Hub Audio Visual Upgrade
- ServiceNow Service Portal
- Timekeeping System Upgrade

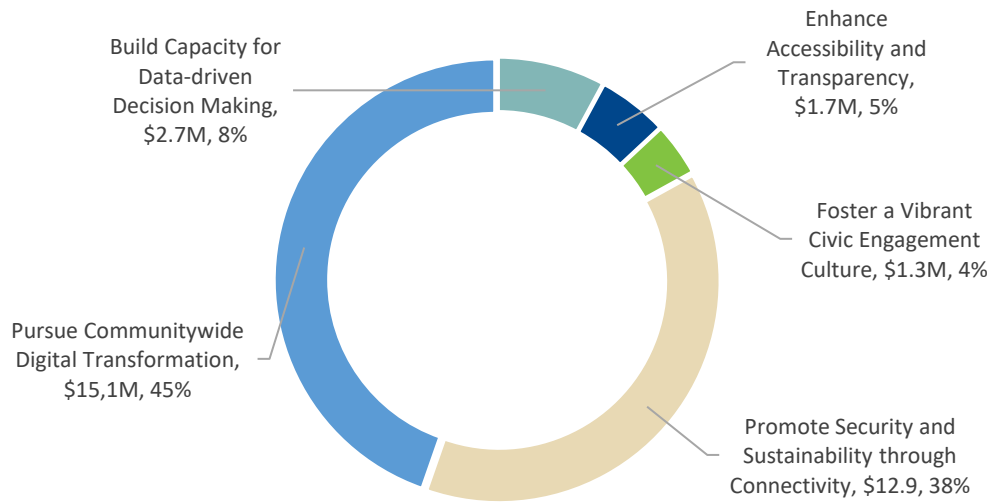
Cancelled

- Next Generation Online Catalog
- Electronic Patient Care Reporting

ESTIMATED TOTAL APPROPRIATIONS BY GOAL

Going into fiscal year 2023-24, there are 44 continuing and new projects planned over the next five years at an estimated total cost of \$33.7 million. Included in the \$33.7 million is approximately \$19.5 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 \$19.5 million is approximately \$4.6 million of estimated new appropriations for fiscal year 2023-24 for these same projects.

Estimated Total Projects Costs by Goal
FY 2023-24 to FY 2027-28
\$33.7 million



Fiscal year 2023-24 appropriations by project goal

Pursue Communitywide Digital Transformation

\$15.1 million

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

Build Capacity for Data-Driven Decision Making

\$2.7 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

\$1.3 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

\$1.7 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

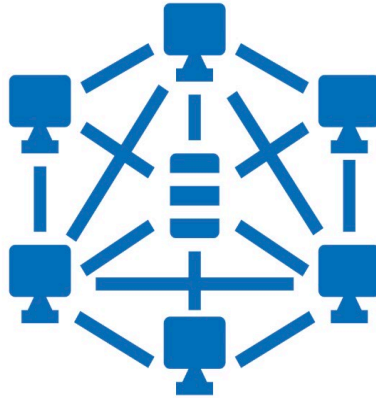
\$12.9 million

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.

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 Not known
Replacement Not known

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Tech. Investment	\$ 900,000	\$ 1,500,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 4,400,000

Project Benefits

Without systems that can talk to each other, the city wastes time and resources manually compiling and integrating data. This greatly affects the city’s ability to make data-driven decisions, which are needed to ensure the highest and best use of taxpayer resources. 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. undetermined

About This Project

This project provides for the consolidation and replacement of the city’s core systems. There are approximately 20 core systems including 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 associated with operating many different systems with different vendors.

Consolidating down to a few systems that seamlessly integrate 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.

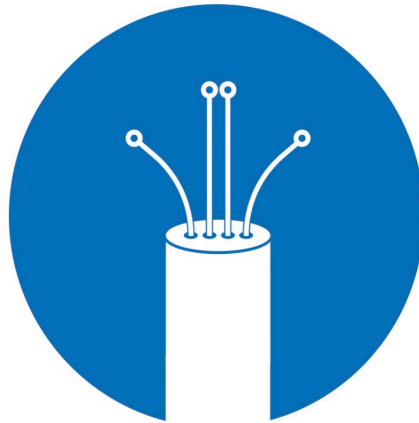
The city completed an in-depth process to evaluate functional requirements and business processes and, the city's consultant provided a comprehensive report outlining the city's requirements for a new consolidated system. The report also outlined the options and costs associated with system consolidation 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 which is currently in progress. City staff are currently requesting funding of \$1.5 million in fiscal year 2023-24 for acquisition and initial implementation and will request an estimated \$2.0 million in funding for the continued implementation of a new system as part of the fiscal year 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

Digital Information Network



Project Funding Source:

Technology Investment \$ 6,025,584

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational \$ 100,000

Replacement \$ 200,000

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Tech. Investment	\$ 5,025,584	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 6,025,584

Project Benefits

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.

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.

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.

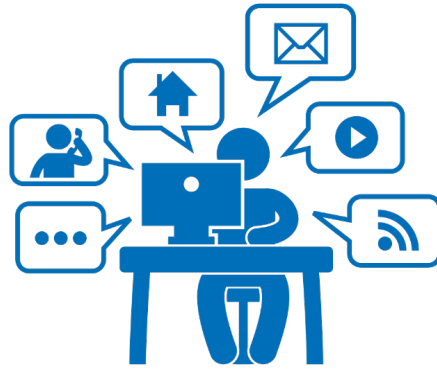
As the initial phase of this project has been completed, staff are looking ahead to the second and third phases as originally approved by the City Council. These include leveraging the network to expand services to the Transportation and Utilities departments to replace the aging network infrastructure supporting their key systems. The additional funding request for fiscal year 2023-24 includes elements required for this expansion as well as some feature and functionality enhancements to the services already in place.

Assuming no changes to current funding levels, it is estimated the initial fiscal year operational and replacement requirements will be \$50,000 and \$100,000 respectively, and \$100,000 and \$200,000 annually thereafter. The cost associated with the prior year funding have previously been included in the Information Technology Department’s Operating or Replacement budget requests.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Exploration Hub Computer Upgrade



Project Funding Source:

IT Replacement Fund \$ 43,600

Managing Department:

Library & Cultural Arts

Estimated Annual Costs

Increase/(Decrease):

Operational None

Replacement None

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
IT Replacement	\$ -	\$ 43,600	\$ -	\$ -	\$ -	\$ -	\$ 43,600

Project Benefits

The Apple Macintosh computers in the exploration hub are due to be replaced. A review of the services provided in the exploration hub revealed that windows-based computers are more consistent with the types of programming offered in the exploration hub.

About This Project

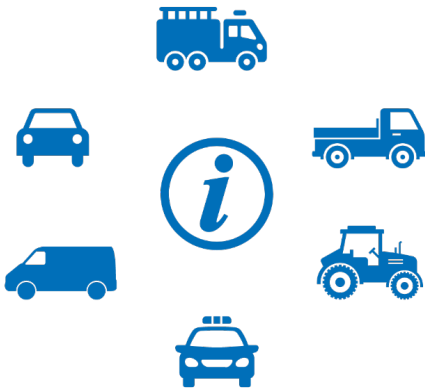
Replace the existing computers in the library exploration hub with windows-based laptops. Migrating to windows-based computers is more consistent with the types of programs offered in the exploration hub and staff have more expertise with the use of windows-based computers and software programs. Transitioning from desktops to laptops provides more flexibility in changing the layout of the exploration hub to match different types of program offerings.

There are no annual operational or replacement costs associated with this project.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Fleet Telematics



Project Funding Source:
Technology Investment \$ 175,916

Managing Department:
Fleet & Facilities

Estimated Annual Costs
Increase/(Decrease):
Operational *Not known*
Replacement *Not known*

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ 45,916	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 175,916

Project Benefits

Installing special software and hardware in city fleet vehicles will provide real-time information about how they are being operated to ensure safety, track vehicle health and improve security. Tracking city vehicles will also help city departments make better decisions based on routing, staffing and overall operational readiness.

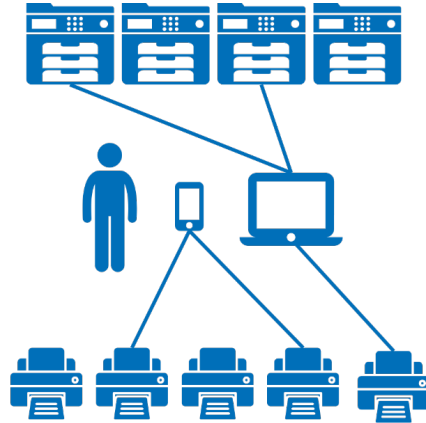
About This Project

Issue a Request for Proposal to Identify, procure and implement an enterprise solution that provides for fleet telematics. This solution is critical for the effective management of the city’s fleet. Additionally, the solution will provide data that gives departments active vehicle location for routing, assignment, staffing, and operational readiness evaluations. 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

Staff Managed Print



Project Funding Source:

Technology Investment \$ 1,500,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational \$ (80,000)

Replacement None *

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Tech. Investment	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ 800,000	\$ 1,500,000

Project Benefits

The increasing use of technology as well as the city’s sustainability goals have reduced the city’s printing needs. By replacing out of date, leased printers, which are approaching end of life, with a smaller number of purchased printers, the city will save an estimated \$80,000 a year in electricity, printing supplies and monthly maintenance charges starting in fiscal year 2024-25. Over a five-year period, the city will save approximately \$400,000 in operational costs overall.

About This Project

The existing printers deployed throughout the city were leased in 2015. Due to their age, they are becoming unreliable and costly to repair. In many instances, replacement parts are no longer available.

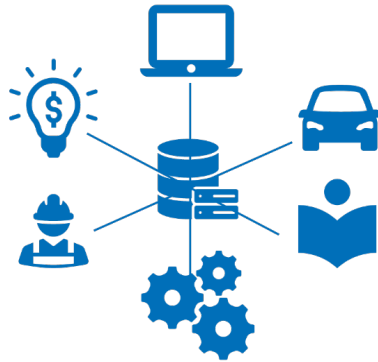
* The new printing fleet will be replaced on a five-year running basis requiring approximately \$800,000 in funding expected to come from the Technology Investment Capital Fund each fifth year.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

BUILD CAPACITY FOR DATA-DRIVEN DECISION MAKING

Business Process Automation



Project Funding Source:

Technology Investment \$ 300,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational Not known

Replacement None

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Tech. Investment	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Project Benefits

Automating manual processes will improve staff productivity, efficiency and service delivery. Business process automation also provides the opportunity to eliminate paper forms and processes, which supports the city’s sustainability goals.

About This Project

This project facilitates the ongoing expansion of business process automation by adding licenses to existing city applications that support process automation, such as Laserfiche, ServiceNow and DocuSign, and by engaging vendor support and external consultants to assist with the development of complex workflows.

There is a potential for operational costs to increase if additional licenses are required to support identified automation initiatives. There are no replacement costs associated with project.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Facility Monitoring and Analytics



Project Funding Source:

Technology Investment \$ 250,000

Managing Department:

Innovation & Economic Development
Fleet & Facilities
Library & Cultural Arts

Estimated Annual Costs

Increase/(Decrease):

Operational *Not known*
Replacement *Not known*

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Tech. Investment	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 250,000

Project Benefits

Automated facility monitoring will provide city staff with the ability to remotely monitor the condition, temperature and power at over 100 city facilities as well as track foot traffic and space utilization within the city’s public spaces such as library facilities and parks. Alerting to conditions in city facilities will allow staff to respond reducing or limiting any potential damage that may occur from these conditions.

The city maintains over 100 facilities that currently have limited monitoring capability to detect conditions such as flooding, power issues or power loss, or abnormal temperatures. Additionally, the existing people counters located at the library are over 11 years and due to be replaced.

About This Project

This project will identify, procure and implement a citywide facility monitoring and traffic analysis solution for city facilities.

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

Build Capacity for Data-Driven Decision Making

Professional Technical Services for Data Project Delivery



Project Funding Source:

Technology Investment \$ 420,000

Managing Department:

Innovation & Economic Development
Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational None

Replacement None

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Tech. Investment	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 420,000

Project Benefits

Leverage the expertise of the Esri Advantage program to assist city staff in the development of data visualization tools and dashboards. Combining city data with spatial information allows data to be transformed into graphical or interactive forms that can reveal patterns, trends and insights, presents data in a format that communicates complex information in a clear and engaging way, and enables data-driven decision making.

About This Project

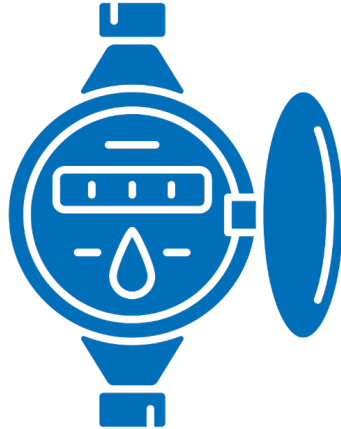
The Esri Advantage Program provides technical consulting to assist staff on projects that combine data from city systems with the spatial data from the city’s geographic information system (GIS) application to provide robust data visualization tools. The program is currently being used to complete the 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 2023-24.

At this time, city staff do not expect this project to result in an increase to operating or replacement costs.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Regulator Water Usage Analytics



Project Funding Source:

Utility Operating \$ 65,353

Managing Department:

Utilities

Estimated Annual Costs

Increase/(Decrease):

Operational \$ 42,000

Replacement None

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Utility Operating	\$ 50,000	\$ 15,353	\$ -	\$ -	\$ -	\$ -	\$ 65,353

Project Benefits

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 began in November 2023.

About This Project

In fiscal year 2022-23, staff implemented the Waterview Water Efficiency portal to assist the city in meeting legislatively established water conservation goals and reporting requirements for residential parcels. Additional funding is being requested to expand the use of Waterview for commercial and industrial parcels.

After initial implementation, city staff estimate operational costs to increase by \$42,000 starting in fiscal year 2024-25. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

FOSTER A VIBRANT CIVIC ENGAGEMENT CULTURE

Audiovisual Upgrades



Project Funding Source:

Technology Investment \$ 1,225,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational *None*

Replacement *Unknown*

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ 725,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,225,000

Project Benefits

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.

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 if any until after the new equipment is purchased.

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

ENHANCE ACCESSIBILITY AND TRANSPARENCY

Patron Print/Copy/PC Management



Project Funding Source:
Technology Investment \$ 88,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational None
Replacement None

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ 18,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 88,000

Project Benefits

The existing system is due to be replaced and the Library & Cultural Arts Department is looking to enhance the system.

About This Project

This project replaces the existing print/copy/PC management system used at the various library locations within the city. In fiscal year 2022-23, computers and servers associated with the system were replaced. In fiscal year 2024-25, the library will be completing a request for proposal to identify and implement a new management solution.

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

Records Digitization



Project Funding Source:

Technology Investment \$ 200,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational None

Replacement None

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Tech. Investment	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ 200,000

Project Benefits

There are multiple departments that have a large volume of physical records. These records take up office space and are not easily accessible or searchable.

About This Project

This project involves issuing a request for qualifications, selecting one or more vendors, and establishing master agreements for firms that can assist departments in scanning and digitizing paper documents. These digitized documents will then be loaded into the city’s Laserfiche records management system making them more accessible to staff and the public.

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

PROMOTE SECURITY AND SUSTAINABILITY THROUGH CONNECTIVITY

Annual Hardware and Infrastructure Replacement



Project Funding Source:

IT Replacement Fund \$ 6,903,142

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational None

Replacement None

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
IT Replacement	\$ 790,000	\$ 978,142	\$ 1,485,000	\$ 1,100,000	\$ 1,050,000	\$ 1,500,000	\$ 6,903,142

Project Benefits

Citywide hardware and infrastructure changes are necessary and ongoing. Replacement equipment is needed to support the city's technology infrastructure and department-specific needs.

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

Cyber Security Program Development



Project Funding Source:

Technology Investment \$ 950,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational *Unknown*

Replacement *Unknown*

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ 450,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 950,000

Project Benefits

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.

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 for fiscal year 2024-25 and beyond. For fiscal year 2023-24 an additional \$132,000 has been request as part of the budget process for on-going Varonis security services.

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Payment Works



Project Funding Source:
Technology Investment \$ 68,600

Managing Department:
Finance

Estimated Annual Costs
Increase/(Decrease):
Operational \$ 54,000
Replacement None

Funding Source	Prior Year Budget	Req FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Total Budget
Tech. Investment	\$ -	\$ 68,600	\$ -	\$ -	\$ -	\$ -	\$ 68,600

Project Benefits

The current process for enrolling a vendor to receive electronic payments involves the completion of a paper form. Staff must then manually validate the information and enter the vendor’s information into the city’s financial application. Additionally, if the city receives a request to change a vendor’s banking information, there is not an automated process to validate the accuracy and legitimacy of the information which puts the city at risk for attempted fraud.

About This Project

This project involves the implementation of the Payment Works solution to digitally onboard vendors, validate that vendor information is valid and legitimate and provides a mechanism for vendors to request updates to their payment information that is secure and verified. This will eliminate paper forms which supports the city’s sustainability goals, significantly improves business processes, and reduces the risk of fraud.

After initial implementation, staff estimate operational costs to increase by \$54,000 starting in fiscal year 2024-25. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

MINOR PROJECTS

Pursue Communitywide Digital Transformation Projects and Strategic Initiatives Past Perfect Upgrade/Migration

This project involves upgrading the application used by recreation for tracking items in the Leo Carrillo Collection and migrating from on-premises to the vendor's cloud offering. Moving to the cloud will allow for broader staff access as well as introduce accessibility to the public.

Enhance Accessibility and Transparency

Expansion of Yardi

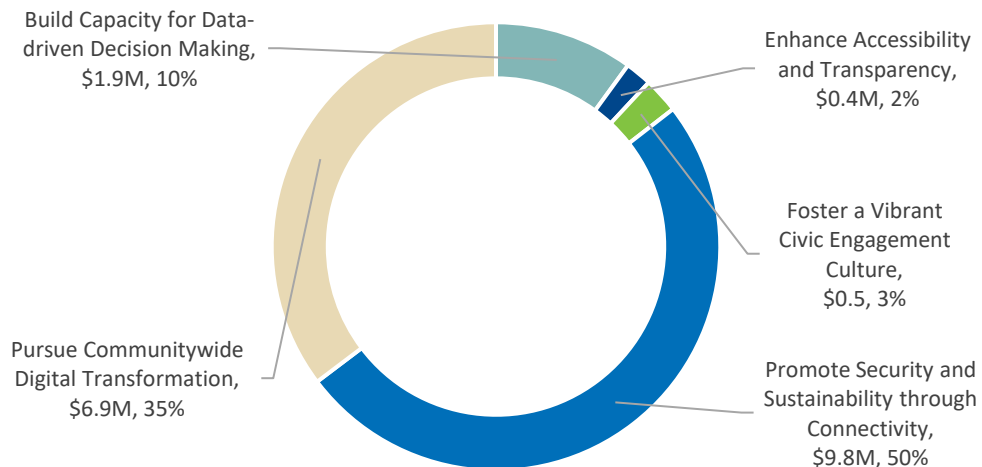
Expand the use of the existing Yardi Voyager application used in Housing and Homeless Services by conducting a business process review, hosting staff training, and implementing an online applicant portal.

FUTURE PROJECTS

Estimated Fiscal Year 2023-24 through 2027-28 Appropriations by Goal

The City of Carlsbad's SDTIP for fiscal year 2023-24 to fiscal year 2027-28 outlines 44 projects at an estimated total cost of \$33.7 million. Of the \$33.7 million, \$19.5 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.

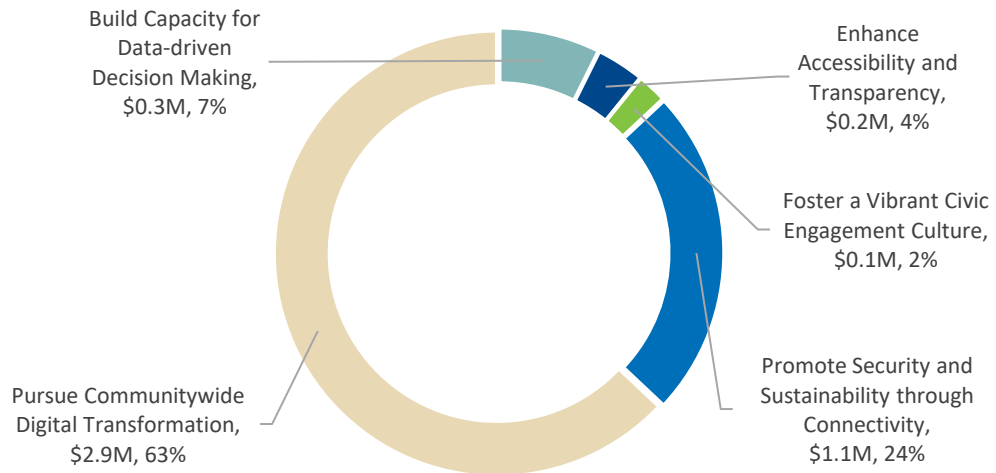
Estimated Future Projects Costs by Goal FY 2023-24 to FY 2027-28 \$19.5 million



Estimated Fiscal Year 2023-24 Appropriations by Goal

The fiscal year 2023-24 SDTIP outlines \$4.6 million in new appropriations for fiscal year 2023-24 to provide additional funding for the continuation of existing projects as well as funding for new projects.

Requested FY 2023-24 Appropriations by Goal \$4.6 million



Estimated Fiscal Year 2024-25 through 2027-28 Pending Current or New Projects with Future Funding Requests

The projects listed in the table below represent projects that have been presented to the SDTIP Committee but are not requesting funding or have been delayed for the fiscal year 2023-24 budget year. These projects will be reevaluated for the fiscal year 2024-25 budget year and if approved for funding in fiscal year 2024-25 will then have a project page included as part of the SDTIP in fiscal year 2024-25 or as appropriate. These projects have been included in the estimated five-year tables and funding projections.

Project Name	Connected Carlsbad Goal	Funding Source	Prior Appropriation	Requested Year 1 2023-24	Estimated Year 2 2024-25	Estimated Year 3 2025-26	Estimated Year 4 2026-27	Estimated Year 5 2027-28	Estimated Total Funding	
RFID Replacement	PCDT	TICF	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ 600,000	
Utility Billing Automation	PCDT	UEF	-	-	75,000	-	-	-	75,000	
Tightrope	PCDT	TICF	-	-	35,000	-	-	-	35,000	
Data Governance and Operational Analytics	BCDDM	TICF	405,000	-	50,000	50,000	-	-	505,000	
Discovery Management Assessment	BCDDM	TICF	30,000	-	140,000	-	-	-	170,000	
Meter Data Management/Utility Analytics	BCDDM	UEF	-	-	550,000	-	-	-	550,000	
Permit Process Automation	BCDDM	TICF	-	-	200,000	200,000	-	-	400,000	
Civic Engagement with Open Data	EAT	TICF	198,000	-	50,000	-	-	-	248,000	
Virtual Permitting Counter (OpenCounter)	EAT	TICF	61,000	-	23,000	-	-	-	84,000	
Remote Hold Pickup Locker	EAT	TICF	-	-	40,000	-	-	-	40,000	
Command Central A/V Infrastructure	PSSC	TICF	-	-	200,000	-	-	-	200,000	
Facility Security Master Plan	PSSC	TICF	200,000	-	721,000	311,000	438,000	222,000	1,892,000	
Police Body Camera Replacement	PSSC	TICF	-	-	500,000	-	-	-	500,000	
Police In-car Video Replacement	PSSC	TICF	-	-	-	-	-	550,000	550,000	
Police Records Management Migration	PSSC	TICF	-	-	200,000	-	-	-	200,000	
Major Incident/Special Event Management System	PSSC	TICF	-	-	20,000	-	-	-	20,000	
Police Mobile Device IOS Transition	PSSC	TICF	-	-	5,000	-	-	-	5,000	
				\$ 894,000	\$ -	\$ 3,409,000	\$ 561,000	\$ 438,000	\$ 772,000	\$ 6,074,000

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

Funding Source Abbreviations

Information Technology Replacement Fund = ITRF
 Technology Investment Capital Fund = TICF
 Utilities Enterprise Funds (Operating or Capital) = UEF

FIVE-YEAR SCHEDULE OF PROJECTS BY CONNECTED CARLSBAD GOAL

Connected Carlsbad Goal Project Name	Funding Source	Prior Appropriation	Requested Year 1 2023-24	Estimated Year 2 2024-25	Estimated Year 3 2025-26	Estimated Year 4 2026-27	Estimated Year 5 2027-28	Estimated Total Funding
Pursue Communitywide Digital Transformation								
Consolidation & Replacement of Core Systems	TICF	\$ 900,000	\$ 1,500,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 4,400,000
Digital Information Network	TICF	5,025,584	500,000	500,000	-	-	-	6,025,584
Enterprise Asset Management System	TICF	1,600,000	-	-	-	-	-	1,600,000
Exploration Hub Upgrade	ITRF	-	43,600	-	-	-	-	43,600
Fleet Telematics	TICF	45,916	130,000	-	-	-	-	175,916
Project Portfolio Management Tool & Consulting	TICF	500,000	-	-	-	-	-	500,000
RFID Replacement	TICF	-	-	600,000	-	-	-	600,000
Staff Managed Print	TICF	-	700,000	-	-	-	800,000	1,500,000
Utility Billing Automation	UEF	-	-	75,000	-	-	-	75,000
Utility Billing Portal	UEF	90,000	-	-	-	-	-	90,000
Past Perfect Upgrade/Migration	TICF	-	5,000	-	-	-	-	5,000
Tightrope	TICF	-	-	35,000	-	-	-	35,000
Pursue Communitywide Digital Transformation Total		8,161,500	2,878,600	3,210,000	-	-	800,000	15,050,100
Build Capacity for Data-driven Decision Making								
Business Process Automation	TICF	150,000	150,000	-	-	-	-	300,000
Data Governance and Operational Analytics	TICF	405,000	-	50,000	50,000	-	-	505,000
Discovery Management Assessment	TICF	30,000	-	140,000	-	-	-	170,000
Facility Monitoring and Analytics	TICF	-	100,000	50,000	50,000	50,000	-	250,000
Meter Data Management/Utility Analytics	UEF	-	-	550,000	-	-	-	550,000
Permit Process Automation	TICF	-	-	200,000	200,000	-	-	400,000
Professional Technical Services for Data Project Delivery	TICF	70,000	70,000	70,000	70,000	70,000	70,000	420,000
Regulatory Water Usage Analytics (Operating Funds)	UEF	50,000	15,353	-	-	-	-	65,353
Build Capacity for Data-driven Decision Making Total		705,000	335,353	1,060,000	370,000	120,000	70,000	2,660,353
Foster a Vibrant Civic Engagement Culture								
Audio Visual Upgrades	TICF	725,000	100,000	100,000	100,000	100,000	100,000	1,225,000
Outdoor Wireless Study	TICF	100,000	-	-	-	-	-	100,000
Foster a Vibrant Civic Engagement Culture Total		825,000	100,000	100,000	100,000	100,000	100,000	1,325,000
Enhance Accessibility and Transparency								
Civic Engagement with Open Data	TICF	198,000	-	50,000	-	-	-	248,000
Enterprise Digital Asset Management	TICF	400,000	-	-	-	-	-	400,000
Online Permitting/Electronic Reviews (E-Reviews)	TICF	645,000	-	-	-	-	-	645,000
Patron Print/Copy/PC Management	TICF	18,000	70,000	-	-	-	-	88,000
Record Digitization	TICF	-	100,000	100,000	-	-	-	200,000
Virtual Permitting Counter (OpenCounter)	TICF	61,000	-	23,000	-	-	-	84,000
Expansion of Yardi	TICF	-	30,000	-	-	-	-	30,000
Next Generation Online Catalog	TICF	40,000	(40,000)	-	-	-	-	-
Remote Hold Pickup Locker	TICF	-	-	40,000	-	-	-	40,000
Enhance Accessibility and Transparency Total		1,362,000	160,000	213,000	-	-	-	1,735,000
Promote Security and Sustainability through Connectivity								
Annual Hardware and Infrastructure Replacement	ITRF	790,000	978,142	1,485,000	1,100,000	1,050,000	1,500,000	6,903,142
Command Central A/V Infrastructure	TICF	-	-	200,000	-	-	-	200,000
Computer Aided Dispatch (CAD)	TICF	1,580,000	-	-	-	-	-	1,580,000
Cyber Security Program Development	TICF	450,000	100,000	100,000	100,000	100,000	100,000	950,000
Electronic Patient Care Reporting	TICF	50,000	(50,000)	-	-	-	-	-
Facility Security Master Plan	TICF	200,000	-	721,000	311,000	438,000	222,000	1,892,000
Live 911	TICF	66,380	-	-	-	-	-	66,380
Payment Works	TICF	-	68,600	-	-	-	-	68,600
Police Body Camera Replacement	TICF	-	-	500,000	-	-	-	500,000
Police In-car Video Replacement	TICF	-	-	-	-	-	550,000	550,000
Police Records Management Migration	TICF	-	-	200,000	-	-	-	200,000
Major Incident/Special Event Management System	TICF	-	-	20,000	-	-	-	20,000
Police Mobile Device IOS Transition	TICF	-	-	5,000	-	-	-	5,000
Promote Security and Sustainability through Connectivity Total		3,136,380	1,096,742	3,231,000	1,511,000	1,588,000	2,372,000	12,935,122
Projects Total		\$ 14,189,880	\$ 4,570,695	\$ 7,814,000	\$ 1,981,000	\$ 1,808,000	\$ 3,342,000	\$ 33,705,575

Funding Source Abbreviations
Information Technology Replacement Fund = ITRF
Technology Investment Capital Fund = TICF
Utilities Enterprise Funds (Operating or Capital) = UEF

FIVE-YEAR SCHEDULE OF PROJECTS BY FUND

Funding Source Project Name	Connected Carlsbad Goal	Prior Appropriation	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
			Year 2 2023-24	Year 3 2024-25	Year 4 2025-26	Year 5 2026-27	Year 5 2027-28	Total Funding
Technology Investment Capital Fund								
Audio Visual Upgrades	FVCEC	\$ 725,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,225,000
Business Process Automation	BCDDM	150,000	150,000	-	-	-	-	300,000
Civic Engagement with Open Data	EAT	198,000	-	50,000	-	-	-	248,000
Command Central A/V Infrastructure	PSSC	-	-	200,000	-	-	-	200,000
Computer Aided Dispatch (CAD)	PSSC	1,580,000	-	-	-	-	-	1,580,000
Consolidation & Replacement of Core Systems	PCDT	900,000	1,500,000	2,000,000	-	-	-	4,400,000
Cyber Security Program Development	PSSC	450,000	100,000	100,000	100,000	100,000	100,000	950,000
Data Governance and Operational Analytics	BCDDM	405,000	-	50,000	50,000	-	-	505,000
Digital Information Network	PCDT	5,025,584	500,000	500,000	-	-	-	6,025,584
Discovery Management Assessment	BCDDM	30,000	-	140,000	-	-	-	170,000
Electronic Patient Care Reporting	PSSC	50,000	(50,000)	-	-	-	-	-
Enterprise Asset Management System	PCDT	1,600,000	-	-	-	-	-	1,600,000
Enterprise Digital Asset Management	EAT	400,000	-	-	-	-	-	400,000
Facility Monitoring and Analytics	BCDDM	-	100,000	50,000	50,000	50,000	-	250,000
Facility Security Master Plan	PSSC	200,000	-	721,000	311,000	438,000	222,000	1,892,000
Fleet Telematics	PCDT	45,916	130,000	-	-	-	-	175,916
Live 911	PSSC	66,380	-	-	-	-	-	66,380
Online Permitting/Electronic Reviews (E-Reviews)	EAT	645,000	-	-	-	-	-	645,000
Outdoor Wireless Study	FVCEC	100,000	-	-	-	-	-	100,000
Patron Print/Copy/PC Management	EAT	18,000	70,000	-	-	-	-	88,000
Payment Works	PSSC	-	68,600	-	-	-	-	68,600
Permit Process Automation	BCDDM	-	-	200,000	200,000	-	-	400,000
Police Records Management Migration	PSSC	-	-	200,000	-	-	-	200,000
Police Body Camera Replacement	PSSC	-	-	500,000	-	-	-	500,000
Police In-car Video Replacement	PSSC	-	-	-	-	-	550,000	550,000
Professional Technical Services for Data Project Delivery	BCDDM	70,000	70,000	70,000	70,000	70,000	70,000	420,000
Project Portfolio Management Tool & Consulting	PCDT	500,000	-	-	-	-	-	500,000
Record Digitization	EAT	-	100,000	100,000	-	-	-	200,000
RFID Replacement	PCDT	-	-	600,000	-	-	-	600,000
Staff Managed Print	PCDT	-	700,000	-	-	-	800,000	1,500,000
Virtual Permitting Counter (OpenCounter)	EAT	61,000	-	23,000	-	-	-	84,000
Expansion of Yardi	EAT	-	30,000	-	-	-	-	30,000
Major Incident/Special Event Management System	PSSC	-	-	20,000	-	-	-	20,000
Next Generation Online Catalog	EAT	40,000	(40,000)	-	-	-	-	-
Past Perfect Upgrade/Migration	PCDT	-	5,000	-	-	-	-	5,000
Police Mobile Device IOS Transition	PSSC	-	-	5,000	-	-	-	5,000
Remote Hold Pickup Locker	EAT	-	-	40,000	-	-	-	40,000
Tightrope	PCDT	-	-	35,000	-	-	-	35,000
Technology Investment Capital Fund Total		13,259,880	3,533,600	5,704,000	881,000	758,000	1,842,000	25,978,480
Information Technology Replacement Fund								
Annual Hardware and Infrastructure Replacement	PSSC	790,000	978,142	1,485,000	1,100,000	1,050,000	1,500,000	6,903,142
Exploration Hub Upgrade	PCDT	-	43,600	-	-	-	-	43,600
Information Technology Replacement Fund Total		790,000	1,021,742	1,485,000	1,100,000	1,050,000	1,500,000	6,946,742
Utilities Enterprise Funds (Operating or Capital)								
Meter Data Management/Utility Analytics	BCDDM	-	-	550,000	-	-	-	550,000
Regulatory Water Usage Analytics (Operating Funds)	BCDDM	50,000	15,353	-	-	-	-	65,353
Utility Billing Automation	PCDT	-	-	75,000	-	-	-	75,000
Utility Billing Portal	PCDT	90,000	-	-	-	-	-	90,000
Total Utilities Enterprise Funds (Operating or Capital)		140,000	15,353	625,000	-	-	-	780,353
Projects Total		\$14,189,880	\$ 4,570,695	\$ 7,814,000	\$ 1,981,000	\$ 1,808,000	\$ 3,342,000	\$33,705,575

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.

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 2023-24 Operating Budget and for the Capital Funds please see the CIP Section of the Fiscal Year 2023-24 Operating Budget.

PROJECTED FUND BALANCES

TECHNOLOGY INVESTMENT CAPITAL FUND FUNDS AVAILABILITY PROJECTION

	Estimated Balance 2022-23	Requested Year 1 2023-24	Estimated Year 2 2024-25	Estimated Year 3 2025-26	Estimated Year 4 2026-27	Estimated Year 5 2027-28
Beginning Available Balance		\$ 2,762,560	\$ 3,414,960	\$ 2,010,960	\$ 5,541,960	\$ 9,340,960
Transfers In		4,096,000	4,187,000	4,271,000	4,381,000	4,600,050
Interest Revenue		90,000	113,000	141,000	176,000	184,000
Project Appropriations		3,533,600	5,704,000	881,000	758,000	1,842,000
Ending Available Balance		\$ 3,414,960	\$ 2,010,960	\$ 5,541,960	\$ 9,340,960	\$ 12,283,010

Balance Available for Future Projects \$ 2,762,560

INFORMATION TECHNOLOGY DEPARTMENT REPLACEMENT FUND FUNDS AVAILABILITY PROJECTION

	Balance 2022-23	Requested Year 1 2023-24	Estimated Year 2 2024-25	Estimated Year 3 2025-26	Estimated Year 4 2026-27	Estimated Year 5 2027-28
Beginning Available Balance		\$ 2,349,929	\$ 2,896,227	\$ 2,761,227	\$ 3,011,227	\$ 3,311,227
Replacement Cost Revenue		1,568,040	1,350,000	1,350,000	1,350,000	1,350,000
Replacement Appropriations		1,021,742	1,485,000	1,100,000	1,050,000	1,500,000
Ending Available Balance		\$ 2,896,227	\$ 2,761,227	\$ 3,011,227	\$ 3,311,227	\$ 3,161,227

Estimated Available Funds \$ 2,349,929

REVENUE PROJECTIONS SCHEDULE

Fund	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual Revenue	Actual Revenue	Actual Revenue	Projected Revenue	Estimated Revenue
Technology Investment Capital	NA	NA	\$ 10,747,619	\$ 4,076,004	\$ 4,186,000
Information Technology Department Replacement	810,400	1,221,363	1,491,070	1,555,005	1,568,040
Total	\$ 810,400	\$ 1,221,363	\$ 12,238,689	\$ 5,631,009	\$ 5,754,040

BUDGET EXPENDITURE SCHEDULE

Fund	2020-21	2021-22	2022-23	2023-24		2023-24
	Actual Expense	Actual Expense	Estimated Expense	Continuing Appropriations	New Appropriations	Total Appropriations
Technology Investment Capital	NA	\$ 1,615,320	\$ 2,100,000	\$ 7,076,551	\$ 3,533,600	\$ 10,610,151
Information Technology Department Replacement	1,822,434	935,994	1,396,948	554,580	1,021,742	1,576,322
Total	\$ 1,822,434	\$ 2,551,314	\$ 3,496,948	\$ 7,631,131	\$ 4,555,342	\$ 12,186,473

PROJECT ESTIMATED OPERATIONAL REQUIREMENTS

The projects listed on the table below represent projects that have been determined will have or may have operating budget impacts in the fiscal year identified. Projects that have a zero listed for each fiscal year are pending an estimate due to the possible solution having to many pending variables. Once a more exact solution is identified the operational estimate will be updated. As the fiscal years identified on the table become the next budgeting year, the Information Technology Department will include a request for the additional operating budget in the department’s annual operating budget request.

Project Name	Total Funding	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28	Totals
Business Process Automation	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Civic Engagement with Open Data	248,000	-	100,000	50,000	25,000	-	175,000
Command Central A/V Infrastructure	200,000	-	-	-	-	-	-
Computer Aided Dispatch (CAD)	1,580,000	150,000	20,000	-	-	-	170,000
Cyber Security Program Development	950,000	132,500	-	-	-	-	132,500
Data Governance and Operational Analytics	505,000	125,000	75,000	60,000	50,000	50,000	360,000
Digital Information Network	6,025,584	-	150,000	150,000	-	-	300,000
Discovery Management Assessment	170,000	-	-	-	-	-	-
Enterprise Asset Management System	1,600,000	20,000	-	-	-	-	20,000
Enterprise Digital Asset Management	400,000	-	-	75,000	-	-	75,000
Expansion of Yardi	30,000	1,500	-	-	-	-	1,500
Facility Monitoring and Analytics	250,000	-	-	-	-	-	-
Facility Security Master Plan	1,892,000	-	-	150,000	150,000	150,000	450,000
Fleet Telematics	175,916	-	-	-	-	-	-
Live 911	66,380	-	60,000	-	-	-	60,000
Major Incident/Special Event Management System	20,000	-	-	-	-	-	-
Meter Data Management/Utility Analytics	550,000	-	-	175,000	-	-	175,000
Online Permitting/Electronic Reviews (E-Reviews)	645,000	-	27,300	-	-	-	27,300
Past Perfect Upgrade/Migration	5,000	2,000	-	-	-	-	2,000
Payment Works	68,600	-	54,000	-	-	-	54,000
Permit Process Automation	400,000	-	-	-	-	-	-
Police Records Management Migration	200,000	-	-	54,000	-	-	54,000
Project Portfolio Management Tool & Consulting	500,000	165,000	-	-	-	-	165,000
Regulatory Water Usage Analytics (Operating Funds)	65,353	-	42,000	-	-	-	42,000
Remote Hold Pickup Locker	40,000	-	-	4,000	-	-	4,000
RFID Replacement	600,000	-	-	-	-	-	-
Staff Managed Print	1,500,000	-	(80,000)	-	-	-	(80,000)
Tightrope	35,000	-	-	-	-	-	-
Utility Billing Automation	75,000	-	-	7,500	-	-	7,500
Virtual Permitting Counter (OpenCounter)	84,000	-	-	34,500	-	-	34,500
	\$ 19,180,833	\$ 596,000	\$ 448,300	\$ 760,000	\$ 225,000	\$ 200,000	\$ 2,229,300

* Listing only includes projects with expected changes in operational budget requirements. If listed with a zero amount, staff have not been able to determine that amount with the current information.

FISCAL YEAR 2023-24 ROADMAP

Strategic Digital Transformation Investment Program FY 2023-24 Schedule													
Legend:												Project	
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Pursue Community Wide Digital Transformation	Consolidation & Replacement of Core Systems												
	Digital Information Network												
	Enterprise Asset Management												
	Exploration Hub Computer Upgrade												
	Fleet Telematics												
GOAL	Staff Managed Print												
	Past Perfect Upgrade/Migration												
	INITIATIVES												
	Business Process Automation												
	Data Governance and Operational Analytics												
Build Capacity for Data-driven Decision Making	Professional Technical Services for Data Project Delivery												
	Facility Monitoring and Analytics												
	Regulatory Water Usage Analytics												
	INITIATIVES												
	Audio Visual Upgrades												
GOAL	Outdoor Wireless Study												
	INITIATIVES												
	Civic Engagement with Open Data												
	Patron Print/Copy/PC Management												
	Enterprise Digital Asset Management												
Enhance Accessibility and Transparency	Records Digitization												
	Online Permitting/Electronic Reviews (E-Review)												
	Expansion of Yardi												
	Virtual Permitting Counter (OpenCounter)												
	INITIATIVES												
GOAL	Annual Hardware and Infrastructure Replacement												
	Computer Aided Dispatch (CAD)												
	Cyber Security Program Development												
	Ensure Adoption of Relevant New Technologies are Mirrored into EOC												
	Facility Security Master Plan												
Promote Safety and Sustainability through Connectivity	Payment Works												
	Traffic Management Functionality Enhancement												
	INITIATIVES												
	Annual Hardware and Infrastructure Replacement												
	Computer Aided Dispatch (CAD)												

FIVE-YEAR ROADMAP

Strategic Digital Transformation Investment Program - 5-Year Roadmap		Legend:																									
		In progress					Approved					Evaluating					Ongoing										
GOAL	INITIATIVES	Prior Years				FY 2023-24				FY 2024-25				FY 2025-26				FY 2026-27				FY 2027-28					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Enhance Accessibility and Transparency	Civic Engagement with Open Data																										
	Enterprise Digital Asset Management																										
	Online Permitting/Electronic Reviews (E-Review)																										
	Expansion of Yardi																										
	Patron Print/Copy/PC Management																										
	Records Digitization																										
Promote Safety and Sustainability through Connectivity	Remote Hold Pickup Locker																										
	Virtual Permitting Counter (OpenCounter)																										
Promote Safety and Sustainability through Connectivity	Annual Hardware and Infrastructure Replacement																										
	Computer Aided Dispatch (CAD)																										
	Cyber Security Program Development																										
	Facility Security Master Plan																										
	Payment Works																										
	Traffic Management Functionality Enhancement																										
	Ensure Adoption of Relevant New Technologies are Mirrored into EOC																										
	Major Incident/Special Event Management																										
	Command Central A/V Infrastructure																										
	Police Records Management Migration																										
	Police Body Camera Replacement																										
	Police In-car Video Replacement																										

In progress - has been fully approved and work has started
Approved - has been fully approved but work has not started
Evaluating - staff is currently studying merit and cost of initiative/project
Ongoing - annual process

FIVE-YEAR ROADMAP – CONTINUED

Strategic Digital Transformation Investment Program - 5-Year Roadmap		Legend: In progress Approved Evaluating Ongoing																									
		Prior Years					FY 2023-24				FY 2024-25				FY 2025-26				FY 2026-27				FY 2027-28				
GOAL	INITIATIVES	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	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																										
	Exploration Hub Computer Upgrade																										
	Utility Billing Automation																										
	Utility Billing Portal																										
	Fleet Telematics																										
	PastPerfect Upgrade/Migration																										
	Staff Managed Print																										
	RFID Replacement																										
Tightrope																											
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																										
	Meter Data Management/Utility Analytics																										
	Professional Technical Services for Data Project Delivery																										
	Regulatory Water Usage Analytics																										
	Facility Monitoring and Analytics																										
	Permit Process Automation																										
Foster a Vibrant Civic Engagement Culture	Audio Visual Upgrades																										
	Outdoor Wireless Study																										

In progress - has been fully approved and work has started
 Approved - has been fully approved but work has not started
 Evaluating - staff is currently studying merit and cost of initiative/project
 Ongoing - annual process

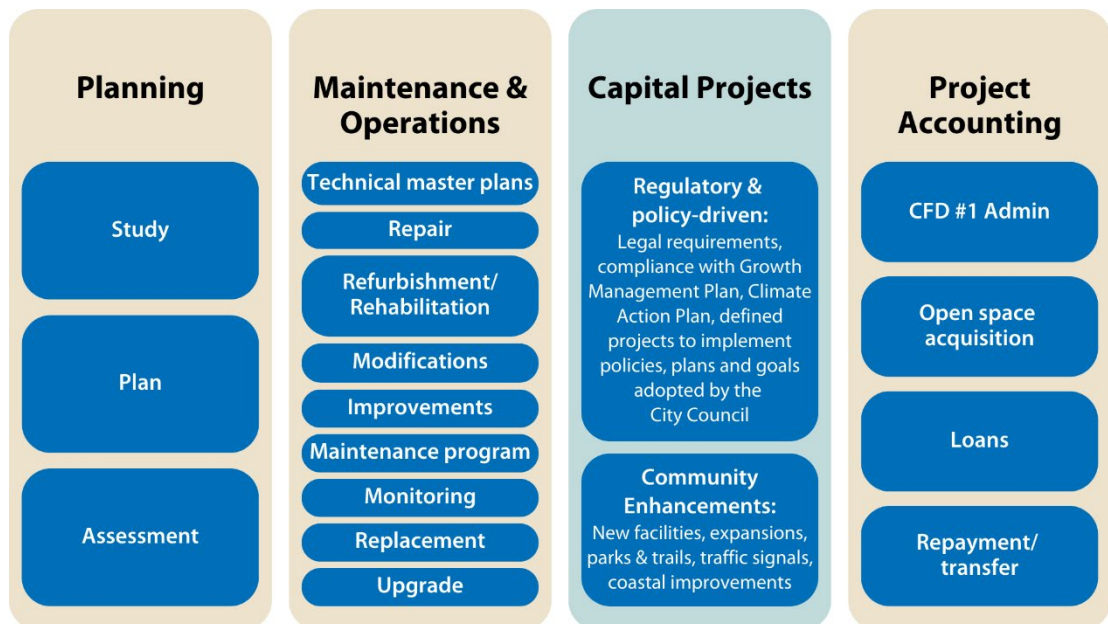
CAPITAL IMPROVEMENT PROGRAM

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:

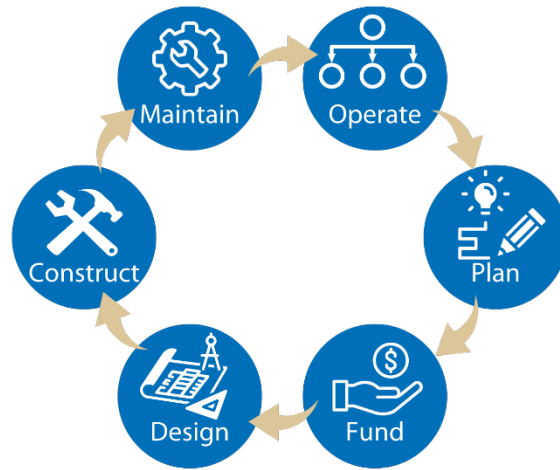


Investing in our quality of life

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 2023-24 CIP, compliance with the Growth Management Plan is continued.

In October 2022, City Council approved a five-year strategic plan with policy goals to reflect the most important priorities of the community. The CIP budget includes the priority construction projects identified the strategic plan.

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.

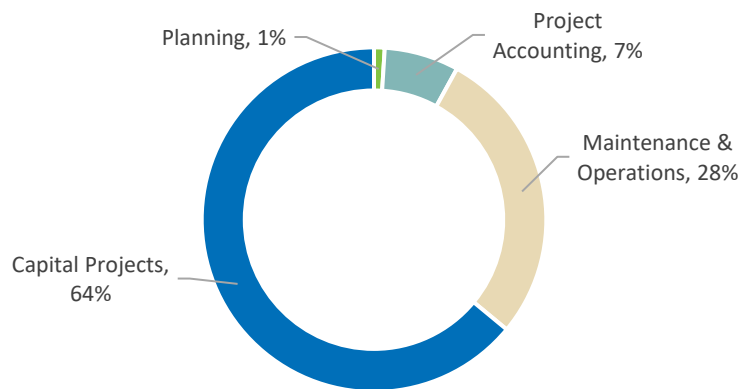


As the CIP is implemented throughout the year, staff continually re-evaluate projects’ scopes, costs and schedules to responsibly and cost-effectively manage infrastructure assets at the required levels of service throughout their lifecycle. Recommendations for project funding consider current project 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 2023-24 appropriations by category

In the fiscal year 2023-24 CIP, there are approximately 227 continuing and new projects planned over the next 15 years. The fiscal year 2023-24 CIP outlines \$97.7 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for 5 new projects. Projected revenues during the same fiscal year are estimated at \$95.9 million.

FY 2023-24 Appropriations by Category \$97.7 million



Fiscal year 2023-24 appropriations by project type



Civic Buildings and Facility Maintenance

\$11.7 million

This category includes a variety of facilities such as fire stations, libraries and community centers. Costs include repair, maintenance and replacement of civic buildings and other operational facilities. (Note: due to changes in estimated construction dates for the Orion Center project the net expenditures for this category in fiscal year 2023-24 are -\$758,509)



Parks

\$46.2 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

\$2.7 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

\$13.4 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

\$9.4 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.



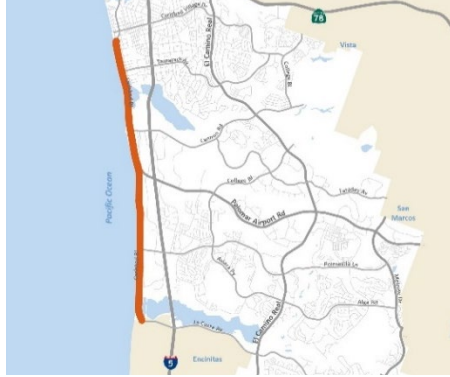
Transportation

\$26.7 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

Carlsbad Boulevard Roadway Configuration



Managing Department: Transportation
Classification: Capital Project
Funding Source:
Infrastructure Replacement Fund

Budget	
FY24	\$ 2,000,000
TOTAL	\$ 2,000,000

About This Project

This project will reconfigure Carlsbad Boulevard from Pine Avenue to the southern city border to enhance safe transportation options for biking, walking and driving. The project will include vehicular lane reductions and seal the roadways to improve pavement condition for all users of the road. Reconfiguring roadways also reduces the long-term pavement maintenance costs and improves the line of sight for side street users approaching the arterial.

Project Need

In August 2022 the City of Carlsbad declared a local state of emergency, citing a 233% increase in collisions involving bikes and e-bikes since 2019. This project was identified as a recommended mid-term strategy to improve traffic safety as part of the city's Safer Streets Together Plan.

General Plan Consistency

Policy 3-P.15 of the Mobility Element: Evaluate methods and transportation facility improvements to promote biking, walking, safer street crossings, and attractive streetscapes. The City Council shall have the sole discretion to approve any such road diet or vehicle traffic calming improvements that would reduce vehicle capacity to or below a LOS D.

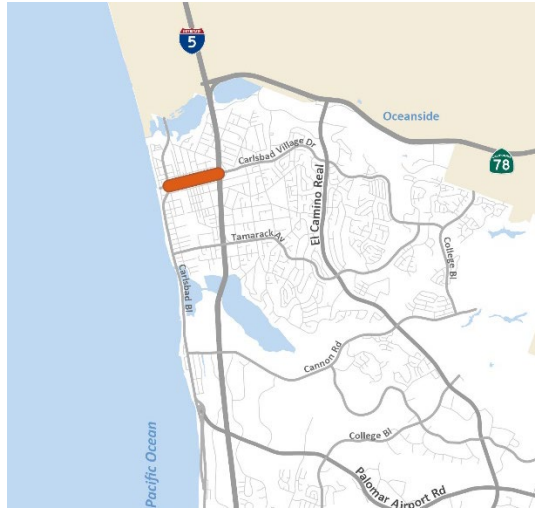
Climate Action Plan Consistency

Not applicable.

Anticipated Environmental Review

The project is exempt from environmental review per CEQA Guidelines Section 15301(c) – Existing Facilities. Exempted are existing highways and streets, sidewalks, gutters, bicycle and pedestrian trails, and similar facilities (this includes road grading for the purpose of public safety), and other alterations such as the addition of bicycle facilities, including but not limited to bicycle parking, bicycle-share facilities and bicycle lanes, transit improvements such as bus lanes, pedestrian crossings, street trees, and similar alterations that do not create additional automobile lanes.

Carlsbad Village Drive Reconfiguration



Managing Department: Transportation
Classification: Capital Project
Funding Source: General Capital Construction

Budget	
FY24	\$ 350,000
FY25	\$ 1,500,000
TOTAL	\$ 1,850,000

About This Project

The project will trim medians and move vehicular lanes inward to bring existing bicycle lanes to modern roadway standards along Carlsbad Village Drive between Interstate 5 and Carlsbad Boulevard. The existing bicycle lanes in some areas are only meet minimum modern roadway standards. With significant bicycle traffic in this area, several collisions and near misses with vehicles have been reported. This project will improve conditions for all the users on the road and reduce the long-term maintenance costs.

Project Need

In August 2022 the City of Carlsbad declared a local state of emergency, citing a 233% increase in collisions involving bikes and e-bikes since 2019. This project was identified as a recommended mid-term strategy to improve traffic safety as part of the city's Safer Streets Together Plan.

General Plan Consistency

Policy 3-P.15 of the Mobility Element: Evaluate methods and transportation facility improvements to promote biking, walking, safer street crossings, and attractive streetscapes. The City Council Shall have the sole discretion to approve any such road diet or vehicle traffic calming improvements that would reduce vehicle capacity to or below a LOS D.

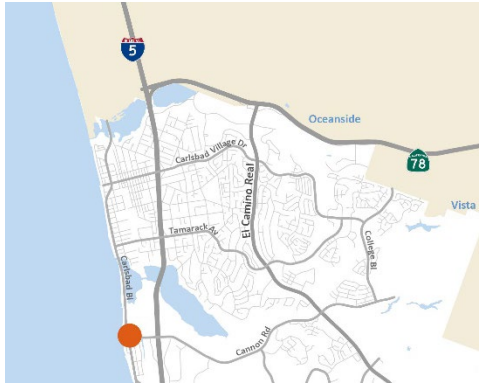
Climate Action Plan Consistency

Not applicable.

Anticipated Environmental Review

The project is exempt from environmental review per CEQA Guidelines Section 15301(c) – Existing Facilities. Exempted are existing highways and streets, sidewalks, gutters, bicycle and pedestrian trails, and similar facilities (this includes road grading for the purpose of public safety), and other alterations such as the addition of bicycle facilities, including but not limited to bicycle parking, bicycle-share facilities and bicycle lanes, transit improvements such as bus lanes, pedestrian crossings, street trees, and similar alterations that do not create additional automobile lanes.

Fire Station 7



Managing Department: Facilities
Classification: Capital Project
Funding Source: General Capital Construction

Budget	
FY24	\$ 100,000
FY25	\$ 200,000
TOTAL	\$ 300,000

About This Project

This project will identify a site and initiate the preliminary design process for a new Fire Station 7 in the vicinity of Cannon Road and Carlsbad Boulevard. Future funding requests may include potential acquisition of property and construction costs.

Project Need

Carlsbad remains one of the safest cities in the region due to new investments in fire and emergency medical services. This project is identified in the city's 5-Year Strategic Plan as a priority project in the area, Quality of Life and Safety. It addresses the specific Strategic Objective to "bring Fire Department up to Standards of Cover to ensure the city is prepared to meet the community's changing fire and emergency medical needs."

General Plan Consistency

Goal 2-G.21 of the Land Use & Community Design Element: Ensure that adequate public facilities and services are provided in a timely manner to preserve the quality of life of residents.

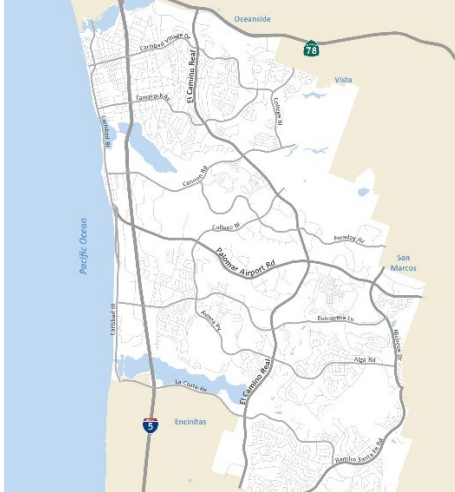
Climate Action Plan Consistency

Not applicable.

Anticipated Environmental Review

The level of environmental review and any potential environmental impacts will be determined upon further analysis. It is likely environmental review could range from a CEQA exemption (project is exempt from environmental review) to a Mitigated Negative Declaration (project has environmental impacts that can be mitigated).

Public Works Storage Facility



Managing Department: Facilities
Classification: Capital Project
Funding Source: General Capital Construction

Budget	
FY24	\$ 99,000
TOTAL	\$ 99,000

About This Project

This project will identify the site location and initiate the preliminary design process for a public works storage facility to contain items currently stored at the Farmers Property and other city facilities. Future funding requests will consider construction costs.

Project Need

In August 2022 City Council approved the sale of the Farmers Property in a fiduciarily responsible time frame, since it was not selected as the future City Hall/Civic Center site. Currently the Farmers Property is used to store various equipment and supplies for Public Works and other city departments. In preparation for selling the property, the building will need to be emptied and other storage sites used. This project is also identified in the city's 5-Year Strategic Plan as a priority project in the area of Organizational Excellence and Fiscal Health, which aims to make Carlsbad a model for effective and efficient local government.

General Plan Consistency

Goal 2-G.21 of the Land Use & Community Design Element: Ensure that adequate public facilities and services are provided in a timely manner to preserve the quality of life of residents.

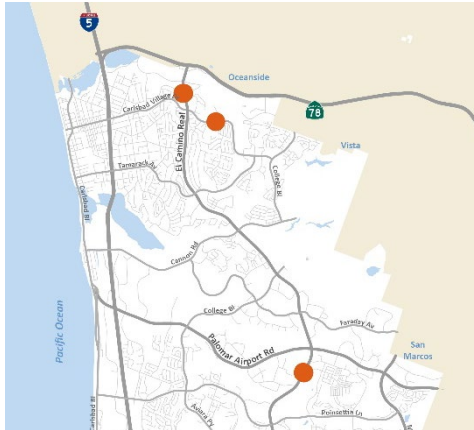
Climate Action Plan Consistency

Not applicable.

Anticipated Environmental Review

The level of environmental review and any potential environmental impacts will be determined upon further analysis. It is likely environmental review could range from a CEQA exemption (project is exempt from environmental review) to a Mitigated Negative Declaration (project has environmental impacts that can be mitigated).

Traffic Signal Cabinet Upgrades



Managing Department: Transportation
Classification: Capital Project
Funding Source: General Capital Construction

Budget
FY24 **\$ 180,000**
TOTAL **\$ 180,000**

About This Project

Traffic signal cabinets, located along city roads, are used to store the equipment used to operate traffic signals. This project will make necessary improvements to traffic signal cabinets to ensure safe and reliable operations in several locations. At El Camino Real and Dove Lane, the cabinet will be lowered to road grade height to facilitate routine maintenance and repairs and improve access to components on higher level racks. At El Camino Real and Hosp Way, the service pedal will be relocated to remove an obstruction preventing proper access to the pedestrian push buttons. At Carlsbad Village Drive and Concord Street the cabinet will be upgraded from a small, 334 style with no battery backup to the city's standard 332 style with battery backup.

Project Need

Proper maintenance of traffic signal cabinets helps enable quick, timely repairs as needed and ensure the smooth flow of traffic throughout Carlsbad.

General Plan Consistency

Goal 2-G.21 of the Land Use & Community Design Element: Ensure that adequate public facilities and services are provided in a timely manner to preserve the quality of life of residents.

Climate Action Plan Consistency

Not applicable.

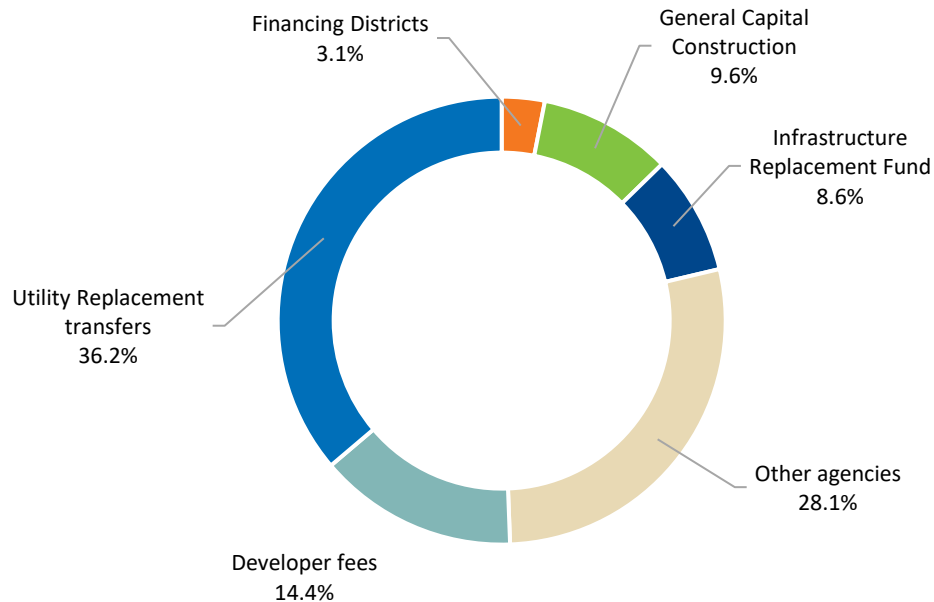
Anticipated Environmental Review

The project is exempt from environmental review per CEQA Guidelines Section 15301(b) – repair, maintenance, and minor alteration of existing facilities, including those of public utilities, involving negligible or no expansion of use.

CAPITAL IMPROVEMENT PROGRAM REVENUES

Over the next 15 years, revenues for capital projects are estimated at \$818.8 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 2023-24 to FY 2037-38 \$818.8 million



Approximately 14.4% 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 36.2% 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 28.1% 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 2023-24 and subsequent years to build out.

Projected Future Development

Fiscal Year	Residential Units	Non-Residential Square Feet
2023-24	616	298,961
2024-25	310	89,341
2025-26	184	8,655
2026-27	101	8,655
2027-28	101	2,953
2029-33	1,014	2,131,926
2034-build out	761	2,000,458
Totals	3,087	4,540,949

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.

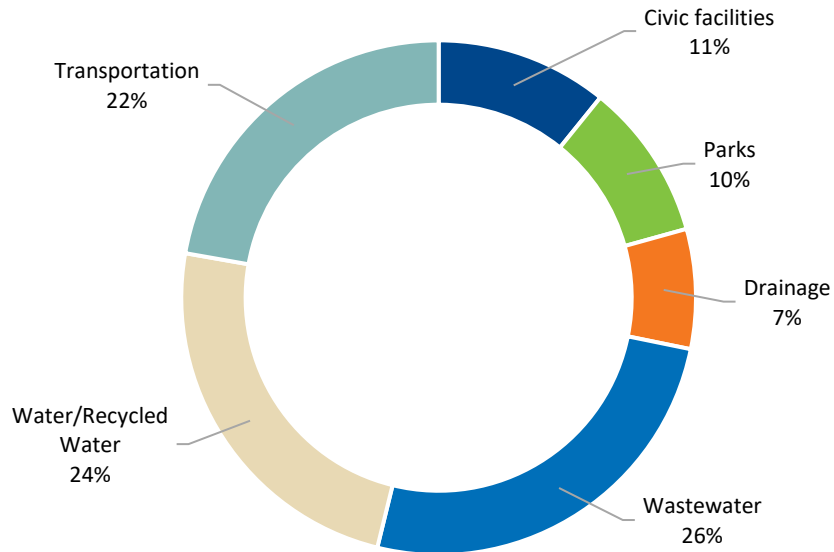
Conservatively, about 3,087 residential units are anticipated for future development, and it is currently estimated that the city is more than 90% built out. Residential development for fiscal year 2023-24 is projected at 616 units, and, over the next five years, should average 262 units per year. The amount of non-residential development is projected at about 409,000 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 2023-24 to fiscal year 2037-38 outlines approximately 245 projects at a cost of \$798 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 2023-24 to FY 2037-38
\$798 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

The CIP includes several projects for which there is no identifiable funding source for future construction 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 be reviewed and updated to reflect actual cost estimates. Projects on this list are part of the City Council's Five Year Strategic Plan or were identified by Council direction. 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 / Park Fee Zones 5, 13, 16, 17, 18)	\$16,500,000
Cannon Lake Park (6.7 acres)	2,243,000
Carlsbad Boulevard Realignment – Manzano Drive to Island Way (Partial funding / TIF)	21,015,200
Chestnut Complete Street I-5 to Railroad	2,500,000
College Boulevard Extension	30,000,000
Fire Station 7	19,000,000
Grand Avenue Promenade	9,000,000
Maerkle Solar Project	50,000,000
Monroe Street Pool	25,500,000
Orion Complex Energy Storage	10,000,000
South Carlsbad Boulevard Realignment (Partial funding / TIF)	5,000,000

PROJECTED FUND BALANCES FOR FISCAL YEAR 2022-23

Fund	July 1, 2022		Projected Expenditures	Projected Debt Service Loans & Other	June 30, 2023
	Unreserved Balance	Projected Revenues			Projected Balance
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 587,724	\$ 1,881,644	\$ 38,730	-	\$ 2,430,638
BTD#3 - Cannon Road West	526,327	7,063	-	-	533,390
CFD #1 - Citywide	96,751,249	3,504,178	774,991	\$ 15,984	99,464,452
Gas Tax	13,538,020	3,558,726	3,029,688	500,000	13,567,058
Gas Tax (Road Maint. & Rehab Acct.)	6,546,359	2,709,681	5,606,349	-	3,649,691
General Capital Const.	42,532,124	4,113,577	13,540,796	-	33,104,906
Grants - Federal	3,181	-	1,442	-	1,739
Grants - State	-	-	-	-	-
Infrastructure Replacement	118,511,911	5,557,667	11,027,079	-	113,042,499
Other	1,932,611	25,934	959,647	-	998,898
Park Fee Zones 5,13,16, 17, 18	4,798,572	166,666	-	-	4,965,237
Park-In-Lieu NE	4,770,998	64,022	-	-	4,835,020
Park-In-Lieu NW	2,580,013	484,137	106,743	-	2,957,406
Park-In-Lieu SE	1,783,139	422,162	62,000	-	2,143,301
Park-In-Lieu SW	809,275	40,561	-	-	849,836
Planned Local Drainage Area A	1,002,649	13,444	51,586	-	964,507
Planned Local Drainage Area B	1,534,791	231,285	65,760	-	1,700,315
Planned Local Drainage Area C	1,590,152	21,333	31,827	-	1,579,658
Planned Local Drainage Area D	666,282	321,892	39,943	-	948,230
Public Facilities Fee	29,139,633	1,680,368	1,399,148	-	29,420,853
Sewer Connection	7,474,469	544,416	3,261,830	-	4,757,055
Sewer Replacement	19,137,934	5,538,049	8,119,066	-	16,556,916
Traffic Impact Fee	21,072,655	2,623,889	3,607,435	-	20,089,110
Transnet/Local	32,297,901	5,376,349	4,458,222	-	33,216,028
Water - Potable	36,615,366	1,228,365	151,270	-	37,692,461
Water - Recycled	(10,898,586)	-	1,817,501	-	(12,716,086)
Water Replacement - Potable	60,406,854	5,828,758	7,943,220	-	58,292,392
Water Replacement - Recycled	17,792,436	1,221,177	575,782	-	18,437,831
Total	\$ 513,504,037	\$ 47,165,341	\$ 66,670,055	\$ 515,984	\$ 493,483,340

PROJECTED FUND BALANCES FOR FISCAL YEAR 2023-24

Fund	July 1, 2023		June 30, 2023	July 01, 2023	2023-24	June 30, 2024
	Projected Balance	Estimated Revenues	Continuing Appropriations	New Appropriations	Total Appropriations	Projected Balance
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 2,430,638	-	\$ 401,346	-	\$ 401,346	\$ 2,029,292
BTD#3 - Cannon Road West	533,390	-	-	-	-	533,390
CFD #1 - Citywide	99,464,452	\$ 3,345,149	33,545,577	\$ 37,452,000	70,997,577	31,812,024
Gas Tax	13,567,058	2,985,297	14,937,402	1,479,123	16,416,525	135,830
Gas Tax (Road Maint. & Rehab Acct.)	3,649,691	2,857,289	3,256,447	3,070,000	6,326,447	180,533
General Capital Const.	33,104,906	11,600,000	21,173,902	7,897,000	29,070,902	15,634,004
Grants - Federal	1,739	9,774,840	2,885,895	8,000,000	10,885,895	(1,109,316)
Grants - State	-	5,000,000	-	5,000,000	5,000,000	-
Infrastructure Replacement	113,042,499	4,200,000	32,378,582	11,107,000	43,485,582	73,756,917
Other	998,898	-	323,489	-	323,489	675,409
Park Fee Zones 5,13,16, 17, 18	4,965,237	113,019	-	-	-	5,078,256
Park-In-Lieu NE	4,835,020	-	614,000	424,000	1,038,000	3,797,020
Park-In-Lieu NW	2,957,406	3,013,278	2,575,063	1,922,000	4,497,063	1,473,621
Park-In-Lieu SE	2,143,301	449,289	161,805	212,000	373,805	2,218,785
Park-In-Lieu SW	849,836	439,078	219,562	-	219,562	1,069,352
Planned Local Drainage Area A	964,507	30,974	46,208	-	46,208	949,274
Planned Local Drainage Area B	1,700,315	357,095	7,828	-	7,828	2,049,582
Planned Local Drainage Area C	1,579,658	283,664	31,335	75,000	106,335	1,756,986
Planned Local Drainage Area D	948,230	108,453	23,251	-	23,251	1,033,433
Public Facilities Fee	29,420,853	2,947,263	4,331,467	(47,000)	4,284,467	28,083,648
Sewer Connection	4,757,055	777,098	4,019,732	1,195,000	5,214,732	319,421
Sewer Replacement	16,556,916	10,445,506	28,077,191	6,152,500	34,229,691	(7,227,269)
Traffic Impact Fee	20,089,110	4,743,682	17,505,669	3,590,000	21,095,669	3,737,122
Transnet/Local	33,216,028	5,886,000	27,489,757	5,640,000	33,129,757	5,972,270
Water - Potable	37,692,461	2,637,428	11,264,751	811,000	12,075,751	28,254,138
Water - Recycled	(12,716,086)	15,998,990	2,957,903	-	2,957,903	325,000
Water Replacement - Potable	58,292,392	6,348,536	43,207,235	4,192,680	47,399,915	17,241,013
Water Replacement - Recycled	18,437,831	1,600,000	6,114,770	(494,600)	5,620,170	14,417,661
Total	\$ 493,483,340	\$ 95,941,926	\$ 257,550,167	\$ 97,677,703	\$ 355,227,870	\$ 234,197,396

REVENUE PROJECTIONS SCHEDULE

Fund	2019-20	2020-21	2021-22	2022-23	2023-24
	Actual Revenue	Actual Revenue	Actual Revenue	Projected Revenue	Estimated Revenue
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 217,466	\$ 22,020	\$ (497,154)	\$ 1,881,644	-
BTD#3 - Cannon Road West	17,696	949	(21,419)	7,063	-
CFD #1 - Citywide	5,736,415	2,286,479	(2,303,139)	3,504,178	\$ 3,345,149
Gas Tax	3,118,353	2,733,074	2,195,851	3,558,726	2,985,297
Gas Tax (Road Maint. & Rehab Acct.)	2,067,614	2,149,734	2,080,454	2,709,681	2,857,289
General Capital Const.	5,111,500	4,654,470	13,296,442	4,113,577	11,600,000
Grants - Federal	41,175	256,529	34,140	-	9,774,840
Grants - State	-	-	-	-	5,000,000
Infrastructure Replacement	9,369,345	4,704,670	(4,498,884)	5,557,667	4,200,000
Other	65,369	3,384	(78,654)	25,934	-
Park Fee Zones 5,13,16, 17, 18	255,028	78,182	(195,275)	166,666	113,019
Park-In-Lieu NE	347,407	451,497	(92,752)	64,022	-
Park-In-Lieu NW	260,256	429,037	267,635	484,137	3,013,278
Park-In-Lieu SE	326,671	3,205	(55,340)	422,162	449,289
Park-In-Lieu SW	271,373	319,862	13,108	40,561	439,078
Planned Local Drainage Area A	48,111	27,489	(20,032)	13,444	30,974
Planned Local Drainage Area B	174,328	635,853	54,137	231,285	357,095
Planned Local Drainage Area C	53,875	2,779	(36,025)	21,333	283,664
Planned Local Drainage Area D	31,433	2,877	(12,992)	321,892	108,453
Public Facilities Fee	3,439,781	1,751,477	(556,423)	1,680,368	2,947,263
Sewer Connection	749,326	332,049	(159,776)	544,416	777,098
Sewer Replacement	5,682,839	4,390,568	3,959,756	5,538,049	10,445,506
Traffic Impact Fee	1,924,738	1,084,181	(399,069)	2,623,889	4,743,682
Transnet/Local	4,546,554	3,347,237	2,215,348	5,376,349	5,886,000
Water - Potable	2,188,356	713,234	(1,309,185)	1,228,365	2,637,428
Water - Recycled	2,815,693	59,190	-	-	15,998,990
Water Replacement - Potable	7,885,252	6,378,189	1,734,930	5,828,758	6,348,536
Water Replacement - Recycled	1,995,701	1,083,332	726,017	1,221,177	1,600,000
Total	\$ 58,741,652	\$ 37,901,545	\$ 16,341,701	\$ 47,165,341	\$ 95,941,926

BUDGET EXPENDITURE SCHEDULE

FUND	2020-21	2021-22	2022-23	2023-24	2023-24	2023-24
	Actual Expense	Actual Expense	Estimated Expense	Continuing Appropriations	New Appropriations	Total Appropriations
BTD#2 - Poinsettia Lane/Aviara Pkwy	-	\$ 13,059,041	\$ 38,730	\$ 401,346	-	\$ 401,346
BTD#3 - Cannon Road West	-	-	-	-	-	-
CFD #1 - Citywide	\$ 582,179	583,318	790,975	33,545,577	\$ 37,452,000	70,997,577
Gas Tax	2,911,799	2,605,882	3,529,688	14,937,402	1,479,123	16,416,525
Gas Tax (Road Maint. & Rehab Acct.)	170,381	307,543	5,606,349	3,256,447	3,070,000	6,326,447
General Capital Const.	5,086,290	12,606,427	13,540,796	21,173,902	7,897,000	29,070,902
Grants - Federal	260,820	26,669	1,442	2,885,895	8,000,000	10,885,895
Grants - State	-	-	-	-	5,000,000	5,000,000
Infrastructure Replacement	3,333,331	6,701,080	11,027,079	32,378,582	11,107,000	43,485,582
Other	8,868	2,587	959,647	323,489	-	323,489
Park Fee Zones 5,13,16, 17, 18	-	-	-	-	-	-
Park-In-Lieu NE	-	-	-	614,000	424,000	1,038,000
Park-In-Lieu NW	-	-	106,743	2,575,063	1,922,000	4,497,063
Park-In-Lieu SE	-	1,196	62,000	161,805	212,000	373,805
Park-In-Lieu SW	1,118	-	-	219,562	-	219,562
Planned Local Drainage Area A	6,131	1,149	51,586	46,208	-	46,208
Planned Local Drainage Area B	1,510,279	77,250	65,760	7,828	-	7,828
Planned Local Drainage Area C	4,174	2,913	31,827	31,335	75,000	106,335
Planned Local Drainage Area D	49,311	12,358	39,943	23,251	-	23,251
Public Facilities Fee	164,847	2,635,240	1,399,148	4,331,467	(47,000)	4,284,467
Sewer Connection	810,372	611,405	3,261,830	4,019,732	1,195,000	5,214,732
Sewer Replacement	8,206,747	6,944,820	8,119,066	28,077,191	6,152,500	34,229,691
Traffic Impact Fee	1,196,826	2,806,082	3,607,435	17,505,669	3,590,000	21,095,669
Transnet/Local	2,152,292	1,922,954	4,458,222	27,489,757	5,640,000	33,129,757
Water - Potable	17,507	432,625	151,270	11,264,751	811,000	12,075,751
Water - Recycled	3,235,638	127,177	1,817,501	2,957,903	-	2,957,903
Water Replacement - Potable	5,224,472	1,467,222	7,943,220	43,207,235	4,192,680	47,399,915
Water Replacement - Recycled	792,286	2,531,036	575,782	6,114,770	(494,600)	5,620,170
Total	\$ 35,725,667	\$ 55,465,974	\$ 67,186,038	\$ 257,550,167	\$ 97,677,703	\$ 355,227,870

PROJECT ESTIMATED OPERATIONAL REQUIREMENTS

The projects listed in the table below represent projects that have been determined will have or may have operating budget impacts within the next five fiscal years. Estimated impacts to operating budget are based on industry standards. Projects that have an estimated zero-dollar impact on the city’s operating budget are not listed below. As the fiscal years identified in the table become the next budgeting year, the associated appropriate department will make a request for additional operating budget.

Project	Department	Operating fiscal year	Estimated annual cost
State Street Parking Lot electric vehicle charging stations	Facilities	2023-24	\$3,800
Public Works storage facility	Facilities	2024-25	79,600
Veteran’s Memorial Park (all quadrants)	Parks	2024-25	800,000
Barrio Street Lighting	Transportation	2026-27	19,300
Orion Center	Facilities	2026-27	595,200
Carlsbad Boulevard pedestrian lighting	Transportation	2027-28	31,500
Village decorative lighting – State Street, Madison, Roosevelt and Washington	Transportation	2027-28	13,500
Village decorative lighting – train station area	Transportation	2027-28	5,400

15-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source	
Abandon Potable Services (New Recycled Services)	NO	Citywide	Medium	52051	WATER REPL	925,825	50,000	250,000	500,000	-	-	-	-	-	1,675,825	
ADA Beach Access - Pine to Tamarack	NO	1	Medium	60651	GCC	375,000	-	-	2,500,000	-	-	-	-	-	2,875,000	
ADA Improvement Program	NO	Citywide	High	60491	TRANSNET -LOC	3,155,000	715,000	175,000	715,000	175,000	715,000	175,000	2,225,000	2,225,000	9,560,000	
Agua Hedionda Creek Maintenance	NO	2	High	33381	PLDB	3,545,249	-14,645	-	-	-	-	-	-	-	3,545,249	
				66291	IRF	213,000	80,000	80,000	85,000	90,000	95,000	100,000	520,000	585,000	1,768,000	
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	-	710,000	-	-	-	-	-	-	1,024,000	
Alga Norte Settlement Agreement	YES	2	Null	PA071	GCC	-	-	60,000	-	-	-	-	-	-	60,000	
Assessment District 97-1 Maintenance	NO	3	Medium	60841	GCC	420,000	-	-	-	-	-	-	-	-	420,000	
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	NO	2,3	Critical	60041	TIF	5,177,903	3,177,000	-	2,500,000	-	-	-	-	-	7,677,903	
				60042	FED GRANT	1,776,000	-	-	-	-	-	-	-	-	-	1,776,000
Aviara and Hidden Canyon Parks Playground Safety Resurfacing	NO	Citywide	Low	47451	IRF	600,000	-	-	-	-	-	-	-	-	600,000	
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	-	-550,000	-	-	-	-	-	-	-	150,000
				40134	TRANSNET -LOC	1,280,000	1,280,000	1,280,000	1,030,000	-	-	-	-	-	-	3,590,000
				40135	FED GRANT	-	-	1,000,000	-	-	-	-	-	-	-	1,000,000
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	NO	1	Critical	38961	IRF	5,912,750	1,800,000	700,000	-	-	-	-	-	-	6,612,750	
				38962	GCC	6,199,000	-	700,000	-	-	-	-	-	-	-	6,899,000
Bridge Preventative Maintenance Program	NO	Citywide	Medium	60661	IRF	2,477,511	250,000	500,000	700,000	900,000	900,000	950,000	-	-	6,427,511	
Buena Interceptor Sewer Access Road Improvements	NO	3	High	55371	SEWER REPL	1,150,000	-	-650,000	650,000	-	-	-	-	-	1,150,000	
Buena Interceptor Sewer Improvements	NO	2,3	High	55011	SEWER REPL	1,208,686	250,000	-	-	2,950,000	2,950,000	3,540,000	3,540,000	-	14,188,686	
				55012	SEWER CONN	550,000	-	-	-	-	-	-	-	-	-	550,000
Buena Interceptor Sewer Realignment - East Segment	NO	2	High	55441	SEWER REPL	507,000	-	-	1,200,000	1,200,000	2,400,000	1,800,000	-	-	7,107,000	
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	NO	1	Critical	66191	GCC	1,250,000	-	-	-	30,000	30,000	150,000	324,000	546,000	2,330,000	
				66192	IRF	2,820,000	-	-	500,000	-	-	-	-	-	-	3,320,000
Business Park Recreational Facility (Partial Funding) (Zone 5 Park)	NO	2	Low	19041	ZONE 5	-	-	-	1,500,000	-	-	-	16,500,000	-	18,000,000	
C Tank Access Road and Electrical Improvements	NO	2	Medium	52151	RECL REPL	250,000	250,000	-	1,000,000	-	-	-	-	-	1,250,000	
				52152	RECL CONN	50,000	50,000	-	325,000	-	-	-	-	-	-	375,000
Calavera Hills Community Center Refurbishment	NO	2	Medium	47461	IRF	1,985,000	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	-	-	-	1,500,000	-	-	-	-	1,850,000	
Camino Hills and Jackspar Drive Slope Stabilization	NO	2	Medium	60301	GCC	859,400	-	-	-	-	-	-	-	-	859,400	

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source	
Cannon Park Restroom	NO	2	Low	47261	GCC	45,765	-	-	-	-	-	-	-	-	45,765	
Cannon Road Lift Station Improvements	NO	2	High	55521	SEWER REPL	715,000	565,000	50,000	-	-	-	-	-	-	765,000	
Carlsbad Boulevard and Tamarack Avenue Intersection Improvement	NO	1	Critical	60581	GAS TAX	1,576,000	-	195,000	445,000	2,000,000	-	-	-	-	4,216,000	
				60583	TRANSNET -LOC	1,054,000	-	-	-	-	-	-	-	-	-	1,054,000
Carlsbad Boulevard Emergency Repair	NO	3	Critical	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	
Carlsbad Boulevard Median - Tamarack Avenue to Pine Avenue	NO	1	Low	19071	GAS TAX	-	-	-	-	-	-	-	-	2,763,000	2,763,000	
Carlsbad Boulevard Pedestrian Improvement Project	NO	1	High	60971	GAS TAX	1,055,888	-	-	-	-	-	-	-	-	1,055,888	
				60972	FED GRANT	-	-	-	-	-	-	-	-	-	-	-
				60973	STATE GRANT	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	
Carlsbad Boulevard Realignment - Manzano Drive to Island Way (RTCIP)	NO	2	Low	19091	TIF	-	-	-	-	-	-	-	-	3,681,000	3,681,000	
Carlsbad Boulevard Roadway Configuration	YES	1,2,3	High	24121	IRF	-	-	2,000,000	-	-	-	-	-	-	2,000,000	
Carlsbad Boulevard Waterline Replacement at Terramar	NO	2	Critical	50481	WATER REPL	4,730,000	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	
Carlsbad Village Drive Reconfiguration	YES	1	High	24031	GCC	-	-	350,000	1,500,000	-	-	-	-	-	1,850,000	
Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	NO	Citywide	High	19131	TIF	-	-	-	-	-	-	-	-	-	-	
				19132	GAS TAX	-	-	-	-	700,000	2,500,000	-	-	-	-	3,200,000
				19133	TRANSNET -LOC	-	-	-	-	-	-	-	-	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	NO	3	High	52031	WATER REPL	599,944	-	-	-	-	-	-	-	-	599,944	
				52032	RECL REPL	4,057,710	366,000	767,000	949,000	1,992,000	237,000	268,000	1,325,000	1,325,000	10,920,710	
Carlsbad Water Recycling Facility Irrigation and Landscape	NO	3	High	52131	RECL REPL	175,000	-	-140,000	-	-	-	-	-	-	35,000	
Carlsbad Water Recycling Facility Roof Replacement	NO	3	Low	47491	RECL REPL	225,000	-	156,000	-	-	-	-	-	-	381,000	
Cathodic Protection Program	NO	Citywide	Critical	50071	WATER REPL	1,796,700	190,000	190,000	190,000	190,000	190,000	190,000	260,000	280,000	3,286,700	
				50072	RECL REPL	-	-	100,000	100,000	-	-	-	-	-	-	200,000
CFD#1 Administration	NO	2,3	Low	19151	CFD#1	-	110,000	110,000	110,000	110,000	110,000	-	-	-	440,000	
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	400,000	150,000	-	-	-	-	-	-	-	400,000	
Chinquapin Lift Station Improvements	NO	1	High	55541	SEWER REPL	300,000	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	

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source	
City Facility Safety and Parking Lot Lighting Assessment	NO	Citywide	High	60741	IRF	1,910,000	-	-	-	-	-	-	-	-	1,910,000	
				60742	PIL-NW	-	-	200,000	-	-	-	-	-	-	-	200,000
City Fire Stations Wash Water BMPs	NO	Citywide	Medium	66161	GCC	280,000	-	-	-	-	-	-	-	-	280,000	
City Hall Complex	NO	Citywide	Critical	40081	CFD#1	1,028,105	-	-	-	-	-	1,500,000	48,500,000	-	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	
				66083	IRF	5,581,500	900,000	300,000	950,000	300,000	500,000	300,000	2,500,000	2,500,000	12,931,500	
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	-	-	-	-	-	-	500,000	-	5,488,000	5,988,000	
				19212	PFF	-	-	-	-	-	-	-	-	-	11,936,000	11,936,000
				19213	GCC	-	-	-	-	-	-	-	-	-	-	1,000,000
Cole Library Security Fencing	NO	1	Low	47501	IRF	170,000	130,000	-	-	-	-	-	-	-	170,000	
College Boulevard - Cannon Road To Badger Lane (375 Zone)	NO	2	Low	50131	WATER CONN	278,383	28,200	-	1,250,000	-	-	-	-	-	1,528,383	
College Boulevard - Cannon Road To Badger Lane (490 Zone)	NO	2	Low	50121	WATER CONN	312,600	12,600	-	1,250,000	-	-	-	-	-	1,562,600	
College Boulevard Extension	NO	2	Low	36362	OTHER	1,713,002	-	-	-	-	-	-	-	-	1,713,002	
				36363	PLDB	-	-	-	-	-	-	-	-	-	-	-
				36364	TRANSNET -LOC	1,205,000	-	-	-	-	-	-	-	-	-	-
Concrete Repair/Replacement Program	NO	Citywide	High	60132	GAS TAX	2,933,000	-	200,000	220,000	250,000	290,000	340,000	1,850,000	1,850,000	7,933,000	
				60133	RMRA	1,347,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	3,100,000	3,100,000	10,647,000
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
				63265	IRF	800,000	-	-	-	-	-	-	-	-	-	-
Crestview Drive Transmission Main	NO	1	Medium	50331	WATER REPL	321,000	21,000	284,000	-	-	-	-	-	-	605,000	
Desalinated Water Flow Control Facility No. 5	NO	2	High	50381	WATER CONN	10,811,601	707,301	758,000	-	-	-	-	-	-	11,569,601	
DMP Facility AAA (Jefferson Street)	NO	1	Low	19231	PLDA	-	-	-	-	-	-	-	-	290,000	290,000	
DMP Facility AAAA (Madison Street)	NO	1	Medium	19241	PLDA	-	-	-	-	-	-	-	-	417,000	417,000	
DMP Facility AC (Highland Drive Drainage Project)	NO	1	Medium	66091	PLDA	-	-	-	-	-	-	-	-	922,000	922,000	
DMP Facility AFA (Hidden Valley Drainage Restoration and Enhancement Project)	NO	2	Low	19251	PLDA	-	-	-	-	-	-	-	-	92,000	92,000	
DMP Facility AFB (Calavera Hills Drainage Restoration and Enhancement Project)	NO	2	Low	19261	PLDA	-	-	-	-	-	-	-	-	164,000	164,000	
DMP Facility BB 1 and 2 (Washington Street)	NO	1	Low	19271	PLDB	-	-	-	-	-	-	-	-	1,087,000	1,087,000	
DMP Facility BCB (Magnolia Avenue)	NO	1	Medium	19281	PLDB	-	-	-	-	-	-	-	-	469,000	469,000	

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source
DMP Facility BFB-L and BFB-1 (Tamarack and El Camino Real Plda "B")	NO	1	Low	19291	PLDB	-	-	-	-	-	-	-	-	905,000	905,000
DMP Facility BFB-U (El Camino Real)	NO	1	High	66221	PLDB	153,489	-	-	-	-	-	-	-	-	153,489
				66222	IRF	850,000	100,000	-	5,500,000	50,000	60,000	70,000	350,000	450,000	7,330,000
DMP Facility BL-L (College Boulevard Bridge Reimbursement Plda "B")	NO	2	Low	19301	PLDB	-	-	-	-	-	-	-	1,817,000	-	1,817,000
DMP Facility BL-U (College Boulevard)	NO	2	Low	19311	PLDB	-	-	-	-	-	-	-	-	385,000	385,000
DMP Facility BM (Cantarini/College Boulevard Box Culvert)	NO	2	Low	19321	PLDB	-	-	-	-	-	-	-	-	205,000	205,000
DMP Facility BQ (Sunny Creek)	NO	2	Low	19331	PLDB	-	-	-	-	-	-	-	-	132,000	132,000
DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)	NO	2	Low	19341	PLDB	-	-	-	-	-	-	-	-	181,000	181,000
DMP Facility C2 (Paseo Del Norte)	NO	3	Low	19351	PLDC	-	-	-	-	-	-	-	-	728,000	728,000
DMP Facility CA (Avenida Encinas)	NO	3	Low	19361	PLDC	-	-	-	-	-	-	-	-	530,000	530,000
DMP Facility DBA (Poinsettia Village)	NO	4	Low	19371	PLDD	-	-	-	-	-	-	-	-	168,000	168,000
DMP Facility DBB (Avenida Encinas)	NO	4	Low	19381	PLDD	-	-	-	-	-	-	-	-	430,000	430,000
DMP Facility DFA (Batiquitos Lagoon Stormwater Treatment)	NO	4	Low	19391	PLDD	-	-	-	-	-	-	-	-	257,000	257,000
DMP Facility DH (Altive Place Canyon Restoration)	NO	3	Low	19401	PLDD	-	-	-	-	-	-	-	-	233,000	233,000
DMP Facility DQB (La Costa Town Center)	NO	4	Medium	19411	PLDD	-	-	-	-	-	-	-	-	746,000	746,000
DMP Facility DZ (Poinsettia Lane)	NO	3	High	19421	PLDD	-	-	-	-	-	-	-	-	643,000	643,000
Dove Library Lighting Improvements	NO	3	Low	40811	GCC	225,000	-	-	-	-	-	-	-	-	225,000
Drainage Master Plan Update	NO	Citywide	High	66231	PLDA	216,512	25,000	-	-	-	-	-	-	-	216,512
				66232	PLDB	583,000	25,000	-	-	-	-	-	-	-	583,000
				66233	PLDC	171,890	25,000	75,000	-	-	-	-	-	-	246,890
				66234	PLDD	234,598	-	-	-	-	-	-	-	-	234,598
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	-	-175,877	-	-	-	-	-	-	-
El Camino Real Medians	NO	Citywide	Low	36431	PFF	695,780	-	-	-	-	-	-	-	-	695,780
				36432	GAS TAX	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	39043	WATER REPL	-	-	1,000,000	-	-	-	-	-	-	1,000,000
				60511	TIF	3,250,000	-	4,000,000	-	-	-	-	-	-	7,250,000
				60512	GAS TAX	-	-	1,450,000	-	-	-	-	-	-	-
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	NO	2	Critical	60721	TRANSNET -LOC	3,155,000	50,000	-	-	-	-	-	-	-	3,155,000
				60722	FED GRANT	1,440,000	-	-	-	-	-	-	-	-	-
El Camino Real Widening - Sunny Creek to Jackspar	NO	2	Critical	60941	TRANSNET -LOC	5,010,000	1,010,000	-	-	-	-	-	-	-	5,010,000

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source
El Fuerte Lift Station Pump Addition	NO	2	Medium	55531	SEWER CONN	180,000	-	200,000	450,000	-	-	-	-	-	830,000
Encina Capital Projects (EWPCF)	NO	Citywide	Critical	58011	SEWER REPL	55,191,101	6,368,000	6,278,000	8,450,000	8,002,500	7,758,000	7,952,000	42,644,000	39,175,000	175,450,601
Faraday and El Camino Real Sewer Replacement - Orion to Palomar Airport Road	NO	2	High	55391	SEWER CONN	1,740,000	1,600,000	1,100,000	-	-	-	-	-	-	2,840,000
Faraday Avenue Improvements	NO	2	High	60991	GCC	100,000	-	175,000	500,000	-	-	-	-	-	775,000
Faraday Center Refurbishment	NO	2	Medium	47201	IRF	3,154,380	-	-	-	-	-	-	-	-	3,154,380
Fire Flow Capacity System Improvements	NO	1	Medium	50431	WATER REPL	210,000	-1,500,000	415,000	2,000,000	2,500,000	3,000,000	-	-	-	8,125,000
Fire Station 2 Replacement	NO	4	High	40601	GCC	13,000,000	-	-	-	-	-	-	-	-	13,000,000
					IRF	1,433,882	-	-	-	-	-	-	-	-	1,433,882
Fire Station 7	YES	2	Medium	24131	GCC	-	-	100,000	200,000	-	-	-	-	-	300,000
Fleet Fuel Island Upgrade	NO	2	High	47471	IRF	2,263,800	500,000	1,800,000	400,000	400,000	100,000	-	-	-	4,963,800
Fleet Maintenance Refurbishment	NO	2	High	47141	IRF	2,574,000	500,000	-	1,500,000	-	-	-	-	-	4,074,000
					GCC	896,100	-	-	700,000	-	-	-	-	-	1,596,100
Foxes Landing Lift Station Wetwell and Pump Replacement	NO	1	Critical	55261	SEWER REPL	6,392,000	700,000	-	-	-	-	-	-	-	6,392,000
Grand Avenue Promenade	NO	1	Medium	40612	GCC	200,000	200,000	100,000	-	500,000	-	-	-	-	800,000
Guardrail Replacement and Improvement Program	NO	Citywide	Medium	60871	GAS TAX	300,000	-	-150,000	-	-	-	-	-	-	150,000
Harding Center Refurbishment	NO	1	Low	47081	IRF	165,000	-	140,000	-	-	-	-	-	-	305,000
Headwall Replacement Program	NO	1	Medium	66241	IRF	510,000	-	-	-	-	-	-	-	-	510,000
Hosp Grove Park Improvements	NO	1	Low	47281	IRF	1,562,000	-	-	-	-	-	-	-	-	1,562,000
					PIL-NW	1,120,000	1,000,000	222,000	1,403,000	-	-	-	-	-	2,745,000
Hydroelectric Generation at Water Facilities	NO	2	Low	50591	WATER CONN	428,000	28,000	33,000	385,000	-	1,225,000	-	-	-	2,071,000
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	4,675,000	500,000	-	-	-	-	-	-	-	4,675,000
					GAS TAX	130,000	-	-	-	-	-	-	-	130,000	
					PFF	1,085,000	-	-87,000	-	-	-	-	-	998,000	
Kelly Drive Channel Repair	NO	1	Medium	66061	IRF	1,541,000	500,000	-	2,100,000	-	-	-	-	3,641,000	
La Costa Avenue Traffic Improvements	NO	4	Medium	60761	GAS TAX	121,300	-	-	100,000	141,000	500,000	-	-	-	862,300
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	581,001	50,000	-	160,000	50,000	50,000	50,000	250,000	250,000	1,391,001
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	-	-255,000	255,000	1,320,000	1,320,000	-	-	-	3,196,000
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construction	NO	3	Low	46021	PFF	1,631,500	-	-	-	-	-	-	-	-	1,631,500
					PIL-SE	1,329,989	-4,111	-	-	-	-	-	-	-	1,329,989

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source		
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construction	NO	3	Low	46023	PFF	288	-29,367	-	-	-	-	-	-	-	288		
Leo Carrillo Ranch Park Phase 3B	NO	3	Medium	23071	PIL-SE	-	-	-	540,000	540,000	1,484,000	-	-	-	2,564,000		
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	-	761,000	-	6,348,000	2,875,000	-	-	-	11,924,000		
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	High	PA031	SEWER CONN	-	-	-	-	-	-	-	-	-	-		
Maerkle Facility Improvements	NO	2	Critical	50091	WATER REPL	2,791,200	500,000	800,000	-	-	-	-	-	-	3,591,200		
Maerkle Reservoir Solar Project	NO	2	Medium	47222	WATER REPL	249,170	249,170	-	-	-	-	-	-	-	249,170		
Maerkle Reservoir Transmission Main	NO	2	Medium	50011	WATER REPL	773,000	-	-578,000	244,000	2,130,000	2,023,000	-	-	-	4,592,000		
				50012	WATER CONN	-	-	-	236,000	1,660,000	1,567,000	-	-	-	-	3,463,000	
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	High	60341	TIF	911,000	-	-	-	-	-	-	-	-	911,000		
Miscellaneous City Building Improvements	NO	Citywide	Medium	47231	IRF	1,865,000	150,000	150,000	150,000	-	-	-	750,000	750,000	3,665,000		
Monroe Street Pool Replacement	NO	1	High	47241	IRF	1,748,764	-4,438,236	-	-	-	-	-	-	-	1,748,764		
				47242	GCC	236	-61,764	-	-	-	-	-	-	-	-	236	
				47243	PIL-NW	1,561,764	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	1,666,000	500,000	300,000	-	-	-	-	-	-	1,966,000		
North Batiquitos Access Road Improvement	NO	4	High	55471	SEWER REPL	363,800	113,800	26,000	-	-	-	-	-	-	389,800		
North Batiquitos Lift Station Forcemain Rehabilitation	NO	4	High	55361	SEWER REPL	200,000	-750,000	-125,000	-	-	-	-	-	-	75,000		
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	-	-	-	63,000	-	-	-	-	838,000		
Odor and Corrosion Prevention Program	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	-	-6,289,409	6,290,000	-	-	-	-	-	-	6,790,000	
				35723	SEWER REPL	4,078,500	-	-3,778,500	3,779,000	-	-	-	-	-	-	4,079,000	
				35724	CFD#1	429	-	-	-	-	-	-	-	-	-	-	429
				35725	RECL REPL	2,715,600	-	-2,515,600	2,516,000	-	-	-	-	-	-	-	2,716,000
Orion Complex Energy Storage	NO	2	Medium	23101	GCC	-	-	-	-	-	250,000	-	-	-	250,000		

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source	
Palomar Airport Road and Avenida Encinas Growth Management Plan Improvements	NO	2,3	High	61021	GAS TAX	230,000	-	-	-	-	-	-	-	-	230,000	
Palomar Airport Road and College Boulevard Improvements	NO	2	High	60281	TIF	1,295,500	-	-	-	-	-	-	-	-	1,295,500	
Palomar Airport Waterline Realignment	NO	2	Critical	50551	WATER REPL	2,333,000	560,000	-	-	-	-	-	-	-	2,333,000	
Park Drive Street and Drainage Improvement	NO	1	Critical	66111	GCC	717,439	-	-	-	-	-	-	-	-	717,439	
				66112	GAS TAX	3,965,000	1,030,000	-	-	-	-	-	-	-	-	3,965,000
Parking Lot Maintenance Program	NO	1	Medium	60521	IRF	1,590,000	60,000	130,000	550,000	160,000	700,000	175,000	2,750,000	2,110,000	8,165,000	
Pavement Management Program	NO	Citywide	High	60011	TRANSNET -LOC	19,186,563	-	1,150,000	1,650,000	1,650,000	1,650,000	1,650,000	8,250,000	8,250,000	43,436,563	
				60012	GAS TAX	7,930,850	-	-	-	-	-	-	-	-	-	7,930,850
				60013	TRANSNET -LOC	16,346,476	2,200,000	950,000	950,000	950,000	950,000	950,000	4,750,000	4,750,000	30,596,476	
				60016	RMRA	10,336,000	2,300,000	2,450,000	2,450,000	2,450,000	2,700,000	2,700,000	13,500,000	13,500,000	50,086,000	
Pine Avenue Park - Phase II (Community Building)	NO	1	Medium	46031	PIL-NW	2,197,000	-	-	-	-	-	-	-	-	2,197,000	
				46032	PFF	9,328,418	-687,622	-	-	-	-	-	-	-	-	9,328,418
				46033	PFF	123,300	-1	-	-	-	-	-	-	-	-	123,300
Poinsettia Community Park - Phase 4 - Dog Park	NO	3	High	46081	PFF	2,838,140	-	-	-	-	-	-	-	-	2,838,140	
				46082	PFF	-	-	-	-	-	-	-	-	-	-	-
Poinsettia Lane - Cassia Road to Skimmer Court (Reimbursement Agreement)	NO	3	High	50451	WATER CONN	600,000	-	-	-	-	-	-	-	-	600,000	
				39221	BTD#2	14,081	-	-	-	-	-	-	-	-	-	14,081
Poinsettia Lift Station Rehabilitation	NO	2	High	55561	SEWER REPL	-	-	650,000	-	8,250,000	-	-	-	-	8,900,000	
Police and Fire Headquarters Renovation	NO	2	High	47151	IRF	10,122,342	129,292	2,427,000	-	-	-	-	-	-	12,549,342	
				47152	GCC	11,373,500	400,000	1,723,000	-	-	-	-	-	-	-	13,096,500
Pressure Reducing Station Program	NO	Citywide	Critical	50201	WATER REPL	5,831,040	600,000	600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000	14,831,040	
Public Beach Access Improvements (Ocean Street)	NO	1	Low	60571	GCC	3,610,336	-	-	-	-	-	-	-	-	3,610,336	
				60572	IRF	573,431	-153,252	-	-	-	-	-	-	-	-	-
Public Works Storage Facility	YES	Citywide	High	24011	GCC	-	-	99,000	-	-	-	-	-	-	99,000	
Rancho Carlsbad Groundwater Supply	NO	2	Low	50611	WATER CONN	200,000	-	-	-	125,000	-	-	1,425,000	-	1,750,000	
				50612	WATER REPL	200,000	-	-	-	125,000	-	-	-	1,425,000	-	1,750,000
Rancho Santa Fe Trail Slope Improvements	NO	4	Medium	60881	GCC	350,000	-	-	-	-	-	-	-	350,000		
Recycled Water Condition Assessment Program	NO	Citywide	High	52111	RECL REPL	750,000	50,000	50,000	50,000	50,000	50,000	50,000	280,000	310,000	1,590,000	
Recycled Water Phase 3 - Reservoir	NO	3	High	52101	WATER REPL	980,000	-	-800,000	-	-	-	-	-	-	180,000	
				52102	RECL CONN	5,853,000	200,000	200,000	-	-	-	-	-	-	-	6,053,000
Recycled Water Pipeline Replacement	NO	2	Medium	52161	RECL REPL	-	-	350,000	350,000	350,000	350,000	350,000	2,150,000	2,910,000	6,810,000	
Recycled Water Valve and Appurtenance Replacement Program	NO	Citywide	High	52121	RECL REPL	380,000	120,000	-	120,000	125,000	125,000	125,000	630,000	700,000	2,205,000	
Reservoir Condition Assessment and Repair Program	NO	Citywide	High	50241	WATER REPL	5,850,000	-	2,040,000	-	-	-	-	3,070,000	3,610,000	14,570,000	
				50242	RECL REPL	-	-	200,000	-	-	-	-	-	-	-	200,000

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source	
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	
Roadway Slope Stabilization	NO	Citywide	Medium	60811	GAS TAX	780,000	200,000	-	500,000	-	-	-	-	-	1,280,000	
Robertson Ranch Park Development (Partial Funding)	NO	2	High	38011	PIL-NE	614,000	214,000	424,000	-	-	-	-	-	-	1,038,000	
				38012	PFF	-	-	-	-	-	-	-	-	-	-	-
Romeria Drainage Improvements	NO	4	High	66041	GCC	410,000	-	-	-	-	-	-	-	-	410,000	
				66042	GAS TAX	347,940	-	-	-	-	-	-	-	-	-	347,940
Safety Training Center Settlement	NO	2	Low	47431	GCC	1,156,995	-	-	-	-	-	-	-	-	1,156,995	
San Luis Rey Mission Basin Groundwater Supply	NO	Citywide	Low	50441	WATER CONN	-	-277,500	20,000	-	-	-	500,000	15,700,000	15,200,000	31,420,000	
				50442	WATER REPL	-	-77,500	-	-	-	-	-	-	-	-	-
Santa Fe II Inlet Pipeline	NO	Null	High	50571	WATER REPL	529,650	34,650	-	206,000	115,000	1,920,000	-	-	-	2,770,650	
Santa Fe II Reservoir Site Electrical Improvements	NO	3	Medium	50461	WATER REPL	183,581	150,000	110,000	-	-	-	-	-	-	293,581	
SCADA Improvements	NO	Citywide	Critical	55421	SEWER REPL	4,303,898	175,165	381,000	-	-	-	-	-	-	4,684,898	
				55422	WATER REPL	7,132,600	3,209,200	2,413,000	611,000	-	-	-	-	-	-	10,156,600
				55423	RECL REPL	1,658,400	632,000	338,000	398,000	-	-	-	-	-	-	2,394,400
Schulman Auditorium and Cannon Art Gallery	NO	3	Medium	47531	IRF	350,000	150,000	1,300,000	-	-	-	-	-	1,650,000		
Senior Center Repairs and Roof Replacement	NO	1	Medium	47381	IRF	1,848,000	600,000	1,310,000	-	-	-	-	-	3,158,000		
Senior Center Security Fencing	NO	1	Low	47541	IRF	78,000	58,000	-	-	-	-	-	-	-	78,000	
Sewer Condition Assessment	NO	Citywide	Critical	55131	SEWER REPL	1,558,000	100,000	100,000	100,000	100,000	-	100,000	500,000	500,000	2,958,000	
Sewer Lift Station Repairs and Upgrades	NO	2	Critical	38401	SEWER REPL	4,385,380	150,000	150,000	150,000	150,000	150,000	150,000	750,000	750,000	6,635,380	
Sewer Line Capacity Improvements	NO	1	High	55481	SEWER REPL	1,200,000	1,000,000	200,000	620,000	944,000	-	-	-	-	2,964,000	
Sewer Modeling	NO	Citywide	Medium	55461	SEWER CONN	300,000	-	-100,000	-	-	-	-	-	-	200,000	
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	9,426,475	1,200,000	1,200,000	1,850,000	1,850,000	1,850,000	1,850,000	13,350,000	14,050,000	45,426,475	
Sidewalk/Street Construction Program	NO	Citywide	High	60021	TIF	3,800,000	-	-500,000	-	-	-	-	-	-	3,300,000	
				60022	GAS TAX	-	-	-	988,000	633,000	108,000	750,000	2,390,000	2,835,000	7,704,000	
South Carlsbad Coastline	NO	2,3,4	Medium	60311	TRANSNET -LOC	1,779,026	-	1,000,000	-	-	-	-	-	2,779,026		
South Shore Agua Hedionda Lagoon Trail	NO	2	High	40851	GCC	789,940	34,440	-	-	-	-	-	-	-	789,940	
Stagecoach Community Park Community Gardens	NO	4	High	46111	PIL-SE	225,000	225,000	212,000	-	-	-	-	-	-	437,000	
Stagecoach Park Synthetic Turf Replacement	NO	4	Low	47421	IRF	2,200,000	-	-	-	-	-	-	-	-	2,200,000	
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	-	40,000	-	-	-	-	-	-	340,000	
Storm Drain Condition Assessment	NO	Citywide	Medium	66201	IRF	870,000	270,000	-	270,000	300,000	350,000	400,000	2,375,000	3,000,000	7,565,000	

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source		
Storm Drain System Rehab and Repair Program	NO	Citywide	Medium	66071	IRF	5,191,360	200,000	270,000	290,000	310,000	330,000	350,000	1,900,000	2,200,000	10,841,360		
Street Lighting Replacement Program	NO	Citywide	High	60621	GCC	319,269	-	-	-	-	-	-	-	-	319,269		
				60622	TRANSNET-LOC	3,325,000	-	-	-	-	-	-	-	-	-	-	3,325,000
Sustainable Mobility Plan Implementation Program	NO	Citywide	High	61041	GAS TAX	510,566	510,566	200,000	-	-	-	-	-	-	710,566		
Temporary Fire Station 7	NO	2	High	40911	GCC	900,000	-	-	-	-	-	-	-	-	900,000		
				40912	PFF	1,122,000	-	-	-	-	-	-	-	-	-	-	1,122,000
Terramar Area Coastal Improvements	NO	2	High	60541	TIF	6,650,001	-	-	2,800,000	-	-	-	-	-	9,450,001		
				60542	GCC	999,999	-	-	-	-	-	-	-	-	-	-	999,999
				60543	TRANSNET-LOC	1,000,000	-	1,000,000	-	-	-	-	-	-	-	-	2,000,000
				60544	SEWER REPL	-	-	-	-	-	-	-	-	-	-	-	-
				60545	PFF	2,450,000	-	-	-	-	-	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	NO	2	High	40841	GCC	835,500	-	-	-	-	-	-	-	-	835,500		
				40842	GCC	200,000	-	-	-	-	-	-	-	-	-	-	200,000
Traffic Impact Fee Funds to CFD #1	NO	Null	Null	PA051	TIF	-	90,000	90,000	90,000	90,000	90,000	90,000	450,000	450,000	1,350,000		
Traffic Impact Fee Update	NO	Citywide	High	60401	TIF	270,000	30,000	-	-	-	-	-	-	-	270,000		
Traffic Improvement Program	NO	Citywide	Critical	60701	GAS TAX	2,388,000	-	-	-	-	-	-	-	-	2,388,000		
				60702	GCC	400,000	400,000	600,000	400,000	-	-	-	-	-	-	-	1,400,000
Traffic Monitoring Program	NO	Citywide	High	60031	TIF	1,745,415	122,516	-	-	-	-	-	-	-	1,745,415		
				60032	GAS TAX	-	-	200,000	170,000	-	-	-	-	-	-	-	370,000
Traffic Signal - Maverick Way and Camino De Los Coches	NO	4	Critical	63322	GAS TAX	380,000	240,000	110,000	-	-	-	-	-	-	490,000		
Traffic Signal - Tamarack Avenue and Valley Street	NO	1	Medium	63351	GAS TAX	502,370	-	-	-	-	-	-	-	-	502,370		
Traffic Signal Cabinet Upgrades	YES	Citywide	Low	24141	GCC	-	-	180,000	-	-	-	-	-	-	180,000		
Traffic Signal Right Turn Overlaps	NO	2,3,4	Low	66361	GAS TAX	150,000	150,000	-	-	-	-	-	-	-	150,000		
Trail Connectivity to Tamarack State Beach (Prop C)	NO	1	Low	40631	GCC	-	-	-	-	3,544,000	-	-	-	-	3,544,000		
Trash Amendment Compliance Program	NO	Citywide	Medium	66261	IRF	630,000	100,000	-	1,200,000	2,700,000	175,000	2,000,000	3,000,000	3,300,000	13,005,000		
Tri-Agency Water Transmission Pipeline Replacement	NO	2	High	50081	WATER REPL	3,618,970	-	-1,290,000	431,000	3,585,000	4,630,000	-	-	-	10,974,970		
Trieste Slope Repair Project	NO	2	High	61071	GCC	362,600	362,600	2,000,000	-	-	-	-	-	-	2,362,600		
Tyler Street Traffic Circulation	NO	1	Medium	61031	GCC	70,000	70,000	900,000	-	-	-	-	-	-	970,000		
Utility Undergrounding Program Study	NO	Citywide	Medium	60831	GCC	-	-	-	100,000	-	-	-	-	-	100,000		
Vallecitos Interceptor Sewer Cleaning and CCTV	NO	2,3	High	55491	SEWER REPL	350,000	100,000	-	-	-	-	-	-	-	350,000		
Valley and Magnolia Complete Streets	NO	1	High	60191	TIF	3,536,206	-	-	-	-	-	-	-	-	3,536,206		
				60192	WATER REPL	71,000	-	-	650,000	-	-	-	-	-	-	-	721,000
				60193	TRANSNET-LOC	1,200,000	1,200,000	-	-	-	-	-	-	-	-	-	1,200,000

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source		
Valley and Magnolia Complete Streets	NO	1	High	60194	PFF	-	-	-	-	1,000,000	-	-	-	-	1,000,000		
Valley Street Traffic Calming	NO	1	Medium	19741	TRANSNET-LOC	-	-	-	-	1,645,000	-	-	-	-	1,645,000		
Veteran's Memorial Park (All Quadrants)	NO	Citywide	Critical	46091	CFD#1	4,369,450	1,257,250	37,342,000	-	-	-	-	-	-	41,711,450		
				46092	FED GRANT	-	-	3,000,000	-	-	-	-	-	-	3,000,000		
				46093	STATE GRANT	-	-	5,000,000	-	-	-	-	-	-	-	5,000,000	
Village and Barrio Traffic Circles	NO	1	Critical	40151	GCC	415,000	-	-	-	-	-	-	-	-	415,000		
				40152	TRANSNET-LOC	1,025,000	-	-	-	-	-	-	-	-	-	1,025,000	
				40153	SEWER REPL	160,000	-	500,000	-	-	-	-	-	-	-	660,000	
				40154	GAS TAX	4,159,000	1,400,000	-	-	-	-	-	-	-	-	-	4,159,000
				40155	FED GRANT	-	-	4,000,000	-	-	-	-	-	-	-	-	4,000,000
Village H South Off Leash Dog Area and Trail Segment 5B	NO	2	Medium	46101	PFF	682,500	160,500	-	-	-	-	1,400,000	-	-	2,082,500		
Village Intelligent Parking Implementation	NO	1	Low	60891	GCC	-	-	-	-	300,000	-	-	-	-	300,000		
Village Lighting - Carlsbad Village Drive from Harding Street to Ocean Street	NO	1	High	61051	GCC	400,000	400,000	200,000	-	-	-	-	-	-	600,000		
Village Lighting - Gateway Lighting	NO	1	High	61081	GCC	-	-	-	-	-	-	950,000	-	-	950,000		
Village Lighting - Hospitality District	NO	1	High	24101	GCC	-	-	-	-	-	700,000	-	-	-	700,000		
Village Lighting - Pedestrian Lampposts Oak Avenue	NO	1	High	61091	GCC	-	-	-	-	600,000	-	-	-	-	600,000		
Village Lighting - Pedestrian Lighting at Village Outskirts	NO	1	High	61101	GCC	-	-	-	-	-	-	950,000	-	-	950,000		
Village Lighting - State Street, Madison, Roosevelt, and Washington	NO	1	High	40161	GCC	1,103,853	400,000	-	-	-	-	-	-	-	1,103,853		
Village Lighting - Train Station Area	NO	1	High	61061	GCC	500,000	500,000	-	150,000	-	-	-	-	-	650,000		
Villas Sewer Lift Station Replacement	NO	2	Critical	55501	SEWER REPL	1,254,000	100,000	75,000	-	-	-	-	-	-	1,329,000		
Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-VC13)	NO	2	Critical	34921	SEWER CONN	33,190,973	-	220,000	-	-	-	-	-	-	33,410,973		
				34922	SEWER REPL	-	-	-	104,000	75,000	75,000	75,000	-	-	-	329,000	
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	NO	1	High	55351	SEWER CONN	296,000	-100,000	-	-	67,000	67,000	-	-	-	430,000		
				55352	SEWER REPL	-	-	86,000	31,000	598,000	598,000	22,000	150,000	150,000	1,635,000		
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	High	39501	SEWER CONN	100,000	-497,000	30,000	387,000	405,000	-	-	-	-	922,000		
				39502	SEWER REPL	-	-	-	-	-	-	-	-	-	-	-	
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	-	90,000	70,000	120,000	-	-	-	-	421,000		
Vista/Carlsbad Interceptor - Point Repair Reaches (VC13 & VC14)	NO	2,3	High	55551	SEWER REPL	200,000	200,000	-	1,200,000	-	-	-	-	-	1,400,000		
Water Infrastructure Condition Assessment Program	NO	Citywide	Critical	50511	WATER REPL	2,190,000	410,000	410,000	420,000	420,000	450,000	450,000	2,250,000	2,480,000	9,070,000		
Water Loss Monitoring Program	NO	Citywide	Low	50521	WATER REPL	350,000	-	-182,911	-	-	-	-	-	-	167,089		
Water Modeling	NO	Citywide	Critical	50581	WATER CONN	375,000	25,000	-	-	-	-	-	-	-	375,000		

Project Name	New Project	District	Score	Funding ID	Funding Source	Current Appropriation	Last Year (2022-23) Appropriated	Year 1 (2023-24)	Year 2 (2024-25)	Year 3 (2025-26)	Year 4 (2026-27)	Year 5 (2027-28)	Year 6-10 (2029-33)	Year 11-15 (2034-38)	Total Funding Source
Water System Rehabilitation and Replacement	NO	Citywide	Critical	39041	WATER REPL	12,258,366	2,690,000	2,800,000	3,000,000	3,000,000	3,000,000	3,000,000	19,890,000	21,080,000	68,028,366
Water Valve Repair/Replacement Program	NO	Citywide	Critical	50191	WATER REPL	7,860,000	940,000	960,000	960,000	960,000	1,000,000	1,000,000	5,110,000	5,650,000	23,500,000



CAPITAL IMPROVEMENT PROGRAM SUMMARY BY FUND

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE							
	Prior Years	Year 1 2023-24	Year 2 2024-25	Year 3 2025-26	Year 4 2026-27	Year 5 2027-28	Year 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 2,029,292	\$ 2,029,292	\$ 2,545,412	\$ 3,058,404	\$ 3,058,404	\$ 3,058,404
REVENUES							
Developer Fees		-	516,120	512,992	-	-	2,143,409
Total Revenues	N/A	-	516,120	512,992	-	-	2,143,409
CAPITAL PROJECTS							
Poinsettia Lane - Reach E Cassia Road To Skimmer Court	\$ 14,081,199	-	-	-	-	-	-
Total Project Expenditures	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	\$ 2,029,292	\$ 2,545,412	\$ 3,058,404	\$ 3,058,404	\$ 3,058,404	\$ 5,201,813

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 65,918,875	\$ 31,812,024	\$ 33,165,805	\$ 33,867,612	\$ 34,217,668	\$ 32,665,529
REVENUES							
Developer Special Taxes		3,345,149	1,463,781	811,807	460,056	447,861	15,630,823
Total Revenues	N/A	3,345,149	1,463,781	811,807	460,056	447,861	15,630,823
CAPITAL PROJECTS							
CFD#1 Administration	\$ -	110,000	110,000	110,000	110,000	-	-
City Hall Complex	1,028,105	-	-	-	-	1,500,000	48,500,000
Cole Library Expansion	-	-	-	-	-	500,000	5,488,000
Orion Center	35,257,728	-	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	4,369,453	37,342,000	-	-	-	-	-
Total Project Expenditures	40,655,286	37,452,000	110,000	110,000	110,000	2,000,000	53,988,000
ENDING FUND BALANCE	N/A	\$ 31,812,024	\$ 33,165,805	\$ 33,867,612	\$ 34,217,668	\$ 32,665,529	\$ (5,691,648)

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ (1,370,343)	\$ 135,830	\$ 762,059	\$ (2,391,158)	\$ (2,705,709)	\$ (682,453)
REVENUES							
Gas Tax and Prop 42 Funds		2,985,297	3,049,229	3,070,783	3,083,449	3,113,256	31,638,119
Total Revenues	N/A	2,985,297	3,049,229	3,070,783	3,083,449	3,113,256	31,638,119
CAPITAL PROJECTS							
Barrio Street Lighting	\$ 700,001	(550,000)	-	-	-	-	-
Camino De Los Coches and La Costa Avenue Intersection Control	350,000	-	-	1,500,000	-	-	-
Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	-	-	-	700,000	2,500,000	-	-
Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,576,001	195,000	445,000	2,000,000	-	-	-
Carlsbad Boulevard Emergency Repair	841,002	-	-	-	-	-	-
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	1,055,887	-	-	-	-	-	-
Citywide Drainage Improvement Program	6,090,594	-	-	-	-	-	-
Citywide Street Lighting Program	150,000	-	-	-	-	-	-
Citywide Thermoplastic Pavement Markings	50,000	-	-	-	-	-	-
Concrete Repair/Replacement Program	2,933,001	200,000	220,000	250,000	290,000	340,000	3,700,000
El Camino Real And Cannon Road Intersection Improvements	837,002	(175,877)	-	-	-	-	-
El Camino Real Medians	904,530	-	-	-	-	-	-
El Camino Real Widening - Arenal Road to La Costa Avenue	-	1,450,000	-	-	-	-	-
Guardrail Replacement And Improvement Program	300,000	(150,000)	-	-	-	-	-
Intelligent Traffic Control Devices	199,999	-	-	-	-	-	-
Kelly Drive And Park Drive Road Diet And Multiuse Trail	130,000	-	-	-	-	-	-
La Costa Avenue Traffic Improvements	121,300	-	100,000	141,000	500,000	-	-
Laguna Drive Storm Drain	256,000	-	-	1,000,000	-	-	1,494,000
Marca Place Drainage Improvements	-	-	-	-	-	-	-
Palomar Airport Rd and Avenida Encinas GMP Improvements	230,000	-	-	-	-	-	-
Park Drive Drainage And Street Improvements	3,965,001	-	-	-	-	-	-
Pavement Management Program	7,930,849	-	-	-	-	-	-
Retroreflectivity Sign Replacement Program	1,000,000	-	-	-	-	-	-
Roadway Slope Stabilization	779,998	-	500,000	-	-	-	-
Romeria Drainage Improvements	347,937	-	-	-	-	-	-
Sidewalk/Street Construction Program	-	-	988,000	633,000	108,000	750,000	5,225,000
Sustainable Mobility Plan Implementation Program	510,567	200,000	-	-	-	-	-
Traffic Improvement Program	2,388,003	-	-	-	-	-	-
Traffic Monitoring Program	-	200,000	170,000	-	-	-	-
Traffic Signal - Maverick Way & Camino De Los Coches	380,000	110,000	-	-	-	-	-
Traffic Signal - Tamarack Avenue And Valley Street	502,370	-	-	-	-	-	-
Traffic Signal Right Turn Overlaps	150,000	-	-	-	-	-	-
Village And Barrio Traffic Circles	4,159,001	-	-	-	-	-	-
Total Project Expenditures	39,204,041	1,479,123	2,423,000	6,224,000	3,398,000	1,090,000	13,182,000
ENDING FUND BALANCE	N/A	\$ 135,830	\$ 762,059	\$ (2,391,158)	\$ (2,705,709)	\$ (682,453)	\$ 17,773,666

GAS TAX (ROAD MAINTENANCE AND REHABILITATION ACCOUNT)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 393,244	\$ 180,533	\$ 164,975	\$ 338,792	\$ 479,945	\$ 849,534
REVENUES							
Gas Tax (RMRA) Revenues		2,857,289	3,054,442	3,243,817	3,461,153	3,689,589	53,325,580
Total Revenues	N/A	2,857,289	3,054,442	3,243,817	3,461,153	3,689,589	53,325,580
CAPITAL PROJECTS							
Concrete Repair/Replacement Program	\$ 1,346,999	620,000	620,000	620,000	620,000	620,000	6,200,000
Pavement Management Program	10,336,002	2,450,000	2,450,000	2,450,000	2,700,000	2,700,000	27,000,000
Total Project Expenditures	11,683,001	3,070,000	3,070,000	3,070,000	3,320,000	3,320,000	33,200,000
ENDING FUND BALANCE	N/A	\$ 180,533	\$ 164,975	\$ 338,792	\$ 479,945	\$ 849,534	\$ 20,975,114

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 11,931,004	\$ 15,634,004	\$ 13,534,558	\$ 12,857,016	\$ 16,331,492	\$ 18,827,921
REVENUES							
Transfer from General Fund		11,600,000	4,310,554	4,409,458	4,504,476	4,596,429	48,724,804
Total Revenues	N/A	11,600,000	4,310,554	4,409,458	4,504,476	4,596,429	48,724,804
CAPITAL PROJECTS							
ADA Beach Access - Pine to Tamarack	\$ 375,001	-	2,500,000	-	-	-	-
Alga Norte Park Modifications	314,000	710,000	-	-	-	-	-
Alga Norte Settlement Agreement	-	60,000	-	-	-	-	-
Assessment District 97-1 Maintenance	420,001	-	-	-	-	-	-
Barrio Street Lighting	760,000	-	-	-	-	-	-
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	6,199,002	700,000	-	-	-	-	-
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	1,249,999	-	-	30,000	30,000	150,000	870,000
Calavera Hills Community Park Gateway Improvements	1,407,852	-	-	-	-	-	-
Camino Hills and Jackspar Drive Slope Stabilization	859,399	-	-	-	-	-	-
Cannon Park Restroom	45,765	-	-	-	-	-	-
Carlsbad Village Drive - I5 to Carlsbad Blvd. - Reconfigure Arterial	-	350,000	1,500,000	-	-	-	-
Chestnut Underpass Public Art Project	400,000	-	-	-	-	-	-
City Facility Accessibility Upgrades	500,000	-	-	-	-	-	-
City Fire Stations Wash Water BMPs	279,999	-	-	-	-	-	-
City Hall Exterior Refurbishment	2,250,001	-	-	-	-	-	-
Cole Library Expansion	-	-	-	-	-	-	1,000,000
Dove Library Lighting Improvements	225,001	-	-	-	-	-	-
Faraday Avenue Improvements	100,000	175,000	500,000	-	-	-	-
Fire Station No. 2 Replacement	13,000,003	-	-	-	-	-	-
Fire Station No. 7	-	100,000	200,000	-	-	-	-
Fleet Maintenance Refurbishment	896,100	-	700,000	-	-	-	-
Grand Avenue Promenade	200,000	100,000	-	500,000	-	-	-
Lake Calavera Outlet Improvements	1,436,001	-	-	-	-	-	-
Lake Calavera Reservoir Maintenance	581,004	-	160,000	50,000	50,000	50,000	500,000
Monroe Street Pool Replacement	236	-	-	-	-	-	-
New Village Arts Tenant Improvements	612,999	-	-	-	-	-	-
Ocean Street Reconfiguration Concepts Study	-	-	200,000	-	-	-	-
Ocean Street Restroom Facility	775,000	-	-	63,000	-	-	-
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	11,373,502	1,723,000	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	3,610,340	-	-	-	-	-	-
Public Works Storage Facility	-	99,000	-	-	-	-	-
Rancho Santa Fe Trail Slope Improvements	350,000	-	-	-	-	-	-
Roadway Improvements - Coastal Area Analysis and Implementation	200,000	-	-	-	-	-	-
Romeria Drainage Improvements	410,001	-	-	-	-	-	-
Safety Training Center Settlement	1,156,995	-	-	-	-	-	-
South Shore Agua Hedionda Lagoon Trail	789,941	-	-	-	-	-	-
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	835,499	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	200,000	-	-	-	-	-	-
Traffic Improvement Program	399,999	600,000	400,000	-	-	-	-
Traffic Signal Cabinet Upgrades	-	180,000	-	-	-	-	-
Trail Connectivity to Tamarack State Beach (Prop C)	152,156	-	-	3,544,000	-	-	-
Trieste Slope Repair Project	362,600	2,000,000	-	-	-	-	-
Tyler Street Traffic Circulation	70,000	900,000	-	-	-	-	-
Utility Undergrounding Program Study	-	-	100,000	-	-	-	-
Village and Barrio Traffic Circles	415,000	-	-	-	-	-	-
Village Intelligent Parking Implementation	-	-	-	300,000	-	-	-
Village Lighting - Carlsbad Village Drive from Harding Street to Ocean Street	400,000	200,000	-	-	-	-	-
Village Lighting - Gateway Lighting	-	-	-	-	-	950,000	-
Village Lighting - Hospitality District	-	-	-	-	700,000	-	-
Village Lighting - Pedestrian Lampposts Oak Avenue	-	-	-	600,000	-	-	-
Village Lighting - Pedestrian Lighting at Village Outskirts	-	-	-	-	-	950,000	-
Village Lighting - State Street, Madison, Roosevelt, and Washington	1,103,853	-	-	-	-	-	-
Village Lighting - Train Station Area	500,000	-	150,000	-	-	-	-
Total Project Expenditures	62,168,960	7,897,000	6,410,000	5,087,000	1,030,000	2,100,000	2,370,000
	N/A	\$ 15,634,004	\$ 13,534,558	\$ 12,857,016	\$ 16,331,492	\$ 18,827,921	\$ 65,182,725

GRANTS - FEDERAL							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ (2,884,155)	\$ (1,109,316)	\$ 0	\$ 0	\$ 0	\$ 0
REVENUES							
Grant Revenue		9,774,840	1,109,316	-	-	-	-
Total Revenues	N/A	9,774,840	1,109,316	-	-	-	-
CAPITAL PROJECTS							
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$ 1,776,000	-	-	-	-	-	-
Barrio Street Lighting	-	1,000,000	-	-	-	-	-
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	1,440,000	-	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	-	3,000,000	-	-	-	-	-
Village and Barrio Traffic Circles	-	4,000,000	-	-	-	-	-
Total Project Expenditures	3,216,000	8,000,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	\$ (1,109,316)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

GRANTS - STATE							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES							
Grant Revenue		5,000,000	-	-	-	-	-
Total Revenues	N/A	5,000,000	-	-	-	-	-
CAPITAL PROJECTS							
Carlsbad Boulevard Pedestrian Improvement Project	\$ 591,600	-	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	-	5,000,000	-	-	-	-	-
Total Project Expenditures	591,600	5,000,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

INFRASTRUCTURE MAINTENANCE & REPLACEMENT							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 80,663,917	\$ 73,756,917	\$ 63,872,471	\$ 63,071,929	\$ 64,366,405	\$ 64,617,834
REVENUES							
Transfer from General Fund		4,200,000	4,310,554	4,409,458	4,504,476	4,596,429	48,724,804
Total Revenues	N/A	4,200,000	4,310,554	4,409,458	4,504,476	4,596,429	48,724,804
CAPITAL PROJECTS							
Agua Hedionda Creek Maintenance	\$ 213,002	80,000	85,000	90,000	95,000	100,000	1,105,000
Aviara and Hidden Canyon Parks Playground Safety Resurfacing	600,001	-	-	-	-	-	-
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	5,912,751	700,000	-	-	-	-	-
Bridge Preventative Maintenance Program	2,477,511	500,000	700,000	900,000	900,000	950,000	-
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	2,820,001	-	500,000	-	-	-	-
Calavera Hills Community Center Refurbishment	1,985,002	-	-	-	-	-	-
Carlsbad Boulevard Roadway Configuration	-	2,000,000	-	-	-	-	-
City Facility Safety and Parking Lot Lighting Assessment	1,910,001	-	-	-	-	-	-
City Hall Complex Refurbishment	1,144,000	-	-	-	-	-	-
Citywide Drainage Improvement Program	5,581,501	300,000	950,000	300,000	500,000	300,000	5,000,000
Cole Library Security Fencing	170,001	-	-	-	-	-	-
Coordinated Traffic Signal Program	800,000	-	-	-	-	-	-
DMP Facility BFB-U (El Camino Real)	850,000	-	5,500,000	50,000	60,000	70,000	800,000
El Camino Real and Agua Hedionda Creek Bridge Railing and Sidewalk	209,999	-	-	-	-	-	-
Faraday Center Refurbishment	3,154,381	-	-	-	-	-	-
Fire Station No. 2 Replacement	1,433,880	-	-	-	-	-	-
Fleet Fuel Island Upgrade	2,263,799	1,800,000	400,000	400,000	100,000	-	-
Fleet Maintenance Refurbishment	2,574,003	-	1,500,000	-	-	-	-
Harding Center Refurbishment	165,000	140,000	-	-	-	-	-
Headwall Replacement Program	510,001	-	-	-	-	-	-
Hosp Grove Park Improvements	1,562,000	-	-	-	-	-	-
Kelly Drive Channel Repair	1,541,006	-	2,100,000	-	-	-	-
Las Palmas Roof Replacement	500,000	-	-	-	-	-	-
Leo Carrillo Ranch Roof Repairs	1,449,998	-	-	-	-	-	-
Library Fire Alarm Panel Upgrades	180,000	-	-	-	-	-	-
Miscellaneous City Building Improvements	1,865,000	150,000	150,000	-	-	-	1,500,000
Monroe Street Pool Replacement	1,748,766	-	-	-	-	-	-
New Village Arts Building Roof and Exterior Refurbishment	313,626	-	-	-	-	-	-
Parking Lot Maintenance Program	1,590,000	130,000	550,000	160,000	700,000	175,000	4,860,000
Police and Fire Headquarters Renovation	10,122,340	2,427,000	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	573,431	-	-	-	-	-	-
Schulman Auditorium and Cannon Art Gallery	350,000	1,300,000	-	-	-	-	-
Senior Center Repairs and Roof Replacement	1,848,000	1,310,000	-	-	-	-	-
Senior Center Security Fencing	77,999	-	-	-	-	-	-
Stagecoach Park Synthetic Turf Replacement	2,200,001	-	-	-	-	-	-
Storm Drain Condition Assessment	870,001	-	270,000	300,000	350,000	400,000	5,375,000
Storm Drain System Rehab and Repair Program	5,191,362	270,000	290,000	310,000	330,000	350,000	4,100,000
Trash Amendment Compliance Program	630,001	-	1,200,000	2,700,000	175,000	2,000,000	6,300,000
Total Project Expenditures	67,388,364	11,107,000	14,195,000	5,210,000	3,210,000	4,345,000	29,040,000
ENDING FUND BALANCE	N/A	\$ 73,756,917	\$ 63,872,471	\$ 63,071,929	\$ 64,366,405	\$ 64,617,834	\$ 84,302,638

OTHER							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 675,409	\$ 675,409	\$ 675,409	\$ 675,409	\$ 675,409	\$ 675,409
REVENUES							
Other Financing Sources		-	-	-	-	-	-
Total Revenues	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
College Blvd Reach A And Cannon Road Reach 4A	\$ 1,712,999	-	-	-	-	-	-
Total Project Expenditures	1,712,999	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	\$ 675,409	\$ 675,409	\$ 675,409	\$ 675,409	\$ 675,409	\$ 675,409

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE (1)	N/A	\$ 4,221,020	\$ 3,797,020	\$ 3,797,020	\$ 3,817,442	\$ 3,817,442	\$ 3,817,442
REVENUES							
Developer Fees		-	-	20,422	-	-	3,584,103
Total Revenues	N/A	-	-	20,422	-	-	3,584,103
CAPITAL PROJECTS							
Loan - Park-in-Lieu NE to Public Facility Fee Fund for Park Site Acquisition	\$ -	-	-	-	-	-	4,550,000
Robertson Ranch Park Development	614,000	424,000	-	-	-	-	-
Total Project Expenditures	614,000	424,000	-	-	-	-	4,550,000
ENDING FUND BALANCE	N/A	\$ 3,797,020	\$ 3,797,020	\$ 3,817,442	\$ 3,817,442	\$ 3,817,442	\$ 2,851,545

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 382,344	\$ 1,473,621	\$ 2,061,293	\$ 2,743,030	\$ 3,431,585	\$ 4,120,139
REVENUES							
Developer Fees		3,013,278	1,990,672	681,737	688,554	688,554	5,440,261
Total Revenues	N/A	3,013,278	1,990,672	681,737	688,554	688,554	5,440,261
CAPITAL PROJECTS							
City Facility Safety and Parking Lot Lighting Assessment	\$ -	200,000	-	-	-	-	-
Hosp Grove Park Improvements	1,120,000	222,000	1,403,000	-	-	-	-
Monroe Street Pool Replacement	1,561,764	1,500,000	-	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	2,197,002	-	-	-	-	-	-
Total Project Expenditures	4,878,766	1,922,000	1,403,000	-	-	-	-
ENDING FUND BALANCE	N/A	\$ 1,473,621	\$ 2,061,293	\$ 2,743,030	\$ 3,431,585	\$ 4,120,139	\$ 9,560,400

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 1,981,496	\$ 2,218,785	\$ 1,770,685	\$ 1,639,130	\$ 155,130	\$ 155,130
REVENUES							
Developer Fees		449,289	91,900	408,445	-	-	5,106
Total Revenues	N/A	449,289	91,900	408,445	-	-	5,106
CAPITAL PROJECTS							
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construc	\$ 1,329,989	-	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3B	-	-	540,000	540,000	1,484,000	-	-
Stagecoach Community Park Community Gardens	225,000	212,000	-	-	-	-	-
Total Project Expenditures	1,554,989	212,000	540,000	540,000	1,484,000	-	-
ENDING FUND BALANCE	N/A	\$ 2,218,785	\$ 1,770,685	\$ 1,639,130	\$ 155,130	\$ 155,130	\$ 160,235

PARK-IN-LIEU SW							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 630,273	\$ 1,069,352	\$ 1,069,352	\$ 1,069,352	\$ 1,069,352	\$ 1,069,352
REVENUES							
Developer Fees/Loans		439,078	-	-	-	-	357,389
Total Revenues	N/A	439,078	-	-	-	-	357,389
CAPITAL PROJECTS							
Aviara Reimbursement Agreement	\$ 238,001	-	-	-	-	-	-
Loan Repay - Park-in-Lieu SW to Public Facility Fee Fund	-	-	-	-	-	-	1,100,000
Total Project Expenditures	238,001	-	-	-	-	-	1,100,000
ENDING FUND BALANCE	N/A	\$ 1,069,352	\$ 1,069,352	\$ 1,069,352	\$ 1,069,352	\$ 1,069,352	\$ 326,741

PARK FEE ZONES 5,13,16,17,18							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 4,965,237	\$ 5,078,256	\$ 3,611,211	\$ 3,613,492	\$ 3,615,773	\$ 3,615,773
REVENUES							
Developer Fees		113,019	32,955	2,281	2,281	-	972,947
Total Revenues	N/A	113,019	32,955	2,281	2,281	-	972,947
CAPITAL PROJECTS							
Business Park Recreational Facility (Partial Funding)	\$ -	-	1,500,000	-	-	-	16,500,000
Total Project Expenditures	-	-	1,500,000	-	-	-	16,500,000
ENDING FUND BALANCE	N/A	\$ 5,078,256	\$ 3,611,211	\$ 3,613,492	\$ 3,615,773	\$ 3,615,773	\$ (11,911,280)

PLANNED LOCAL DRAINAGE AREA A FEES (PLD A)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 918,300	\$ 949,274	\$ 949,274	\$ 957,709	\$ 957,709	\$ 957,709
REVENUES							
Developer Fees		30,974	-	8,435	-	-	42,314
Total Revenues	N/A	30,974	-	8,435	-	-	42,314
CAPITAL PROJECTS							
DMP Facility AAA (Jefferson Street)	\$ -	-	-	-	-	-	290,000
DMP Facility AAAA (Madison Street)	-	-	-	-	-	-	417,000
DMP Facility AC (Highland Drive Drainage Project)	-	-	-	-	-	-	922,000
DMP Facility AFA (Hidden Valley Drainage Restoration and Enhancement Pro	-	-	-	-	-	-	92,000
DMP Facility AFB (Calavera Hills Drainage Restoration and Enhancement Proj	-	-	-	-	-	-	164,000
Drainage Master Plan Update	216,512	-	-	-	-	-	-
Total Project Expenditures	216,512	-	-	-	-	-	1,885,000
ENDING FUND BALANCE	N/A	\$ 949,274	\$ 949,274	\$ 957,709	\$ 957,709	\$ 957,709	\$ (884,977)

PLANNED LOCAL DRAINAGE AREA B FEES (PLD B)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 1,692,487	\$ 2,049,582	\$ 2,138,841	\$ 2,228,100	\$ 2,318,220	\$ 2,408,339
REVENUES							
Developer Fees		357,095	89,259	89,259	90,119	90,119	2,525,641
Total Revenues	N/A	357,095	89,259	89,259	90,119	90,119	2,525,641
CAPITAL PROJECTS							
Agua Hedionda Creek Maintenance	\$ 3,545,245	-	-	-	-	-	-
College Boulevard Extension	-	-	-	-	-	-	-
DMP Facility BB 1 and 2 (Washington Street)	-	-	-	-	-	-	1,087,000
DMP Facility BCB (Magnolia Avenue)	-	-	-	-	-	-	469,000
DMP Facility BFB-L and BFB-1 (Tamarack and El Camino Real Plda "B")	-	-	-	-	-	-	905,000
DMP Facility BFB-U (El Camino Real)	153,489	-	-	-	-	-	-
DMP Facility BL-L (College Boulevard Bridge Reimbursement Plda "B")	-	-	-	-	-	-	1,817,000
DMP Facility BL-U (College Boulevard)	-	-	-	-	-	-	385,000
DMP Facility BM (Cantarini/College Boulevard Box Culvert)	-	-	-	-	-	-	205,000
DMP Facility BQ (Sunny Creek)	-	-	-	-	-	-	132,000
DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)	-	-	-	-	-	-	181,000
Drainage Master Plan Update	583,000	-	-	-	-	-	-
Total Project Expenditures	4,281,735	-	-	-	-	-	5,181,000
ENDING FUND BALANCE	N/A	\$ 2,049,582	\$ 2,138,841	\$ 2,228,100	\$ 2,318,220	\$ 2,408,339	\$ (247,020)

PLANNED LOCAL DRAINAGE AREA C FEES (PLD C)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 1,548,322	\$ 1,756,986	\$ 1,922,169	\$ 1,928,279	\$ 1,934,389	\$ 1,934,389
REVENUES							
Developer Fees		283,664	165,183	6,110	6,110	-	1,993,400
Total Revenues	N/A	283,664	165,183	6,110	6,110	-	1,993,400
CAPITAL PROJECTS							
DMP Facility C2 (Paseo Del Norte)	\$ -	-	-	-	-	-	728,000
DMP Facility CA (Avenida Encinas)	-	-	-	-	-	-	530,000
Drainage Master Plan Update	171,890	75,000	-	-	-	-	-
Total Project Expenditures	171,890	75,000	-	-	-	-	1,258,000
ENDING FUND BALANCE	N/A	\$ 1,756,986	\$ 1,922,169	\$ 1,928,279	\$ 1,934,389	\$ 1,934,389	\$ 2,669,789

PLANNED LOCAL DRAINAGE AREA D FEES (PLD D)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 924,980	\$ 1,033,433	\$ 1,100,092	\$ 1,152,501	\$ 1,152,501	\$ 1,152,501
REVENUES							
Developer Fees		108,453	66,660	52,409	-	-	1,333,883
Total Revenues	N/A	108,453	66,660	52,409	-	-	1,333,883
CAPITAL PROJECTS							
DMP Facility DBA (Poinsettia Village)	\$ -	-	-	-	-	-	168,000
DMP Facility DBB (Avenida Encinas)	-	-	-	-	-	-	430,000
DMP Facility DFA (Batiqitos Lagoon Stormwater Treatment)	-	-	-	-	-	-	257,000
DMP Facility DH (Altiive Place Canyon Restoration)	-	-	-	-	-	-	233,000
DMP Facility DQB (La Costa Town Center)	-	-	-	-	-	-	746,000
DMP Facility DZ (Poinsettia Lane)	-	-	-	-	-	-	643,000
Drainage Master Plan Update	234,599	-	-	-	-	-	-
Total Project Expenditures	234,599	-	-	-	-	-	2,477,000
ENDING FUND BALANCE	N/A	\$ 1,033,433	\$ 1,100,092	\$ 1,152,501	\$ 1,152,501	\$ 1,152,501	\$ 9,384

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 25,089,385	\$ 28,083,648	\$ 29,543,842	\$ 29,396,937	\$ 29,899,452	\$ 28,996,675
REVENUES							
Developer Fees		2,947,263	1,460,194	853,095	502,515	497,222	16,983,023
Total Revenues	N/A	2,947,263	1,460,194	853,095	502,515	497,222	16,983,023
CAPITAL PROJECTS							
Cole Library Expansion	\$ -	-	-	-	-	-	11,936,000
El Camino Real Medians	695,781	-	-	-	-	-	-
Kelly Drive and Park Drive Complete Street Improvements	1,085,001	(87,000)	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construc	1,631,500	-	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construc	287	-	-	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	9,328,416	-	-	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	123,300	-	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park	2,838,139	-	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park	-	-	-	-	-	-	-
Robertson Ranch Park Development (Partial Funding)	-	-	-	-	-	-	-
State Street Parking Lot Electric Vehicle Charging Stations	300,001	40,000	-	-	-	-	-
Temporary Fire Station No. 7	1,122,001	-	-	-	-	-	-
Terramar Area Coastal Improvements	2,450,000	-	-	-	-	-	-
Valley and Magnolia Complete Streets	-	-	-	1,000,000	-	-	-
Village H South Off Leash Dog Area and Trail Segment 5B	682,500	-	-	-	-	1,400,000	-
Total Project Expenditures	20,256,925	(47,000)	-	1,000,000	-	1,400,000	11,936,000
ENDING FUND BALANCE	N/A	\$ 28,083,648	\$ 29,543,842	\$ 29,396,937	\$ 29,899,452	\$ 28,996,675	\$ 34,043,698

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 737,323	\$ 319,421	\$ (114,575)	\$ (1,324,388)	\$ (2,505,829)	\$ (2,342,950)
REVENUES							
Developer Fees and Miscellaneous		757,598	450,455	275,386	162,009	162,879	3,666,458
Other Agency Contributions (City of Vista)		19,500	251,550	306,800	43,550	-	-
Total Revenues	N/A	777,098	702,005	582,186	205,559	162,879	3,666,458
CAPITAL PROJECTS							
Buena Interceptor Sewer Improvements	\$ 550,000	-	-	-	-	-	-
El Fuerte Lift Station Pump Addition	180,000	200,000	450,000	-	-	-	-
Faraday and El Camino Real Sewer Replacement - Orion to Palomar Airport R	1,740,001	1,100,000	-	-	-	-	-
Las Palmas Trunk Sewer	556,000	(255,000)	255,000	1,320,000	1,320,000	-	-
Loan Repay - Sewer Conn to Sewer Repl	-	-	-	-	-	-	-
Sewer Modeling	299,999	(100,000)	-	-	-	-	-
Sewer Monitoring Program (Capacity)	642,000	-	44,000	-	-	-	264,000
Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-VC13)	33,190,974	220,000	-	-	-	-	-
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	296,001	-	-	67,000	67,000	-	-
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	9,464,834	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC14 To VC15	21,362,391	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC3	100,000	30,000	387,000	405,000	-	-	-
Total Project Expenditures	68,382,201	1,195,000	1,136,000	1,792,000	1,387,000	-	264,000
ENDING FUND BALANCE	N/A	\$ 319,421	\$ (114,575)	\$ (1,324,388)	\$ (2,505,829)	\$ (2,342,950)	\$ 1,059,507

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ (11,520,275)	\$ (7,227,269)	\$ (8,896,698)	\$ (16,111,377)	\$ (15,955,334)	\$ (15,934,954)
REVENUES							
Transfer from Sewer Operating Fund		10,445,506	16,534,571	17,024,822	15,937,043	15,509,381	98,468,049
Total Revenues	N/A	10,445,506	16,534,571	17,024,822	15,937,043	15,509,381	98,468,049
CAPITAL PROJECTS							
Agua Hedionda Lift Station Biological Monitoring and Maintenance	\$ 225,001	-	-	-	-	-	-
Buena Interceptor Sewer Access Road Improvements	1,150,000	(650,000)	650,000	-	-	-	-
Buena Interceptor Sewer Improvements	1,208,691	-	-	2,950,000	2,950,000	3,540,000	3,540,000
Buena Interceptor Sewer Realignment - East Segment	507,000	-	1,200,000	1,200,000	2,400,000	1,800,000	-
Cannon Road Lift Station Improvements	715,000	50,000	-	-	-	-	-
Chinquapin Lift Station Improvements	300,000	920,000	-	-	-	-	-
Encina Capital Projects	55,191,098	6,278,000	8,450,000	8,002,500	7,758,000	7,952,000	81,819,000
Foxes Landing Lift Station Wetwell and Pump Replacement	6,392,000	-	-	-	-	-	-
North Batiquitos Access Road Improvement	363,800	26,000	-	-	-	-	-
North Batiquitos Lift Station Forcemain Rehabilitation	200,000	(125,000)	-	-	-	-	-
Odor and Corrosion Prevention Assessment	320,000	-	-	-	-	-	-
Orion Center	4,078,499	(3,778,500)	3,779,000	-	-	-	-
Poinsettia Lift Station Rehabilitation	-	650,000	-	8,250,000	-	-	-
SCADA Improvements	4,303,898	381,000	-	-	-	-	-
Sewer Condition Assessment	1,557,998	100,000	100,000	100,000	-	100,000	1,000,000
Sewer Lift Station Repairs and Upgrades	4,385,384	150,000	150,000	150,000	150,000	150,000	1,500,000
Sewer Line Capacity Improvements	1,200,000	200,000	620,000	944,000	-	-	-
Sewer System Rehabilitation and Replacement	9,426,478	1,200,000	1,850,000	1,850,000	1,850,000	1,850,000	27,400,000
Terramar Area Coastal Improvements	-	-	-	-	-	-	-
Vallecitos Interceptor Sewer Cleaning and CCTV	350,000	-	-	-	-	-	-
Village and Barrio Traffic Circles	160,001	500,000	-	-	-	-	-
Villas Sewer Lift Station Replacement	1,254,002	75,000	-	-	-	-	-
Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-VC13)	-	-	104,000	75,000	75,000	75,000	-
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	-	86,000	31,000	598,000	598,000	22,000	300,000
Vista Carlsbad Interceptor - Reach VC3	-	-	-	-	-	-	-
Vista Carlsbad Interceptor - Rehabilitation (VC1 and VC2)	141,001	90,000	70,000	120,000	-	-	-
Vista/Carlsbad Interceptor - Point Repair Reaches (VC13 & VC14)	200,000	-	1,200,000	-	-	-	-
Total Project Expenditures	93,629,850	6,152,500	18,204,000	24,239,500	15,781,000	15,489,000	115,559,000
ENDING FUND BALANCE	N/A	\$ (7,227,269)	\$ (8,896,698)	\$ (16,111,377)	\$ (15,955,334)	\$ (15,934,954)	\$ (33,025,904)

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 2,583,440	\$ 3,737,122	\$ (375,373)	\$ 124,224	\$ 349,654	\$ 555,555
REVENUES							
Developer Fees		4,743,682	1,277,505	589,597	315,430	295,901	19,675,140
Total Revenues	N/A	4,743,682	1,277,505	589,597	315,430	295,901	19,675,140
CAPITAL PROJECTS							
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$ 5,177,904	-	2,500,000	-	-	-	-
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	-	-	-	-	-	932,000
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	-	-	-	-	-	3,681,000
Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	-	-	-	-	-	-	-
El Camino Real and Cannon Road Intersection Improvements	3,536,001	-	-	-	-	-	-
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	4,000,000	-	-	-	-	-
Melrose Drive Right Turn Lane to West Bound Palomar Airport Road	911,002	-	-	-	-	-	-
Palomar Airport Road and College Boulevard Improvements	1,295,500	-	-	-	-	-	-
Sidewalk/Street Construction Program	3,800,000	(500,000)	-	-	-	-	-
Terramar Area Coastal Improvements	6,650,003	-	2,800,000	-	-	-	-
Traffic Impact Fee Funds to CFD #1	-	90,000	90,000	90,000	90,000	90,000	900,000
Traffic Impact Fee Update	270,000	-	-	-	-	-	-
Traffic Monitoring Program	1,745,415	-	-	-	-	-	-
Valley and Magnolia Complete Streets	3,536,208	-	-	-	-	-	-
Total Project Expenditures	30,172,033	3,590,000	5,390,000	90,000	90,000	90,000	5,951,000
ENDING FUND BALANCE	N/A	\$ 3,737,122	\$ (375,373)	\$ 124,224	\$ 349,654	\$ 555,555	\$ 14,279,694

TRANSNET - LOCAL							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 5,726,270	\$ 5,972,270	\$ 6,612,470	\$ 7,801,254	\$ 9,579,014	\$ 13,381,149
REVENUES							
Transportation Taxes		5,886,000	6,065,200	6,243,784	6,412,760	6,577,135	66,360,356
Total Revenues	N/A	5,886,000	6,065,200	6,243,784	6,412,760	6,577,135	66,360,356
CAPITAL PROJECTS							
ADA Improvement Program	\$ 3,155,000	175,000	715,000	175,000	715,000	175,000	4,450,000
Barrio Street Lighting	1,280,000	1,280,000	1,030,000	-	-	-	-
Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvements	1,054,000	-	-	-	-	-	-
Carlsbad Boulevard Pedestrian Lighting	1,325,000	-	-	-	-	-	-
Carlsbad Village Drive and Grand Avenue Pedestrian and Crossing Improvment	-	-	-	-	1,320,000	-	-
Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	-	-	-	-	-	-	-
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	1,205,000	-	-	-	-	-	-
Coordinated Traffic Signal Program	2,583,980	-	-	-	-	-	-
Coordinated Traffic Signal Program	1,000,000	-	-	-	-	-	-
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	3,155,001	-	-	-	-	-	-
El Camino Real Widening - Sunny Creek to Jackspar	5,009,999	-	-	-	-	-	-
Kelly Drive and Park Drive Complete Street Improvements	4,675,001	-	-	-	-	-	-
Pavement Management Program	19,186,565	1,150,000	1,650,000	1,650,000	1,650,000	1,650,000	16,500,000
Pavement Management Program	16,346,475	950,000	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	3,325,002	-	-	-	-	-	-
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	-	-	-	-	-	-
Total Project Expenditures	68,305,048	5,640,000	5,425,000	5,055,000	4,635,000	2,775,000	30,450,000
ENDING FUND BALANCE	N/A	\$ 5,972,270	\$ 6,612,470	\$ 7,801,254	\$ 9,579,014	\$ 13,381,149	\$ 49,291,505

WATER CONNECTION - POTABLE							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 26,427,710	\$ 28,254,138	\$ 26,190,474	\$ 25,672,006	\$ 23,193,381	\$ 23,703,925
REVENUES							
Developer Fees		2,637,428	1,057,336	1,266,532	313,376	1,010,544	12,914,170
Total Revenues	N/A	2,637,428	1,057,336	1,266,532	313,376	1,010,544	12,914,170
CAPITAL PROJECTS							
College Boulevard - Cannon Road To Badger Lane (375 Zone)	\$ 278,383	-	1,250,000	-	-	-	-
College Boulevard - Cannon Road To Badger Lane (490 Zone)	312,600	-	1,250,000	-	-	-	-
Desalinated Water Flow Control Facility No. 5	10,811,601	758,000	-	-	-	-	-
Hydroelectric Generation at Water Facilities	428,000	33,000	385,000	-	1,225,000	-	-
Maerkle Reservoir Transmission Main	-	-	236,000	1,660,000	1,567,000	-	-
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	-	20,000	-	-	-	500,000	30,900,000
Water Modeling	375,001	-	-	-	-	-	-
Total Project Expenditures	13,005,585	811,000	3,121,000	1,785,000	2,792,000	500,000	32,325,000
ENDING FUND BALANCE	N/A	\$ 28,254,138	\$ 26,190,474	\$ 25,672,006	\$ 23,193,381	\$ 23,703,925	\$ 4,293,095

WATER CONNECTION - RECYCLED							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ (15,673,990)	\$ 325,000	\$ 0	\$ 0	\$ 0	\$ 0
REVENUES							
Recycled Water Loans and Grants		15,998,990	-	-	-	-	-
Total Revenues	N/A	15,998,990	-	-	-	-	-
CAPITAL PROJECTS							
C-Tank Access Road Repair and Electrical Improvements	\$ 50,000	-	325,000	-	-	-	-
Total Project Expenditures	50,000	-	325,000	-	-	-	-
ENDING FUND BALANCE	N/A	\$ 325,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

WATER REPLACEMENT - POTABLE							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 15,085,158	\$ 17,241,013	\$ 6,701,400	\$ (7,305,234)	\$ (21,240,652)	\$ (20,665,498)
REVENUES							
Transfer from Water Operating Fund		6,348,536	6,187,387	5,966,366	5,752,582	5,815,154	59,595,595
Total Revenues	N/A	6,348,536	6,187,387	5,966,366	5,752,582	5,815,154	59,595,595
CAPITAL PROJECTS							
Abandon Potable Services (New Recycled Services)	\$ 925,826	250,000	500,000	-	-	-	-
Carlsbad Boulevard Waterline Replacement at Terramar	4,730,001	-	-	-	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	599,943	-	-	-	-	-	-
Catholic Protection Program	1,796,702	190,000	190,000	190,000	190,000	190,000	540,000
Crestview Drive Transmission Main	321,000	284,000	-	-	-	-	-
El Camino Real Widening - Arenal Road to La Costa Avenue	-	1,000,000	-	-	-	-	-
Fire Flow Capacity System Improvements	210,000	415,000	2,000,000	2,500,000	3,000,000	-	-
Limited Access Pipeline Relocation Program	1,940,000	761,000	-	6,348,000	2,875,000	-	-
Maerkle Facility Improvements	2,735,200	800,000	-	-	-	-	-
Maerkle Reservoir Solar Project	249,170	-	-	-	-	-	-
Maerkle Reservoir Transmission Main	773,001	(578,000)	244,000	2,130,000	2,023,000	-	-
Normally Closed Valve (Install Motorized Valve)	984,999	300,000	-	-	-	-	-
Orion Center	6,789,410	(6,289,409)	6,290,000	-	-	-	-
Palomar Airport Waterline Realignment	2,332,999	-	-	-	-	-	-
Pressure Reducing Station Program	5,831,037	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 Phase 3 - Reservoir	980,001	(800,000)	-	-	-	-	-
Reservoir Repair and Maintenance Program	5,850,000	2,040,000	-	-	-	-	6,680,000
San Luis Rey Mission Basin Groundwater Supply	-	-	-	-	-	-	-
Santa Fe II Inlet Pipeline	529,650	-	206,000	115,000	1,920,000	-	-
Santa Fe II Reservoir Site Electrical Improvements	183,581	110,000	-	-	-	-	-
SCADA Improvements	7,132,599	2,413,000	611,000	-	-	-	-
Tri-Agency Water Transmission Pipeline Replacement	3,618,973	(1,290,000)	431,000	3,585,000	4,630,000	-	-
Valley and Magnolia Complete Streets	71,000	-	650,000	-	-	-	-
Water Infrastructure Condition Assessment Program	2,190,001	410,000	420,000	420,000	450,000	450,000	4,730,000
Water Loss Monitoring Program	349,999	(182,911)	-	-	-	-	-
Water System Rehabilitation and Replacement	12,258,370	2,800,000	3,000,000	3,000,000	3,000,000	3,000,000	40,970,000
Water Valve Repair/Replacement Program	7,859,998	960,000	960,000	960,000	1,000,000	1,000,000	10,760,000
Technology Investment Projects							
Meter Data Management/Utility Analytics	-	-	550,000	-	-	-	-
Utility Billing Automation	-	-	75,000	-	-	-	-
Utility Billing Portal	90,000	-	-	-	-	-	-
Total Project Expenditures	71,533,459	4,192,680	16,727,000	19,973,000	19,688,000	5,240,000	71,105,000
ENDING FUND BALANCE	N/A	\$ 17,241,013	\$ 6,701,400	\$ (7,305,234)	\$ (21,240,652)	\$ (20,665,498)	\$ (32,174,903)

WATER REPLACEMENT - RECYCLED							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 12,323,061	\$ 14,417,661	\$ 10,694,661	\$ 10,113,661	\$ 11,481,261	\$ 13,030,821
REVENUES							
Transfer from Recycled Water Operating Fund		1,600,000	1,760,000	1,936,000	2,129,600	2,342,560	23,425,600
Total Revenues	N/A	1,600,000	1,760,000	1,936,000	2,129,600	2,342,560	23,425,600
CAPITAL PROJECTS							
C-Tank Access Road Repair and Electrical Improvements	\$ 250,000	-	1,000,000	-	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	4,057,710	767,000	949,000	1,992,000	237,000	268,000	2,650,000
Carlsbad Water Recycling Facility Irrigation and Landscape	175,000	(140,000)	-	-	-	-	-
Carlsbad Water Recycling Facility Roof Replacement	225,000	156,000	-	-	-	-	-
Catholic Protection Program	-	100,000	100,000	-	-	-	-
Orion Center	2,715,599	(2,515,600)	2,516,000	-	-	-	-
Recycled Water Condition Assessment Program	750,001	50,000	50,000	50,000	50,000	50,000	590,000
Recycled Water Phase 3 - Reservoir	3,319,997	200,000	-	-	-	-	-
Recycled Water Pipeline Replacement	-	350,000	350,000	350,000	350,000	350,000	5,060,000
Recycled Water Valve and Appurtenance Replacement Program	380,000	-	120,000	125,000	125,000	125,000	1,330,000
Reservoir Condition Assessment and Repair Program	-	200,000	-	-	-	-	-
SCADA Improvements	1,658,400	338,000	398,000	-	-	-	-
Total Project Expenditures	13,531,708	(494,600)	5,483,000	2,517,000	762,000	793,000	9,630,000
ENDING FUND BALANCE	N/A	\$ 14,417,661	\$ 10,694,661	\$ 10,113,661	\$ 11,481,261	\$ 13,030,821	\$ 26,826,421



GLOSSARY OF CAPITAL PROJECT FUNDING SOURCES

BTD#2 – Bridge and Thoroughfare District No. 2 developer fees are paid to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

BTD#3 – Bridge and Thoroughfare District No. 3 developer fees are paid to partially fund Cannon Road improvements.

CFD #1 – The City of Carlsbad Community Facilities District No. 1 (Mello-Roos) funds civic projects, I-5 interchange projects, and road segments.

Federal Grants (FED GRANT) – Federal Grants such as funding for Village and Barrio traffic circles.

Gas Tax – Gas Tax revenues for street projects are received under the Streets & Highways Code of the State of California.

Gas Tax 1B – Gas Tax revenues for street projects specifically for road maintenance and rehabilitation 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.

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.

Planned Local Drainage (PLD A, B, C, D) – 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.



[State Grants \(STATE GRANT\)](#) – State grants such as Veteran’s Memorial Park funding.

[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 \(TRNSNT-LOC\)](#) – Receipts of county sales taxes allocated by the San Diego Regional Transportation Commission finance various local road improvement projects.

[Water Connection \(WATER CONN\)](#) – Development fees include Major Facility Fees used to fund expansion of water lines and ancillary water facilities.

[Water Replacement \(WATER REPL\)](#) – Water Replacement funds are included in water utility rates and pay for the repair and replacement of existing potable water lines and facilities.

[Water Recycled \(RECL WATER\)](#) – Revenues used to fund new Recycled Water projects; revenues for Phase III expansion includes grant and loan funds.

[Water Recycled Replacement \(RECL REPL\)](#) – Recycled Water Replacement funds are included in utility rates and pay for the repair and replacement of existing recycled water lines and facilities.

[Zone 5, 13, 16, 17, 18 Park Fee \(ZONE 5\)](#) – 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 MAJOR CAPITAL OUTLAY ITEMS FISCAL YEAR 2023-24

(Greater than \$10,000)

Department	Item Description	Quantity	One-Time Cost
Golf Course	Driving Range Entertainment Project Planning	1	60,000
	Kitchen & Banquet Equipment Package	1	50,000
	Rough Mower	1	80,000
	Utility Carts	4	40,000
	Bunker Renovation Phase 5 of 5	1	60,000
	Canyons Patio Furniture Replacement	1	77,000
	Cart Path Repairs (6-8 panels)	1	60,000
	Clubhouse and Surrounding Area Landscaping	1	60,000
	Fencing Replacement	1	60,000
	Range Improvements/Supplies	1	60,000
	Replace Artificial Turf on Driving Range Tee	1	60,000
	Concrete Slab and Covers for #6 & #14 F&B Stations	1	39,960
	Replacement Swinging Kitchen Door in Fireside Room	1	15,000
	Starter Structure	1	60,000
	Add Bunker on Hole #18	1	60,000
	Waterfall Plant Material Improvements	1	30,000
	Driving Range Netting	1	40,540
	Monument Sign	1	25,000
	Carpeting for Offices and Golf Shop	1	42,500
	AirWall System for Fireside Room	1	30,000
		Golf Course Subtotal	23
Fleet Replacement	Fleet & Facilities: Pickup Truck	1	80,000
	Fire: Pickup Truck	1	52,020
	Parks & Recreation: Pickup Truck	1	48,725
	Parks & Recreation: Tractor	1	55,784
	Parks & Recreation: Trailers	4	60,345
	Police: Utility Vehicles	6	466,270
	Police: Motorcycle	1	46,420
	Police: Sedan	2	104,000
	Public Works: Compactor	1	80,000
	Public Works: Loader	1	75,000
	Fleet Replacement Subtotal	19	\$1,068,564
Information Technology Replacement	Servers	5	84,966
	Switches	19	324,642
	Information Technology Subtotal	24	\$409,608
Major Capital Outlay Grand Total		66	\$2,488,172

*Major Capital Outlay only includes items of \$10,000 or greater.



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.

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.

[Local Housing Allocation Fund \(136\)](#) – Funds from California’s Permanent Local Housing Allocation Program established in 2017 to provide funding for affordable housing, funded by a fee levied on certain real-estate transactions.

[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.

[Opioid Settlement Fund \(128\)](#) – Funds from the California Opioid Settlements utilized for opioid remediation activities.

[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 funding for Village and Barrio traffic circles.

Grants-State (389) – State grants such as Veteran's Memorial Park 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
Major Funds							
General	X	X	X	X	X	X	
Capital Project							
Bridge & Thoroughfare District No. 2							X
Bridge & Thoroughfare District No. 3							X
Community Facilities District No. 1							X
Infrastructure Replacement							X
Enterprise							
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				
Non-Major Funds							
Special Revenue							
Affordable Housing			X				
Agricultural Mitigation Fees			X				
Buena Vista Channel Maintenance District		X					
Citizens Option for Public Safety	X						
Community Activity Grants				X			
Community Development Block Grant				X			
Cultural Arts Donations				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			
Opioid Settlement		X					
Permanent Local Housing Allocation				X			

Major and non-major classifications as of June 30, 2022

Fund	Budget Program						
	Police Department	Fire Department	Public Works	Community Services	Administrative Services	Policy & Leadership	Capital Projects
Special Revenue (continued)							
Police Asset Forfeiture	X						
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			
Capital Project							
Gas Tax							X
Gas Tax Road Maintenance and Rehabilitation							X
General Capital Construction							X
Grants-Federal							X
Industrial Corridor Park Fees							X
Park-in-Lieu Fees/Park Development Fund							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
Internal Service							
Workers' Compensation					X		
Risk Management					X		
Vehicle Maintenance			X				
Vehicle Replacement			X				
Information Technology Operations					X		
Information Technology Replacement					X		
Enterprise							
The Crossings Golf Course				X			
Solid Waste Management			X				
Watershed Protection			X				
Fiduciary							
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
BEAR	– Business expansion, attraction and retention
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
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
FE	– Finance Enterprise
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
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



Workshops

Community Budget Workshop on June 1, 2023 -

<https://www.carlsbadca.gov/home/showpublisheddocument/13998/638218451990070000#page=666>

City Council Budget Meetings

Fiscal Year 2023-24 Preliminary Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program on May 23, 2023 – <https://carlsbadca.new.swagit.com/videos/230923>

Fiscal Year 2023-24 Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program, the Fiscal Year 2023-24 Appropriation Limit and Revisions of Fees and Charges of Services on June 13, 2023 – <https://carlsbadca.new.swagit.com/videos/237391>

Social Media Communications

Facebook Posts

Balanced budget adopted, June 15, 2023 -

<https://www.facebook.com/100064540458559/posts/pfbid0CkCsLbDFWUhcPMMPhkyeWZB38BSFLRaxS5LysuSc45VFQKmApEshCsPhSGnDkFiZl/?mibextid=cr9u03>

City Council meeting agenda, June 9, 2023 -

<https://www.facebook.com/100064540458559/posts/pfbid02ypUasfDDEtJQeVkj9pMvpSjejWEWHYViqJXHuv6kpieGNBZPFfxXtoA9PsMkWGGL/?mibextid=cr9u03>

Community budget workshop, May 31, 2023 -

<https://www.facebook.com/100064540458559/posts/pfbid0NwFWWFtdgfg6patT364Y7Qig6ikQ3dpLp8Rzwcft6GTxCntYhRLdMFiLgad54bZ2fl/?mibextid=cr9u03>

City Manager's update, May 25, 2023 -

<https://www.facebook.com/100064540458559/posts/pfbid02rqxjXk2thvR9dD8FtXfJmDtsLeRF6DKsoA64qKT6xxZ5Rer151EKe47v1ZkAuFoql/?mibextid=cr9u03>

City Council meeting agenda, May 19, 2023 -

<https://www.facebook.com/100064540458559/posts/pfbid07R2p3fcP8smcpFQCio8ZZoi5PowckeFcYLm7Vigr7zSsg8RiqXHgLxZZHXRpmQ1rl/?mibextid=cr9u03>

City Manager's update, May 18, 2023 -

<https://www.facebook.com/100064540458559/posts/pfbid02nKRMGXegudNzq8zBkemwTK557Ue9YrRLJtWA8J1kp9UBQ1summxiH6aTDD48Yo61l/?mibextid=cr9u03>

Community budget workshop, May 18, 2023 -

<https://www.facebook.com/100064540458559/posts/pfbid0VwjMjB1o5NYbsVZFso556CNct4sa15T21yz6znnEHkuBm6dHwKi7AWsY8KmAMA6kl/?mibextid=cr9u03>

Twitter Posts

<https://twitter.com/carlsbadcagov/status/1659390003728859137>
<https://twitter.com/carlsbadcagov/status/1659307182087610368>
<https://twitter.com/carlsbadcagov/status/1658648282753830913>
<https://twitter.com/carlsbadcagov/status/1669501435375919104>
<https://twitter.com/carlsbadcagov/status/1667252227470250004>
<https://twitter.com/carlsbadcagov/status/1663985603493658625>
<https://twitter.com/carlsbadcagov/status/1661895463719641093>
<https://twitter.com/carlsbadcagov/status/1661190272795934720>
<https://twitter.com/carlsbadcagov/status/1659638813541511174>

Instagram Posts

https://www.instagram.com/p/CsZnv_ESHAP/
<https://www.instagram.com/p/Cs6y6d5tQez/>

Nextdoor Posts

May 18, 2023

nextdoor

Search Nextdoor

Home
Messages
Metrics
Invite Residents
Events
Agency
Neighborhoods
Directory
Add Staff Members
Help
Resource Hub
Settings
Help Center
Help · Guidelines · Legal · Privacy
About · Jobs · Press · Blog
© 2023 Nextdoor

City of Carlsbad
Kristina Ray · 4 days ago

Interested in knowing more about the city budget and what's being proposed for next fiscal year? Come to an informal community workshop, and city staff will go over everything, answer questions and take down your input so it can be shared with the City Council.

Community budget workshop
Thursday, June 1
5:30 to 7:30 p.m.
City of Carlsbad Faraday Center
1635 Faraday Ave. 92008

You can also watch and provide input at Tuesday's City Council meeting, when staff will present the preliminary budget.

<https://www.carlsbadca.gov/Home/Components/News/News/1772/15>

Newsroom | Carlsbad, CA
carlsbadca.gov

Posted to: Subscribers of City of Carlsbad

City Manager's Update E-Newsletters

City Manager's Update for May 18, 2022 – <https://conta.cc/42Ofdrr>
City Manager's Update for May 25, 2022 – <https://conta.cc/3Nhy8pW>
City Manager's Update for June 1, 2022 – <https://conta.cc/42PmCa3>
City Manager's Update for June 15, 2022 – <https://conta.cc/3CCmm3q>

Advertising

The Coast News (print ad) on May 26, 2023

Community Budget Workshop

Thursday, June 1
5:30 to 7:30 p.m.

City of Carlsbad
Faraday Center
1635 Faraday Ave.

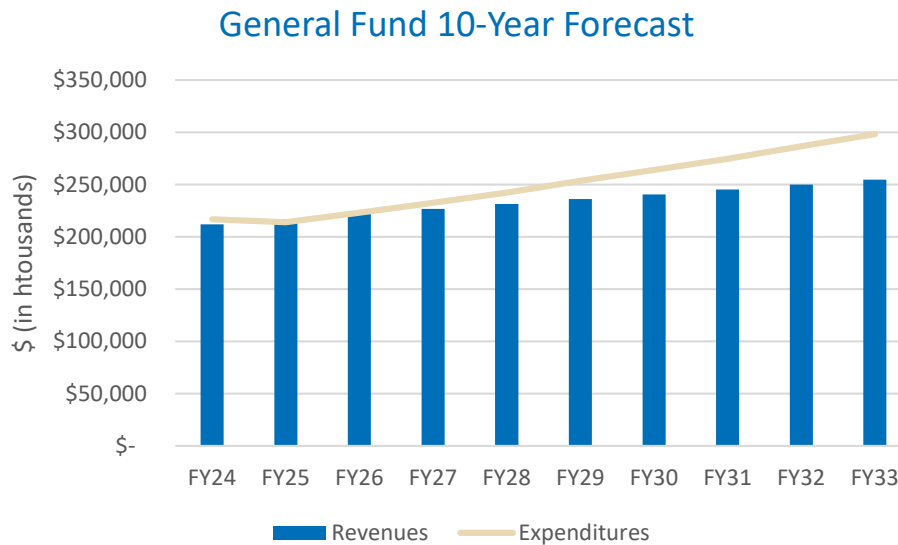
Come learn what is proposed for the fiscal year 2023-24 city budget, ask questions and provide input.

Read the proposed budget at carlsbadca.gov/budget

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.

A discussion of both the national and local economic outlooks used to develop the revenue estimates for the fiscal year 2023-24 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 1.3% in the first quarter of 2023, following an increase of 2.6% in the fourth quarter of 2022. This reflects increases in consumer spending, exports, federal government spending, state and local government spending, and nonresidential fixed investment that were partly offset by decreases in private inventory investment and residential fixed investment. Compared to the fourth quarter of 2022, the deceleration in real GDP in the first quarter primarily reflected a downturn in private inventory investment and a slowdown in nonresidential fixed investment. These movements were partly offset by an acceleration in consumer spending, an upturn in exports and a smaller decrease in residential fixed investment.

Economic trends have been decelerating along with tighter financial conditions and restrictive monetary policy. Recent data suggests positive but below-trend growth this year. Although the pace of job growth is moderating, labor markets remain tight, and the U.S. consumer has demonstrated resiliency.

At the end of March 2023, the 2-year Treasury yield was 169 basis point higher, and the 10-year Treasury yield was about 113 basis point higher, year-over-year. The inversion between the 2-year and 10-year Treasury yield narrowed to -56 basis points over the previous month-end. The average historical spread since 2003 is about +130 basis points. The inversion of the yield curve indicates that the probability of recession is increasing.

Carlsbad Economic Outlook

As of 2022, Carlsbad had the second largest gross regional product (GRP) in San Diego County at nearly \$15.8 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. From 2021 to 2022, Carlsbad's GRP grew by \$10.7 billion. This growth was seen across almost all industry categories, and was led by manufacturing, wholesale trade, hospitality 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 2023 unemployment rate of 3.5% in Carlsbad only lags pre-pandemic unemployment levels by 0.6 percentage points. The unemployment rate for the County of San Diego was 3.7% in March 2023 and the State of California was 4.8%. Currently, many employers are citing difficulty in finding and retaining workers. Macro-trends in the tech industry have been pushing unemployment up nationally, but the labor market is still considered to be very tight.

There were 12,258 unique job postings in Carlsbad between January and March representing a decrease of about 1,100 from the previous quarter and the third consecutive quarterly decrease. The median advertised salary for these postings was \$51,100, which is on average \$5,000 more than jobs posted in the previous quarter, an indicator of wage inflation. Of jobs posted, 70% indicated an education requirement of high school/GED or no required listed. 65% of posting indicated no experience was required, indicating that entry-level positions are difficult to fill and retain.

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. More than 60% of working-age residents hold a bachelor's degree, with nearly 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 remain relatively steady across all categories. The industrial vacancy rate ended the quarter at 3.6%. The office vacancy rate is currently 12.6%, compared to 15.3% pre-pandemic and retail vacancy rates were 5.8%.

With 42 hotels in Carlsbad, tourism is a major industry in terms of employment and economic impact. It is also a major contributor to city revenue, through transient occupancy and sales tax generation. Occupancy levels averaged 65.3% in the third quarter of fiscal year 2022-23 which exceeded the same quarter in the previous fiscal year (63.3%). The impacts of inflation and a potential recession could hamper tourism globally, but Carlsbad is well-positioned as a destination that could see strong tourism even through a recession. Carlsbad's average daily room rate (ADR) continues to exceed historic norms. ADR averaged \$195.63 as of March 2023, compared to \$179.98 over the same period last year. While disposable income, personal savings, pent-up demand, and inflation have boosted revenue generation for the city, as inflationary levels linger, the economic outlook for tourism remains moderately conservative.

Median household income in Carlsbad continues to exceed county income levels. The median income for a household in Carlsbad in 2021 was \$124,669, which was \$33,666 higher than the county median income. The continued rise in interest rates has impacted property values in Carlsbad. The median home price fell \$98,000 over the previous quarter. Median home prices rose consistently in Carlsbad between March 2019 and July 2022 and have since been falling. The current median home price is \$1,338,506, which is roughly equivalent to the median home price in December 2021.

There was a total of 2,940 business licenses issued in the third quarter of fiscal year 2022-23, including 1,165 non-residential, 817 residential, and 958 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 6,747 businesses in Carlsbad.

Between October and December of 2022, residential building permits increased while commercial building permits continued to slow. The number of residential permits issued was 1,349 and the number of commercial permits issued was 83. The number of residential building permits issued has been generally increasing over the past three 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. Given the level of inflation coupled with lingering pent-up demand, personal savings, and disposable income, the city expects revenues to be slightly above the historic highs estimated in fiscal year 2022-23.

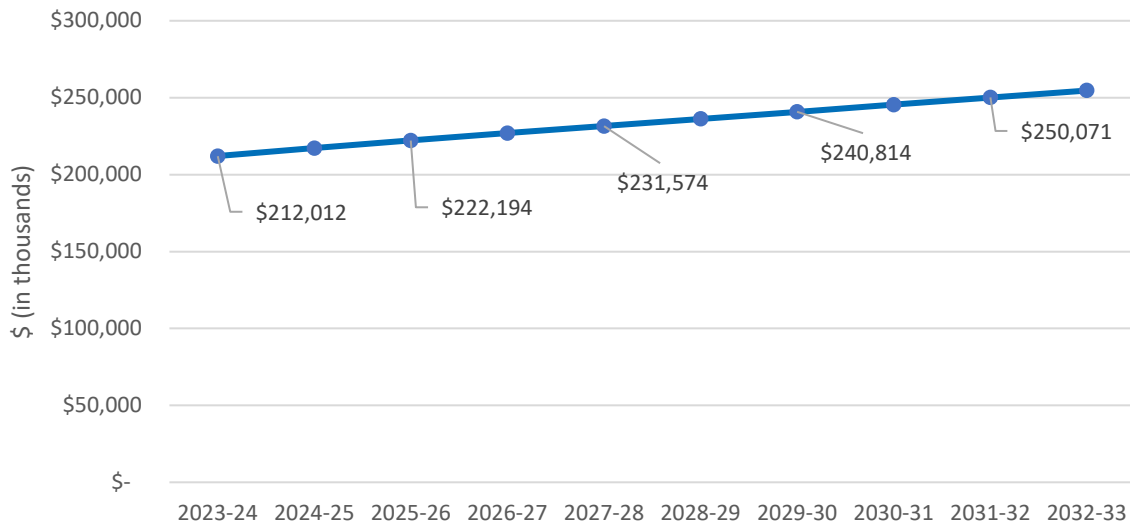
As shown in the chart below, General Fund revenues are expected to be \$212.0 million in fiscal year 2023-24 and increase through the forecast. Sales tax revenues are conservatively projected to decrease from the record highs in fiscal year 2022-23. Property tax revenues are expected to increase moderately, and transient

occupancy tax revenues are projected to increase conservatively from the record highs in fiscal year 2022-23. Other revenue sources consider assumptions ranging from no growth to conservative growth.

General Fund revenue performance, particularly in the three main categories discussed above, has experienced tremendous recovery and growth following the pandemic in March 2020. Shelter-in-place mandates, travel restrictions, and federal stimulus have had significant impacts on the economy. Resulting in pent-up demand, increased personal savings and disposable income levels, consumer demand has remained resilient over the last year given the high spike in inflation. With the Fed’s efforts to combat inflationary increases by increasing interest rate targets, currently at 5%-5.25%, we have seen inflation decrease. This is one indication that consumer demand may be diminishing which, among other factors, warrants concern about the economy moving forward and continues to drive the need for conservative assumptions for economically sensitive revenue sources like sales and transient occupancy taxes.

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).

10-Year General Fund Revenue Forecast



5-Year General Fund Revenue Forecast (in thousands)						
Revenue Category	Estimated 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28
Sales Tax	\$ 51,379	\$ 51,065	\$ 52,686	\$ 53,752	\$ 54,681	\$ 55,476
Property Tax	81,508	84,247	86,956	89,638	92,293	94,923
Transient Occupancy Tax	32,500	32,861	33,218	33,572	33,922	34,268
Franchise Tax	6,971	7,085	7,198	7,312	7,426	7,540
Business License Tax	6,242	6,436	6,682	6,899	7,123	7,355
Development Related	5,074	4,178	4,212	4,237	4,213	4,178
Interdepartmental Charges	5,375	5,746	5,890	6,037	6,188	6,343
Income from Investments and Property	5,998	5,948	5,978	6,008	6,038	6,068
Ambulance Fee	4,430	6,338	6,121	6,274	6,431	6,592
Transfer Tax	1,570	1,625	1,687	1,742	1,799	1,857
Intergovernmental	1,174	1,011	1,016	1,021	1,026	1,031
Other Revenues	5,594	5,474	5,586	5,702	5,822	5,944
Total	\$ 207,816	\$ 212,012	\$ 217,231	\$ 222,194	\$ 226,961	\$ 231,574

Sales Tax

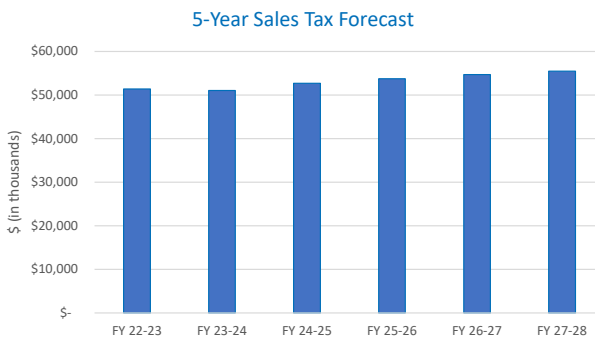
Sales tax is one of the city's largest revenues sources. Sales taxes are collected at the point-of-sale and remitted to the California Department of Tax and Fee Administration (CDTFA), formerly the Board of Equalization. The CDTFA allocates tax revenue owed to the city in monthly payments.

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 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 and ended the year at \$51.2 million in sales tax revenues, a historic high for the city. The easing of restrictions and the presence of pent-up demand drove much of this recovery. Fiscal year 2022-23 began with much uncertainty surrounding market and economic conditions like inflation and impacts to disposable income. However, consumer demand remained relatively resilient and sales tax revenues are estimated to end the year at approximately \$51.4 million. Looking ahead to fiscal year 2023-24, much uncertainty remains surrounding inflation and diminishing pent-up demand, personal savings, disposable income and recessionary risk. As a result, a conservative estimate of \$51.1 million is budgeted for fiscal year 2023-24 which represents a decrease of \$0.3 million, or 1%, over fiscal year 2022-23 estimations. With high levels 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



\$13.4 million for the four quarters ended December 31, 2022. Following the accelerated recovery from the pandemic, sales tax revenues across nearly all industry groups have continued to increase as a result of the rise in inflation. As of December 31, 2022, and compared to the previous calendar year, general retail sales tax increased \$1 million, food products sales tax increased \$1.5 million and business-to-business increased \$900,000. While the recent experience has been positive, as inflationary levels continued to sustain and as personal savings, disposable income and pent-up demand diminishes, the future outlook remains conservative.

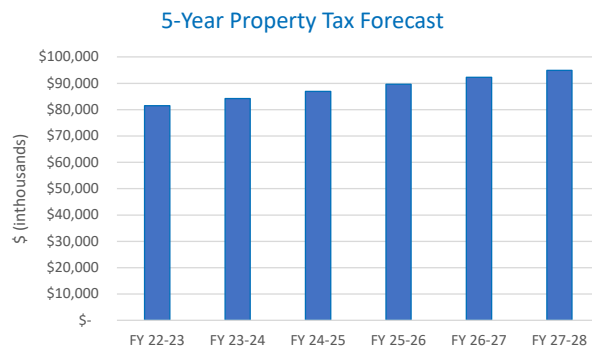
Revenues received under Proposition 72, a 0.5 cent increase in California sales tax for the funding of local public safety services, is included in sales tax revenues.

Sales taxes are expected to increase over the next 10 years by annual average rate of 1.4%.

Property Tax

Property tax is the largest source of General Fund revenues, is expected to grow by \$2.7 million or 3% over the fiscal year 2022-23 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. Since the beginning of calendar year 2023, the median home price has fallen, representing a slight decrease in demand

with the significant rise in interest rates. 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 property values could temporarily decrease. Until interest rates sustain or decline, 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. With the rise in interest rates over the last year, that has shifted swiftly. The median price of a single family residence in Carlsbad, based on resale data from Zillow, is \$1.3 million, down 5% year over year as of March 2023. Estimates for the upcoming 2023-24 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. Sustained levels of high 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 2023. Thus, the taxes to be received for fiscal year 2023-24 are based on assessed values as of January 1, 2023.

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 2.8%.

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 and ending fiscal year 2021-22 at \$32.4 million. Anticipated rising inflation was expected to adversely impact travel and tourism levels in fiscal year 2022-23. However, the rise in average daily rates did not appear to influence occupancy levels and as a result, it is estimated that fiscal year 2022-23 will end with another historic high of \$32.5 million. While group business travel still has yet to fully return to pre-pandemic levels, continued uncertainty around current inflation levels 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 healthy growth in visitation demand of around 10% in calendar year 2023. The continued growth is driven by personal savings levels that accumulated during the pandemic coupled with the perception shift of tourism and travel becoming more of a necessity than a luxury as it was prior to the pandemic. The City of Carlsbad currently has approximately 4,776 hotel rooms and 343 registered vacation rentals.

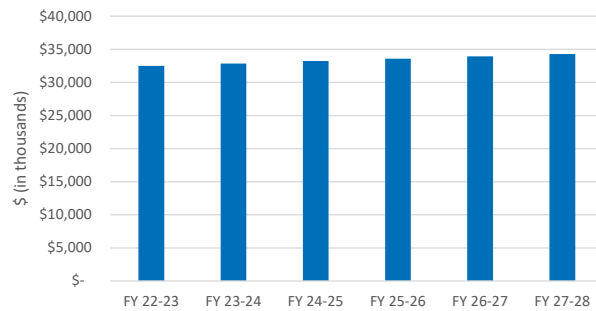
Transient occupancy taxes are expected to increase over the next 10 years by annual average rate of 1.1%.

Franchise Tax

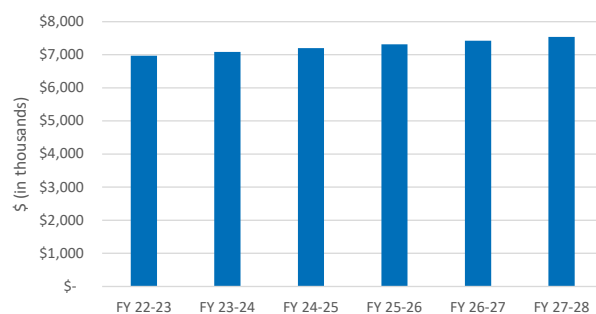
The city currently has franchise agreements for cable TV service, solid waste services, cell sites, fiber optic antenna systems and gas and electric services. The solid waste franchise experienced minor revenue increases that mirror growth in population and changes in rate structures. Cable TV franchise revenue is expected to remain relatively consistent from \$1.39 million in the previous fiscal year to \$1.41 million in fiscal year 2023-24. This revenue source will most likely remain stable or decline in future years as more subscribers cut cable services and move to online streaming 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 2023-24 is relatively modest compared to the increase experienced in the

5-Year Transient Occupancy Tax Forecast



5-Year Franchise Tax Forecast



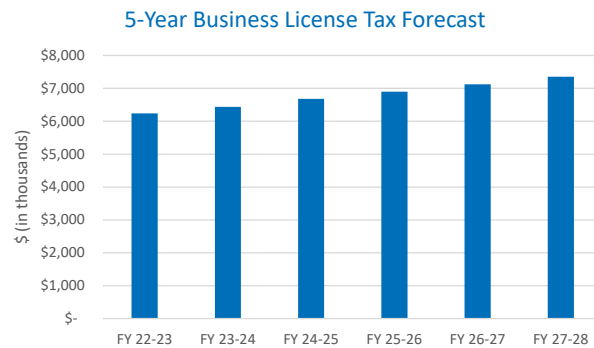
prior year that was driven by the \$0.8 million payment to assist with AB 939. Increases in the forecast are driven by estimated population growth which drives consumption.

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 experienced a significant increase in fiscal year 2022-23 of \$919,000 due to price increases but is expected to remain relatively flat out over the next several years.

Franchise taxes are expected to increase over the next 10 years by an annual average rate of 1.5%.

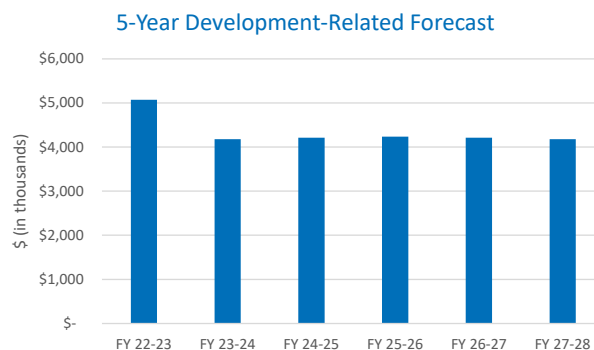
Business License Tax

Business licenses taxes are closely tied to the health of the local economy and are projected to increase to \$6.4 million in fiscal year 2023-24, a growth of \$0.2 million, or 3%, 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 9,514 licensed businesses in the City of Carlsbad, 77 less than in the prior year with 6,375 of them located in the city. Over the next 10 years, business license tax revenues are forecasted to increase annually, on average, by approximately 3.3%.



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 2023-24, the city expects a 21% decrease in development related revenues, to approximately \$3.3 million, following higher than anticipated development activity occurring in fiscal year 2022-23. 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.

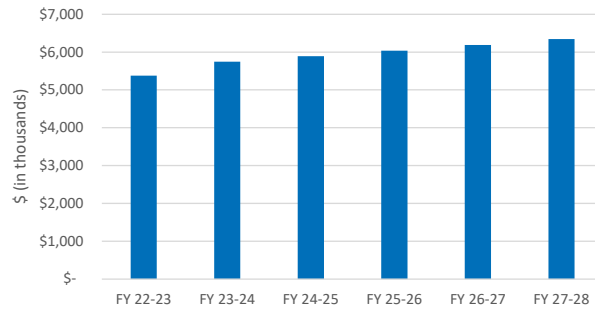
It is difficult to forecast development-related revenues as they fluctuate significantly from one year to the next. The city works with consultants to identify and estimate future development based on capacity. While development-related revenues have been trending downward based on capacity, the forecast attempts to normalize highs and lows experienced by applying conservative to moderate historical trendline assumptions.

Over the next 10 years, development-related revenues are expected to increase approximately 1.2% annually on average.

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 2.9%.

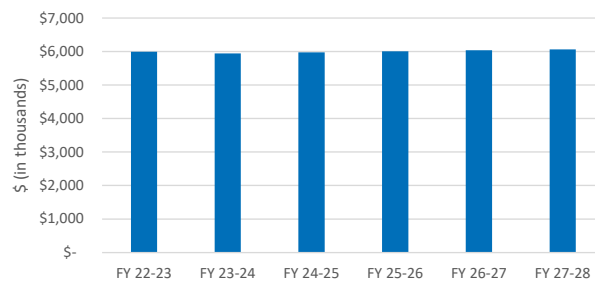
5-year Interdepartmental Charges Forecast



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 \$3.2 million in interest on its General Fund investments for fiscal year 2023-24, 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.

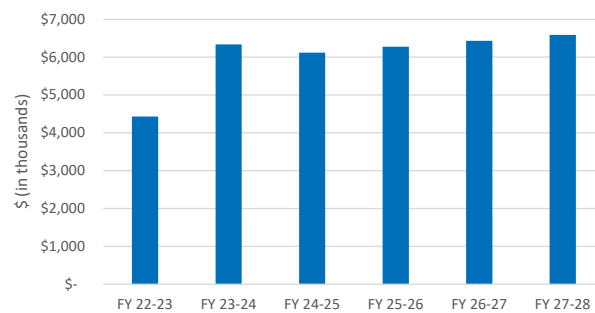
5-Year Income from Investments and Property Forecast



Ambulance Fees

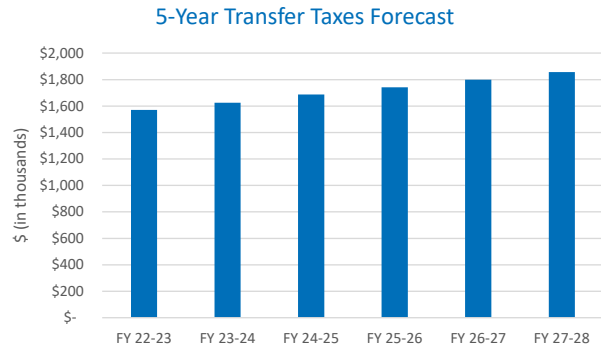
The city receives ambulance fee revenues based on gross revenue generated by the ambulance transport service provider. These revenues are estimated to increase \$3.3 million over last year’s adopted budget, from \$3.9 million to \$6.3 million. This increase is due to the Fire Department’s addition of two medical transports. The increase is also driven by the Ground Emergency Medical Transportation Certified Public Expenditure program, which helps cover uncompensated costs for Medi-Cal fee-for-service transports. Lastly, the Fire Department recently completed an ambulance fee study and is proposing to increase the fees to better align cost recovery levels in comparison with jurisdictions in the region. The additional revenue will amount to approximately \$2 million annually. Over the next 10 years, ambulance fees are anticipated to increase over the forecast period by 2.5% annually on average.

5-Year Ambulance Fees Forecast



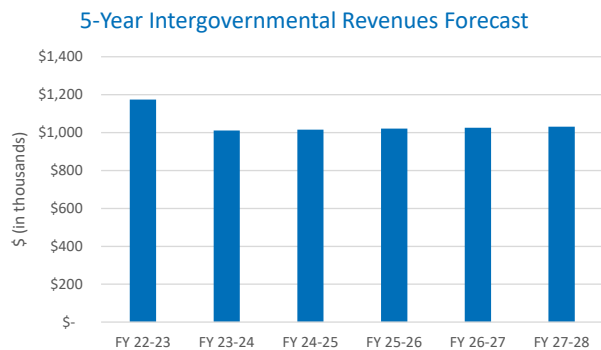
Transfer Taxes

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 2023-24, which is a 3% increase from fiscal year 2022-23 adopted budget and relatively consistent with current year estimates. The residential real estate market remains strong; however, this will likely be influenced by rising and sustained interest rates. Although housing prices in Carlsbad have dropped in 2023, buyer-demand remains high and inventories remain low. Over the forecasted period, transfer taxes are expected to annually increase on average by 3.3% in alignment with housing industry projections.



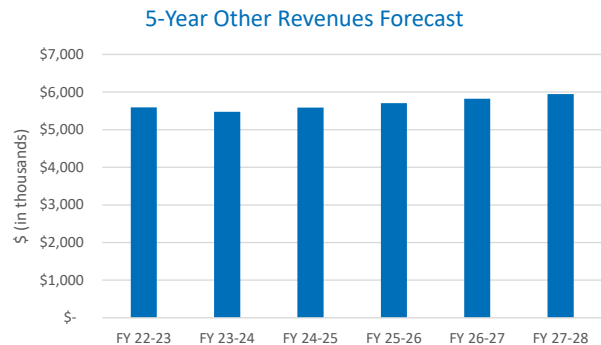
Intergovernmental Revenues

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.



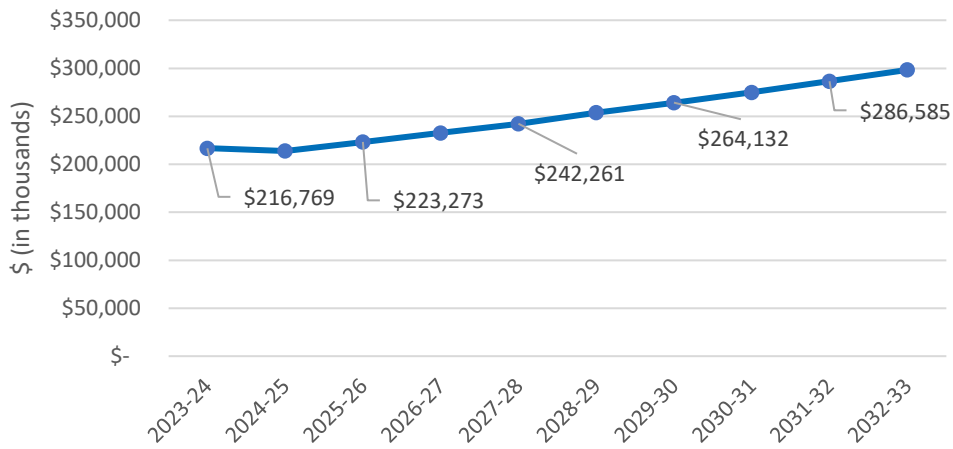
General Fund Expenditures

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 including 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 \$216.8 million in fiscal year 2023-24 to \$298.5 million over the 10-year forecast period, representing an increase of \$82 million or 38%.

10-Year General Fund Expenditure Forecast



5-Year General Fund Expenditure Forecast (in thousands)

Expenditure Category	Estimated 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28
Salaries	\$ 81,932	\$ 86,601	\$ 89,663	\$ 93,124	\$ 96,879	\$ 100,795
Benefits	42,127	43,277	46,621	50,070	53,337	56,471
Maintenance and Operations	63,293	64,361	61,422	63,434	65,512	67,657
Capital Outlay	-	-	803	829	856	884
Council Contingency	500	500	500	500	500	500
Transfers	24,190	22,031	14,982	15,316	15,639	15,953
Total	\$ 212,042	\$ 216,769	\$ 213,990	\$ 223,273	\$ 232,723	\$ 242,261

Personnel Expenditures

Salaries

Full-time salaries are projected to grow at a rate of 4.2% per year, based on negotiated and step increases. Part-time salaries are forecasted to grow at a rate of 2.0% 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 2023-24 health benefits account for about 8% of all personnel costs in the General Fund. 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 4.8%.

Retirement

Rising retirement costs are driving the increase in employee benefits. Carlsbad provides retirement benefits for its employees through 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.

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.

With CalPERS achieving an investment return of 21.3% in fiscal year 2020-21, the city's required contributions over the next 5 years are projected to decrease. However, in fiscal year 2021-22, CalPERS experienced an investment loss of -6.1% which nearly negates the positive performance from the previous year. The city expects its required contributions to increase significantly once the investment loss from fiscal year 2021-22 is factored into the projections.

Projected CalPERS Contributions (Miscellaneous)						
	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
Projected Payroll	\$ 46,895,969	\$ 48,209,057	\$ 49,558,910	\$ 50,946,559	\$ 52,373,063	\$ 53,839,509
Normal Cost (%)	12.5%	12.2%	11.9%	11.6%	11.4%	11.1%
Normal Cost (\$)	\$ 5,866,686	\$ 5,881,505	\$ 5,897,510	\$ 5,909,801	\$ 5,970,529	\$ 5,976,185
UAL Payment	\$ 6,360,246	\$ 6,000,000	\$ 5,399,000	\$ 4,882,000	\$ 4,099,000	\$ 4,319,000
Total Contribution	\$ 12,226,932	\$ 11,881,505	\$ 11,296,510	\$ 10,791,801	\$ 10,069,529	\$ 10,295,185
Total Contribution (%)	26.1%	24.6%	22.8%	21.2%	19.2%	19.1%

Projected CalPERS Contributions (Safety)						
	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
Projected Payroll	\$ 28,065,401	\$ 28,851,232	\$ 29,659,067	\$ 30,489,521	\$ 31,343,227	\$ 32,220,838
Normal Cost (%)	21.6%	21.3%	21.0%	20.6%	20.3%	20.0%
Normal Cost (\$)	\$ 6,048,094	\$ 6,145,312	\$ 6,228,404	\$ 6,280,841	\$ 6,362,675	\$ 6,444,168
UAL Payment	\$ 5,935,778	\$ 5,712,000	\$ 5,779,000	\$ 5,436,000	\$ 4,886,000	\$ 5,066,000
Total Contribution	\$ 11,983,872	\$ 11,857,312	\$ 12,007,404	\$ 11,716,841	\$ 11,248,675	\$ 11,510,168
Total Contribution (%)	42.7%	41.1%	40.5%	38.4%	35.9%	35.7%

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 2023-24	Payroll on 6/30/2021
Misc. Classic	205	24.7%	\$ 17,670,051
Misc. Tier 2	56	20.8%	\$ 6,036,807
Misc. PEPRA	267	17.0%	\$ 19,460,570

CalPERS Plan Breakdown by Tier (Safety)			
Tier	Number of Employees	Total Normal Cost FY 2023-24	Payroll on 6/30/2021
Fire Classic	41	33.6%	\$ 5,461,887
Fire Tier 2	17	29.8%	\$ 1,922,198
Fire PEPR	29	25.3%	\$ 2,840,337
Police Classic	42	38.3%	\$ 6,313,939
Police Tier 2	16	35.0%	\$ 1,928,406
Police PEPR	67	29.5%	\$ 7,367,248

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 1.5%.
- 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. The fiscal year 2023-24 preliminary budget projected an initial surplus of approximately \$8 million and prudently determined a significant portion of this projected surplus be transferred to the General Capital Construction Fund in order to fund future capital projects. This one-time transfer amounts to \$7.4 million. These transfer amounts increase throughout the forecast based on increases in forecasted General Fund revenues.

CalPERS

The city provides a defined benefit pension to its employees through 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

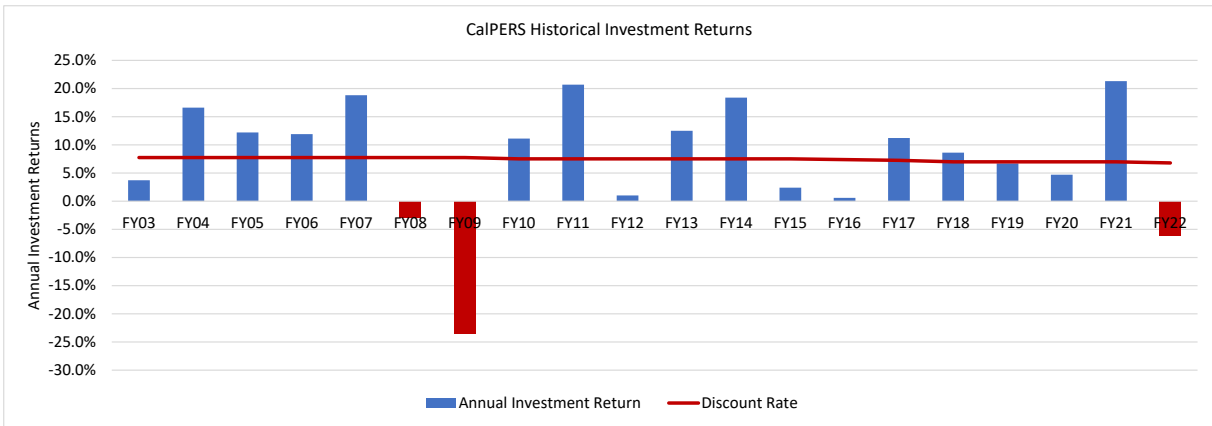
Defined benefit plans are highly sensitive to the discount rate assumption. The discount rate is the expected rate of return of the plan's assets over the long term. The discount rate will depend on the plan's size, asset allocation, time horizon, and other considerations.

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%. Specifically, 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 2021-22, CalPERS reported an investment loss of -6.1%, 12.7 percentage points lower than the 6.8% discount rate. The average investment return is 7% for a 5-year period, 8% for a 10-year period, and 7.5% for a 20-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	-6.1%
5 Year	7.0%
10 Year	8.0%
20 Year	7.5%

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%
Total	100%	105%

*Includes a 5% allocation to leverage.

CalPERS Plan Status

As of the most recent actuarial valuation on June 30, 2021, the city's miscellaneous pension plan had assets of \$404.5 million, liabilities of \$456.8 million and a funded ratio of 88.6%. The city's safety pension plan has assets of \$308.3 million, liabilities of \$372.0 million and a funded ratio of 82.9%. 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, 2020	June 30, 2021
Present Value of Projected Benefits	\$ 493,021,289	\$ 530,619,478
Entry Age Normal Accrued Liability	\$ 430,502,885	\$ 456,814,169
Market Value of Assets	\$ 330,903,112	\$ 404,515,911
Unfunded Accrued Liability	\$ 99,599,773	\$ 52,298,258
Funded Ratio	76.9%	88.6%

CalPERS Safety Plan Status		
	June 30, 2020	June 30, 2021
Present Value of Projected Benefits	\$ 420,888,640	\$ 458,282,303
Entry Age Normal Accrued Liability	\$ 343,243,950	\$ 372,017,358
Market Value of Assets	\$ 251,416,320	\$ 308,342,667
Unfunded Accrued Liability	\$ 91,827,630	\$ 63,674,691
Funded Ratio	73.2%	82.9%

Impact of CalPERS Investments Returns

CalPERS assumes it will earn investment returns of 6.8% each year. If investment returns are higher than 6.8%, the city's contributions decrease. Conversely, if investment returns are lower than 6.8%, the city's contributions increase.

In fiscal year 2020-21, CalPERS earned 21.3% and as a result, the city's required pension contributions will decrease. In fiscal year 2021-22, CalPERS experienced an investment loss of -6.1% and as a result, the city's required pension contributions will increase effective in fiscal year 2024-25.

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 reduced, 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. 2023-161

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 2023-24 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) 2023-24 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 2023-24 Preliminary Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program" presented at the Joint Special Meeting on May 23, 2023 as Exhibit 1 to Item No. 9, as amended, if necessary, in accordance with Attachments A-A3, B-B2, C and D to this Exhibit 4 are adopted as the final Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program for the City of Carlsbad for FY 2023-24 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 13, 2023.
3. That the amounts reflected as estimated revenues for FY 2023-24 as shown in Attachments A-A2 and B are adopted as the budgeted revenues for FY 2023-24.
4. That the amounts as designated as the FY 2023-24 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 the items and amounts as shown in Attachment E are adopted as major capital outlay items for FY 2023-24.

6. 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.
7. 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 departments within the same fund in an amount up to \$100,000 per transfer.
 - iii. The City Manager may authorize transfers of funds from the Housing Trust Fund to the Section 8 Housing Fund program administration to support the program's fund balance and aid in the expansion of the program if costs exceed budget related to administration, payroll, vouchers, and related costs.
 - 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 designated for the 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 increases of 15% or less to purchasing authority for capital outlay items requiring the City Council to act as the awarding authority approved in the budget process.
 - vii. The City Manager may authorize budget adjustments to increase the appropriation for earned leave accrual expenses and liabilities.
 - viii. The City Manager may authorize budget adjustments to increase the appropriation for unforeseen legal expenses and liabilities.

- ix. 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.
 - x. The City Council must authorize all transfers of funds from the City Council's Contingency Account.
 - xi. 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.
- 8. 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.
 - 9. That interest earned on grants may be appropriated during the year for the purpose for which the grant was received.
 - 10. That all appropriations in the Capital Improvement Program remaining unexpended at June 30, 2023, are appropriated to FY 2023-24 in their respective project budgets.
 - 11. That all appropriations in the Strategic Digital Transformation Investment Program remaining unexpended at June 30, 2023, are appropriated to FY 2023-24 in their respective project budgets.
 - 12. That all appropriations in the Operating Budget remaining unexpended at June 30, 2023 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 2023-24.
 - 13. That all appropriations for outstanding encumbrances as of June 30, 2023, are continued into FY 2023-24 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 Community Development Commission, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

- AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.
- NAYS: None.
- ABSTAIN: None.
- ABSENT: None.



KEITH BLACKBURN, Mayor



for SHERRY FREISINGER, City Clerk
(SEAL)



RESOLUTION NO. 1710

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD MUNICIPAL WATER DISTRICT OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE WATER DISTRICT'S FINAL OPERATING BUDGET, STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2023-24 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District 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) 2023-24 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 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 2023-24 Preliminary Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program" presented at the Joint Special Meeting on May 23, 2023 as Exhibit 1 to Item No. 9, as amended, if necessary, in accordance with Attachments A and B to this Exhibit 5 are adopted as the final Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program for the Carlsbad Municipal Water District for FY 2023-24 along with the program options and adjustments, if any, determined by the Board of Directors as set forth in the minutes of this Joint Special Meeting on June 13, 2023.
3. That the amounts reflected as estimated revenues for FY 2023-24 as shown in Attachment A are adopted as the budgeted revenues for FY 2023-24.
4. That the amounts designated as FY 2023-24 Budgets in Attachments A, B and the City of Carlsbad's estimated share of the FY 2023-24 Operating and Capital Budget of Encina Wastewater Authority attributable to the Carlsbad Water Recycling Facility as presented in Attachment C 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 designated for the 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 unforeseen legal expenses and liabilities.
 - v. The Executive Manager may delegate the authority given to the Executive Manager under this resolution.
 - B. The Board of Directors must authorize any increase in the number of authorized permanent personnel positions chargeable to the water and recycled water enterprise funds above the level identified in the final Budget. The Executive Manager may authorize the hiring of temporary or part time staff chargeable to the water and recycle water enterprise funds as necessary within the limits imposed by the controls listed above.
7. That all appropriations for outstanding encumbrances as of June 30, 2023 are continued into FY 2023-24 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, 2023, are appropriated to FY 2023-24 in their respective project budgets.

10. That all appropriations in the Strategic Digital Transformation Investment Program remaining unexpended at June 30, 2023, are appropriated to FY 2023-24 in their respective project budgets.
11. That all appropriations in the Operating Budget remaining unexpended at June 30, 2023 related to grant awards received or expected for projects that are continuing into the next fiscal year are appropriated to FY 2023-24.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Board of Directors of the Carlsbad Municipal Water District, the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Public Financing Authority, the Community Development Commission, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.
NAYS: None.
ABSTAIN: None.
ABSENT: None.

KEITH BLACKBURN, President

for _____
SHERRY FREISINGER, Secretary
(SEAL)



RESOLUTION NO. 562

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 2023-24 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) 2023-24 and has held such public hearings as are necessary prior to the adoption of the final budget.

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 2023-24 Preliminary Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program," presented at the Joint Special Meeting on May 23, 2023 as Exhibit 1 to Item No. 9, as amended, if necessary, in accordance with Attachments A of this Exhibit 6 are adopted as the final Operating Budget for the Carlsbad Housing Authority for FY 2023-24, along with the program options and adjustments, if any, determined by the Commission as set forth in the minutes of this Joint Special Meeting on June 13, 2023.
3. 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 2023-24.
4. That the amounts reflected as estimated revenues for FY 2023-24 as shown in Attachment A are adopted as the budgeted revenues for FY 2023-24.
5. That the amount designated as FY 2023-24 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.
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 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 any of the authority given to the Executive Manager under this resolution.
 - iii. The Executive Director may authorize budget adjustments involving offsetting revenues and expenditures; the Executive Director may authorize increases in an appropriation for a specific purpose where the appropriation is offset by unbudgeted revenue designated for the specific purpose.
 - B. The Commission must authorize any increase in the number of authorized permanent personnel positions chargeable to the Carlsbad Housing Authority above the level identified in the final budget. The Executive Director may authorize the hiring of temporary or part time staff chargeable to the Carlsbad Housing Authority as necessary within the limits imposed by the controls listed above.
- 7. That all appropriations for any state or federal grant funds in the Operating Budget remaining unexpended at June 30, 2023, are appropriated to FY 2023-24.
 - 8. That all outstanding encumbrances as of June 30, 2023, are continued into FY 2023-24 for such contracts and obligations.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Community Development Commission, 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, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.

NAYS: None.

ABSTAIN: None.

ABSENT: None.



KEITH BLACKBURN, Chairperson



SCOTT CHADWICK, Secretary
(SEAL)



RESOLUTION NO. 2023-162

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACTING AS THE 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 2023-24 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) 2023-24; 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 2023-24 Preliminary Operating Budget," presented at the Joint Special Meeting on May 23, 2023 as Exhibit 1 to Item No. 9, as amended, if necessary, in accordance with Attachment A to this Exhibit 8 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 2023-24, along with the

program options and adjustments, if any, determined by the Successor Agency as set forth in the minutes of this Joint Special Meeting of June 13, 2023.

3. That the amounts reflected as estimated revenues for FY 2023-24 as shown in Attachment A are adopted as the budgeted revenues for FY 2023-24.
4. That the amount designated as FY 2023-24 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 City Manager, 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 any authority given to the City Manager under this resolution.
 - iii. 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 designated for the specific purpose and is approved in advance by the Oversight Board.
6. That all outstanding encumbrances as of June 30, 2023, are continued into FY 2023-24 for such contracts and obligations, as approved by the Oversight Board.

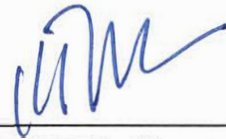
PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council as Successor Agency to the Carlsbad Redevelopment Agency, the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority and the Community Development Commission held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.

NAYS: None.

ABSTAIN: None.

ABSENT: None.



KEITH BLACKBURN, Mayor



for

SHERRY FREISINGER, City Clerk
(SEAL)



RESOLUTION NO. 2023-163

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, ESTABLISHING THE FISCAL YEAR 2023-24 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; 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) 2023-24 as listed in 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 2023-24 appropriation limit of \$607,584,374 as computed in 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 Community Development Commission, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.

NAYS: None.

ABSTAIN: None.

ABSENT: None.



KEITH BLACKBURN, Mayor



for _____
SHERRY FREISINGER, City Clerk
(SEAL)



RESOLUTION NO. 2023-164

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 the 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 of the 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, 2023; 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, 2023.

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 Community Development Commission, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.
NAYS: None.
ABSTAIN: None.
ABSENT: None.



KEITH BLACKBURN, Mayor



for _____
SHERRY FREISINGER, City Clerk
(SEAL)



RESOLUTION NO. 1711

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD MUNICIPAL WATER DISTRICT OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING CHANGES TO THE MASTER FEE SCHEDULE

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District of the City of Carlsbad, California, has the authority to establish fees for district services; and

WHEREAS, from time-to-time the 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 of the fees.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carlsbad Municipal Water District 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, 2023; 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 Board of Directors of the Carlsbad Municipal Water District, the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Public Financing Authority, the Community Development Commission, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.

NAYS: None.

ABSTAIN: None.

ABSENT: None.



KEITH BLACKBURN, President



for _____
SHERRY FREISINGER, Secretary
(SEAL)



RESOLUTION NO. 563

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 the 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 of the 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, 2023; 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 Community Development Commission, 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, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.

NAYS: None.

ABSTAIN: None.

ABSENT: None.



KEITH BLACKBURN, Chairperson



SCOTT CHADWICK, Secretary
(SEAL)



RESOLUTION NO. 2023-165

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, APPROVING THE CITY OF CARLSBAD'S SHARE OF THE FISCAL
YEAR 2023-24 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 the EWA's budget and provide for the payment of the city's share of the EWA's 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 2023-24 Operating Budget of the EWA as approved by the JAC on April 26, 2023, in the amount of \$5,414,426 for Wastewater Plant Operations and \$1,829,848 for the Carlsbad Water Recycling Facility Operations, as described in Attachment A, is approved.
3. That the City of Carlsbad's estimated share of the FY 2023-24 Capital Budget of the EWA as approved by the JAC on April 26, 2023 in the amount of \$5,924,064 for Wastewater Plant Capital and \$465,000 for Carlsbad Water Recycling Facility Capital, as described in Attachment A, is approved.
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, 2023 are continued into FY 2023-24 for such contracts and obligations.
6. That all Capital Improvement Program budget appropriations and outstanding encumbrances as of June 30, 2023 are continued into FY 2023-24 for such contracts and obligations.
7. That the City Manager, or a designee, is authorized to make payments on behalf of the City of Carlsbad to the 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 Community Development Commission, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.

NAYS: None.

ABSTAIN: None.

ABSENT: None.



KEITH BLACKBURN, Mayor

for 

SHERRY FREISINGER, City Clerk
(SEAL)



RESOLUTION NO. 2023-166

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, DETERMINING THAT THE FISCAL YEAR 2023-24 CAPITAL
IMPROVEMENT PROGRAM 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 2023-24 and has held such public hearings as are necessary prior to adoption of the Capital Improvement Program; and

WHEREAS, on June 13, 2023, the City Council reviewed for consistency with the General Plan goals and policies all Capital projects receiving an allocation of funds for FY 2023-24 pursuant to Carlsbad Municipal Code Section 2.24.040(B); and

WHEREAS, the City Council also reviewed the FY 2023-24 Capital Improvement Program projects for consistency with applicable Climate Action Plan measures and actions; and

WHEREAS, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, the 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 2023-24 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 and Mobility Elements, as described in Attachment A.

c) Specific projects are consistent with, and support Climate Action Plan greenhouse gas reduction measures and actions, if applicable, 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 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 Community Development Commission, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

- AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.
- NAYS: None.
- ABSTAIN: None.
- ABSENT: None.



KEITH BLACKBURN, Mayor



SHERRY FREISINGER, City Clerk
(SEAL)



RESOLUTION NO. 2023-167

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING A LIST OF PROJECTS AND AUTHORIZING THE ALLOCATION OF ROAD MAINTENANCE AND REHABILITATION ACCOUNT FUNDS TO THE PAVEMENT MANAGEMENT AND CONCRETE REPLACEMENT PROGRAMS FOR FISCAL YEAR 2023-24

WHEREAS, the state Legislature enacted Senate Bill 1 (SB 1), referred to as the Road Repair and Accountability Act of 2017, in April 2017 to address the significant multi-modal transportation funding shortfalls statewide; and

WHEREAS, SB 1 includes accountability and transparency provisions that will ensure the city residents are aware of projects proposed for funding as well as those projects that have been completed each fiscal year; and

WHEREAS, the city must adopt by resolution a list of projects proposed to receive fiscal year funding from the Road Maintenance and Rehabilitation Account created by SB 1, which must include a description and the location of each proposed project, a proposed schedule for the project's completion and the estimated useful life of the improvement; and

WHEREAS, staff estimate the city will receive approximately \$2,857,000 in Road Maintenance and Rehabilitation Account funding during FY 2023-24; and

WHEREAS, a fund balance of \$251,000 exists, which when added with the FY 2023-24 estimated revenue projection of \$2,857,000 results in total Road Maintenance and Rehabilitation Account funding of \$3,108,000, which includes \$38,000 of unallocated funding; and

WHEREAS, this will be the seventh year in which the city will receive Road Maintenance and Rehabilitation Account funding, which will enable the city to continue essential road maintenance and rehabilitation projects thereby increasing access and mobility options for the traveling public; and

WHEREAS, the city has undergone a process to solicit public input into the community's transportation priorities as part of the Capital Improvement Program approval process; and

WHEREAS, the city utilizes a pavement management system to ensure that Road Maintenance and Rehabilitation Account revenues are being used in a prioritized and cost-effective manner; and

WHEREAS, the funding from the Road Maintenance and Rehabilitation Account will help the city maintain and rehabilitate its network of roads and provide concrete improvements and similar projects in the future; and

WHEREAS, the 2018 California Statewide Local Streets and Roads Needs Assessment found that the city's streets and roads are in a good condition and this revenue will help the city increase the overall quality of its road system; and

WHEREAS, the Road Maintenance and Rehabilitation Account project list and overall investment in our local streets and roads infrastructure with a focus on basic maintenance and safety will have a significant benefit to the community.

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 Pavement Management Program, CIP Project No. 6001, as further described here, will be funded in part with FY 2023-24 Road Maintenance and Rehabilitation Account revenues:
 - a. Project Title: Pavement Overlay and Slurry Projects
 - b. Description: resurface and rehabilitate a selection of publicly maintained streets on an annual basis
 - c. Location: various streets throughout the city based on pavement condition, including:
 - i. Carlsbad Village Drive – between Interstate 5 and College Boulevard
 - ii. Tamarack Avenue – between Carlsbad Boulevard and Carlsbad Village Drive
 - iii. Cannon Road – between Avenida Encinas and Faraday Avenue
 - iv. Poinsettia Lane – between Carlsbad Boulevard and Melrose Drive
 - v. La Costa Avenue – between Interstate 5 and Fairway Lane
 - vi. Olivenhain Road – between Encinitas city limits and Rancho Santa Fe Road
 - d. Estimated Project Schedule: July 2023 – June 2024
 - e. Estimated Useful Life: slurry seal has a useful life of approximately five years, and asphalt concrete overlay has a useful life of approximately 20 years
3. That the Concrete Replacement Program, CIP Project No. 6013, as further described here, will be funded in part with FY 2023-24 Road Maintenance and Rehabilitation Account revenues:
 - a. Project Title: Concrete Replacement Program

- b. Description: repair and replace broken and uplifted concrete in the public right of way
 - c. Location: various locations throughout the city based on concrete condition, including:
 - i. Carlsbad Village Drive – between Interstate 5 and College Boulevard
 - ii. Tamarack Avenue – between Carlsbad Boulevard and Carlsbad Village Drive
 - iii. Cannon Road – between Avenida Encinas and Faraday Avenue
 - iv. Poinsettia Lane – between Carlsbad Boulevard and Melrose Drive
 - v. La Costa Avenue – between Interstate 5 and Fairway Lane
 - vi. Olivenhain Road – between Encinitas city limits and Rancho Santa Fe Road
 - d. Estimated Project Schedule: July 2023 – June 2024
 - e. Estimated Useful Life: concrete improvements typically have a useful life of approximately 50 years
4. That funding to allocate Road Maintenance and Rehabilitation Account funding in the amount of \$2,450,000 to the Pavement Management Program, CIP Project No. 6001, and \$620,000 to the Concrete Replacement Program, CIP Project No. 6013, was incorporated into the in the FY 2023-24 CIP budget.

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 Community Development Commission, and the City Council as Successor Agency to the Carlsbad Redevelopment Agency held on the 13th day of June, 2023, by the following vote, to wit:

AYES: Blackburn, Bhat-Patel, Acosta, Burkholder, Luna.

NAYS: None.

ABSTAIN: None.

ABSENT: None.



KEITH BLACKBURN, Mayor



SHERRY FREISINGER, City Clerk
(SEAL)

