

Operating Budget & Capital Improvement Program



CITY OF CARLSBAD
2017/18





City of Carlsbad 2017-18 Operating Budget and Capital Improvement Program

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CITY OF CARLSBAD, CALIFORNIA 2017-18 BUDGET

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READER'S GUIDE TO THE BUDGET

This budget document has been designed to provide the public concise and readable information about the City of Carlsbad's 2017-18 budget. The budget is separated into three major sections: the Overview, the Operating Budget, and the Capital Improvement Program.

Overview

The beginning of the budget document contains the City Manager's transmittal letter and overview information. The overview information will provide summary data to the reader for the Operating Budget and the Capital Improvement Program, as well as information on personnel allocations, debt management issues and the budget process.

Operating Budget

The Operating Budget section has seven tabbed sections. The first section provides a summary of the Operating Budget and the remaining six sections provide detailed budget information for six main functional areas. The summary section begins with a budget overview, including revenue assumptions, information on the policies used to develop the budget, and an overview of expenditures. The overview is followed by tables providing detailed information on fund balances, revenues and expenditures. The following six sections are separated by functional area, which are Policy and Leadership, Administrative Services, Community Development, Community Services, Public Safety, and Public Works. Within these broad categories, the budget is organized on a department, or program group, basis. Summaries, financial and descriptive, are included for departments containing more than one program. The summary page is followed by detailed information for each program. Some departments consist of one program only, and thus only one page is included for them. For each summary and program, a financial history and the 2017-18 budget figures are presented. If applicable, narrative statements are also included describing program activities, associated workload measures or performance objectives, key achievements for 2016-17 and key goals for 2017-18.

Capital Improvement Program

The Capital Improvement Program (CIP) is located in the back of the budget document. An overview of the CIP provides general information about the process used in preparing the budget for capital projects and describes how development information is used to project future revenues that fund these projects. In addition, major CIP projects are highlighted and discussed. The next section contains summary revenue and expenditure tables, by funding source, and a detailed project expenditure schedule listing the cost and timing of each future and current CIP project. Following this schedule are fund summary pages, which list the revenues and expenditures by fund, thus providing cash flow information and annual projected fund balances for each Capital Improvement Program fund.

Appendices

The Appendices contain a detailed listing of the 2017-18 Planned Major Capital Outlay items by department. An Out-of-State Travel Detail is presented next. The last section of the Appendices provides information on accounting systems and budgetary control, the adopted Resolutions for the budget including the Gann Limit, a glossary, and a list of acronyms.

Fiscal Year 2017-18 City Council Goals



Become a leader in multimodal transportation systems and creative approaches to moving people and goods through and within Carlsbad.

The City Council expects Carlsbad to become a leader in the broad array of plans and systems that support more efficient and effective means of moving people and goods around and through Carlsbad and the region, including technology that improves traffic signal coordination and vehicle operation. Major regional projects, including the McClellan-Palomar Airport master plan update, double tracking of the railroad, widening of I-5 and reconfiguration of the I-5/78 interchange, require continued policy-level involvement to ensure Carlsbad's interests are reflected in project design and implementation.



Plan for a new city hall that will meet the future workplace and operational needs of the city and the community.

Plan for a new city hall that will be a point of pride for citizens while greatly improving efficiency and effectiveness by centralizing an employee base that is currently spread through many facilities. A strategic approach to locating city operational functions will provide better coordination among city functions and enhanced customer service.



Promote education to increase civic engagement and attract and retain talent in Carlsbad.

The City Council will take a stewardship role in encouraging the development of high quality educational experiences that foster economic development, civic engagement and community leadership. This broad goal includes partnering with local school districts, working to attract an institution of higher education, and cultivating a community with life and workplace skills that will support Carlsbad's vision for the future.



Enhance Carlsbad's coastline to ensure an exceptional experience in all the ways people want to enjoy it.

The Carlsbad coastline is a critical element of the city's identity. The City Council is committed to making policy decisions to ensure Carlsbad's coastline maintains the character the community loves while enhancing access, amenities and mobility to a level consistent with Carlsbad's high-quality community standards. This includes partnering with State Parks, which currently controls most of Carlsbad's beaches. This goal also includes physical changes that will enhance natural beauty, better manage traffic flow, expand walking and biking opportunities, improve safety and create a uniquely Carlsbad experience.



Lower the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value.

The busy rail line that runs through the core of the community divides Carlsbad. Railroad traffic, which will increase significantly in coming years, has adverse effects on the City of Carlsbad, especially in the area between the Agua Hedionda and Buena Vista lagoons. With the planned addition of a second, parallel track through the Village and Barrio, the city has an opportunity to lower the tracks below street level, similar to what has been done in other coastal communities. Achieving this goal would improve safety and increase coastal access. Without this change, the future quality of life and business climate in the Village would be irreparably harmed, the Barrio would remain cut off from the coast, and public safety would be severely compromised.



Enhance the health and vitality of the Village and Barrio, two neighborhoods that represent the historic heart of Carlsbad.

The city has made significant investments in the revitalization of the Village and Barrio, starting with “Redevelopment” and continuing with public-private partnerships and city funded infrastructure improvements. A new Village and Barrio Master Plan is nearing completion, and achieving the vision developed with the community through the master planning process will require continued policy focus and investment.

ABOUT THE CITY OF CARLSBAD

The City of Carlsbad is a unique coastal community located 35 miles north of the City of San Diego and surrounded by mountains, lagoons, and the Pacific Ocean. The city is governed by a five-member City Council under the Council/Manager form of government. Although the “village” dates back more than 100 years, Carlsbad incorporated in 1952 as a General Law city, and in 2008 became a Charter city. Currently, the city is over 90 percent developed and is expected to grow from a population of about 110,000 to 120,000 or more, once its 39 square miles are built out. Industries in the area include a major regional shopping center; a specialty outlet center; 39 hotels offering over 4,400 rooms and over 1,000 vacation rentals for tourist lodging; over 20 auto dealers; high technology, multimedia and biomedical businesses; electronics, golf apparel and equipment manufacturers; several business and light industry parks; and numerous land developers building single and multi-family housing in a variety of community settings.



The city provides the full range of services normally associated with a municipality including police, fire, parks and recreation, library and cultural arts, planning and zoning, building and engineering, various maintenance services, and administration. The city provides water services through the Carlsbad Municipal Water District, a subsidiary district of the city. The City Council serves as the Board of Directors for the Carlsbad Municipal Water District. Solid waste collection is provided through a franchise agreement with a local refuse collection service.

In addition to the usual city services, Carlsbad offers a wide variety of programs to help local residents and businesses. The city’s Housing Authority administers federal housing assistance to 600 low-income households in Carlsbad. Older Carlsbad residents receive assistance through the city’s senior citizen programs.

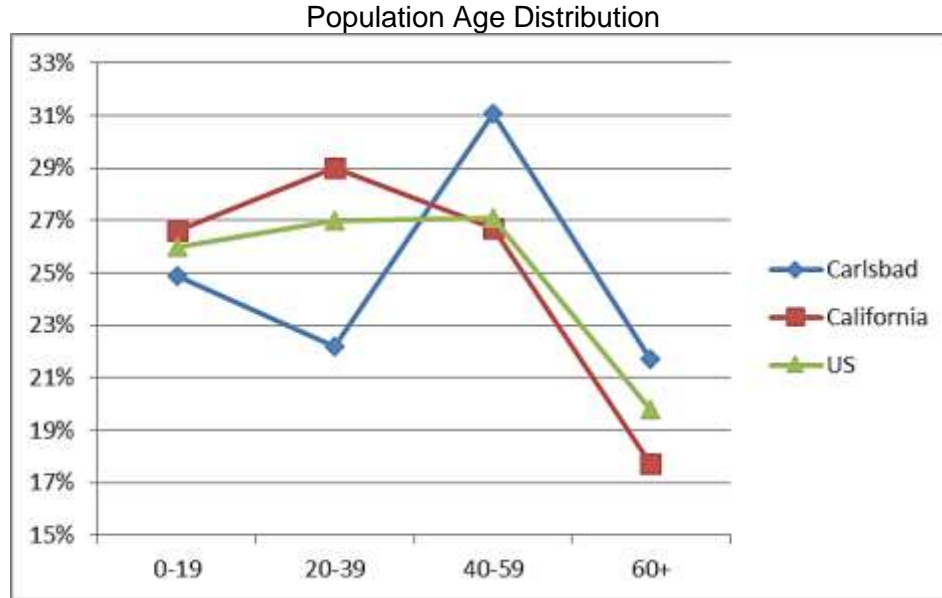
School programs and facilities are provided by four different school districts located within the city boundaries. The City Council has no direct control over these school districts; however, the Council recognizes the importance of quality school facilities and programs to Carlsbad’s residents. Thus, the Council and staff work with the school districts on a regular basis.



ABOUT THE CITY OF CARLSBAD

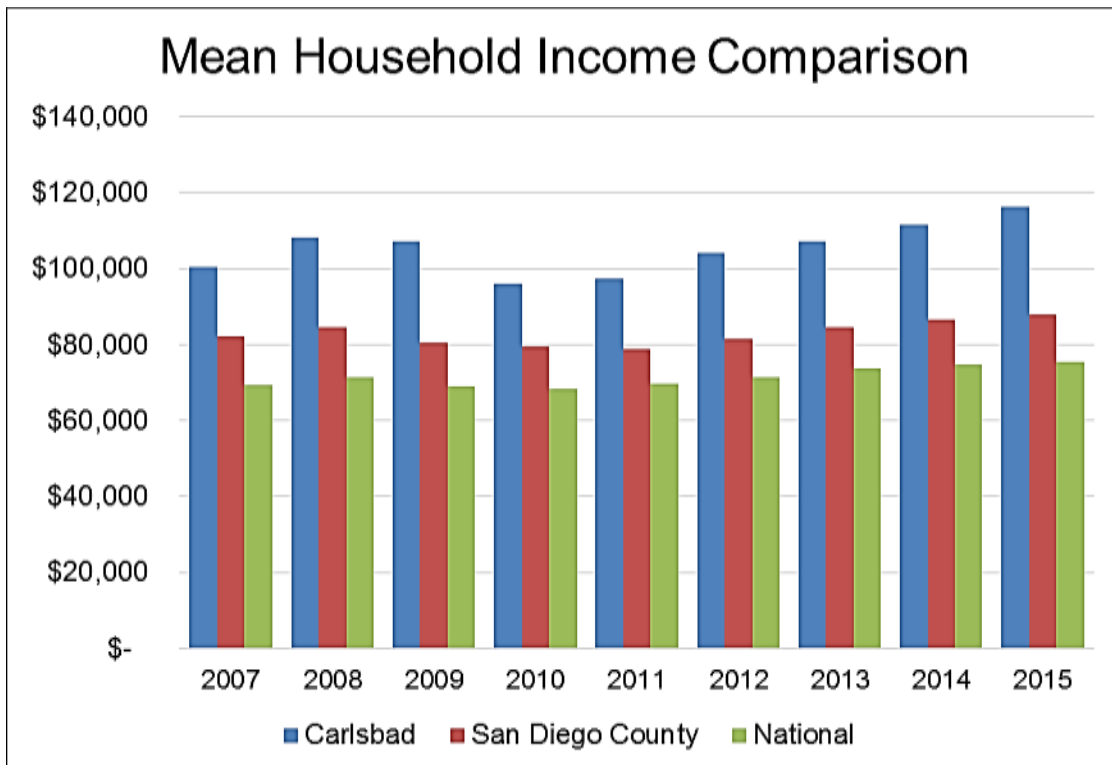
Demographic and Economic Data

When comparing the percentage age distribution of the City of Carlsbad's population versus the State of California and the United States, Carlsbad's population has fewer people in the 0–40 age group, and a higher number of people in the 40+ age group.



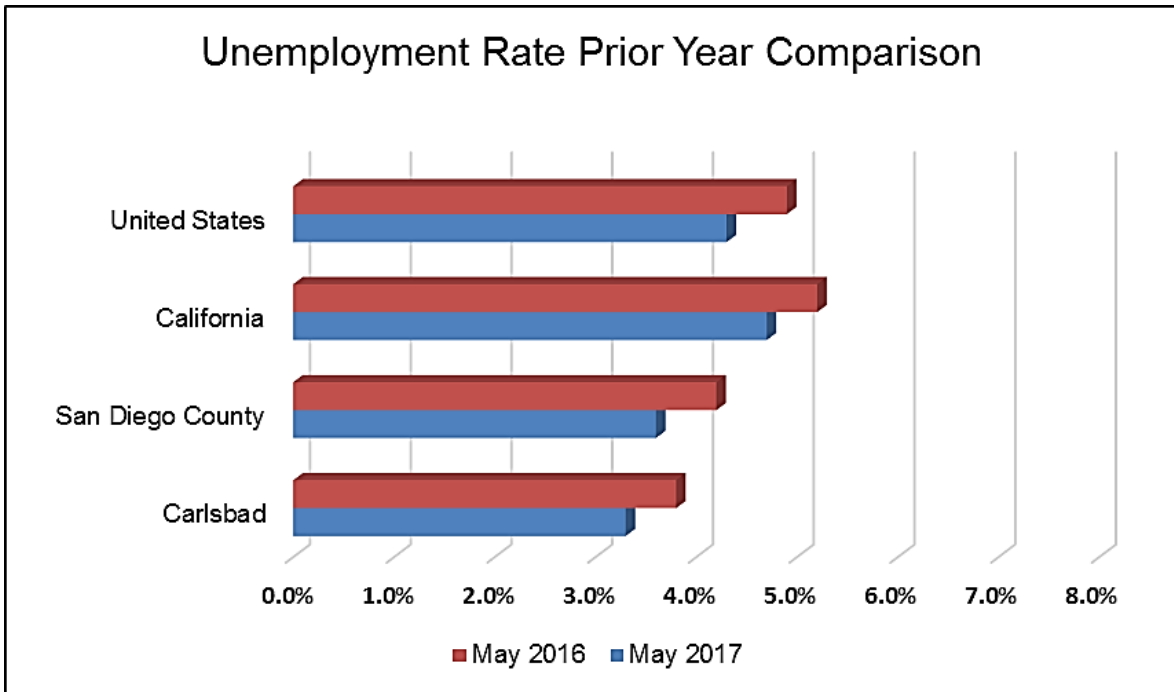
Source: US Census Bureau (estimate)

At approximately \$116,000, Carlsbad's mean annual household income is substantially higher than the nation and State of California income levels.

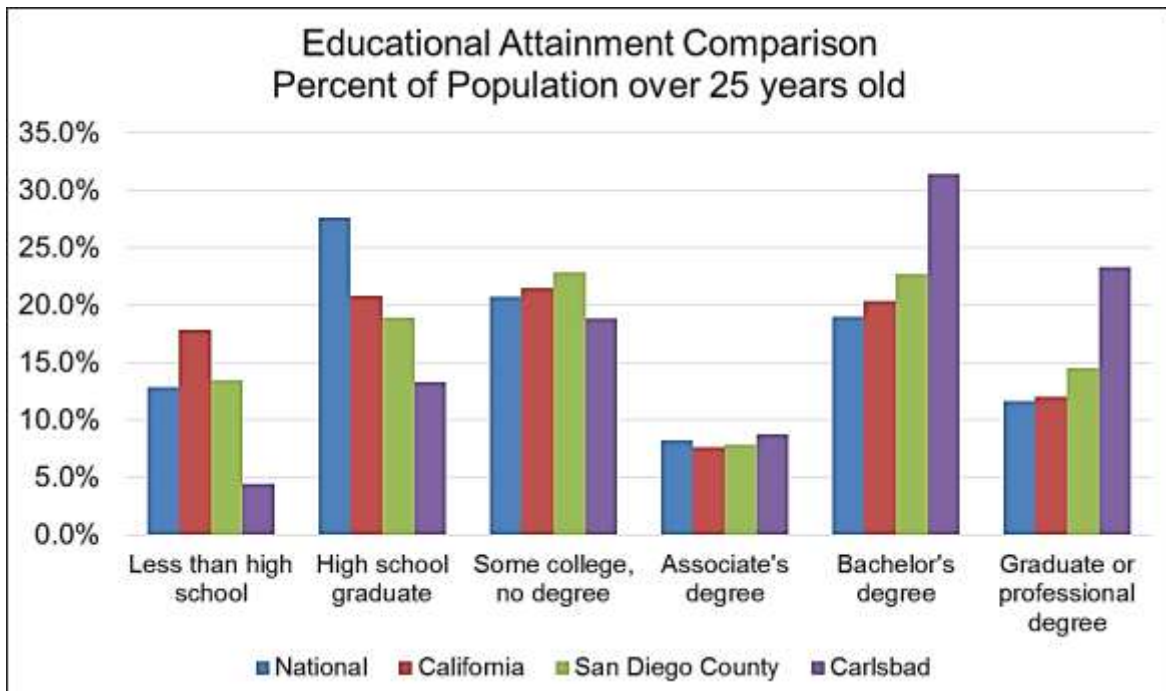


Source: US Census Bureau (estimate)

ABOUT THE CITY OF CARLSBAD

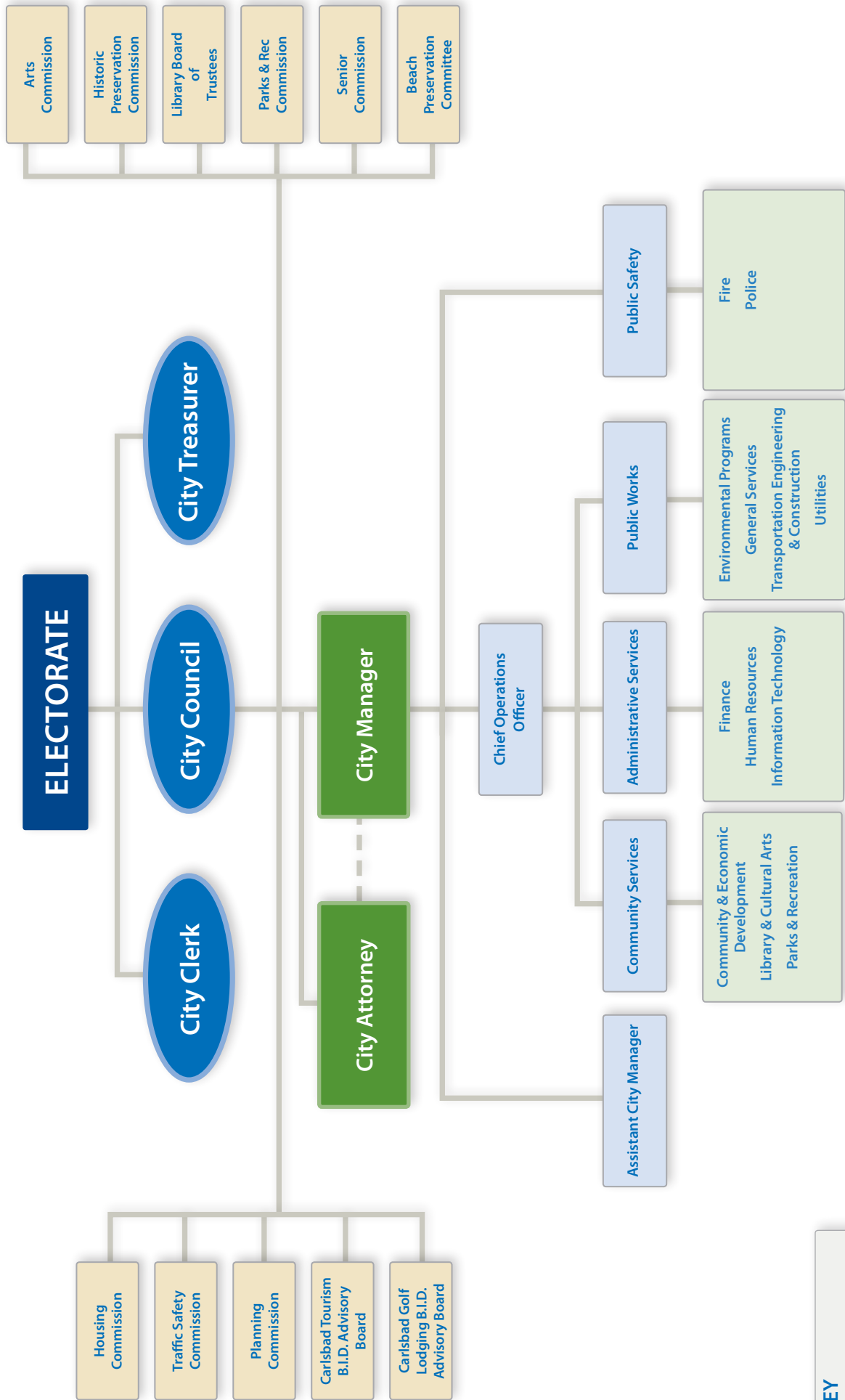


Source: State of California Employment Development Department and US Bureau of Labor Statistics



Source: US Census Bureau (estimate)

Organization Chart



KEY

- Elected
- Council Appointed
- Council Appointed





To the Honorable Mayor and City Council:

2017-18 BUDGET TRANSMITTAL

I am pleased to submit the Fiscal Year 2017-18 Operating Budget and Capital Improvement Program for the City of Carlsbad. The combined budget totals \$311.6 million in expenditures covered by projected revenues of \$316 million. About 17 percent of the citywide budget, or \$54 million, is dedicated to new appropriations for capital improvement projects, with the remaining \$257.6 million appropriated to sustain the daily ongoing operations, programs, and services provided by the City of Carlsbad. This budget was created to align with the Community Values of the city and the goals set forth by our City Council in advance of the budget process commencing.

The city continues to benefit from a strong local economy, as major sources of revenue are expected to continue to improve in the coming fiscal year. The General Fund, which provides governmental services to our residents, is expected to grow by almost four percent, next year. Property tax revenues, the largest single source of revenue, is expected to increase by almost five percent, as assessed values continue to climb, along with some forecast addition to residential and commercial inventory. Transient Occupancy tax (TOT), the tax paid by hotel guests, is expected to increase by three percent, despite no forecast addition of hotel rooms in the coming fiscal year; the increase is driven by continued strength in occupancy and average daily rates (ADR). Sales tax revenues, likewise, are expected to increase in the coming year, although the projected increase of over eight percent is primarily due to a timing difference of inflows to the city as the state wraps up the Triple Flip tax program, which diverted funds for the payment of bonds issued by the state to address the deficit in 2004. Although economists are not predicting a downturn, the city continues to maintain plentiful reserves, including a \$10 million set aside for any economic surprises.

The City Council and the staff of Carlsbad are committed to diligent stewardship of city assets, and this continues in this budget cycle. In this past year, we continued to set aside healthy reserves to provide the ability to offer exceptional city services in the years to come. In this budget, the City Council reduced the unfunded liability in our pension funds by \$9 million, in order to address rising costs associated with these pensions and to make the cost of this benefit more sustainable. This is in keeping with our track record of fiscal responsibility - in previous budgets, we paid off almost \$15 million in bonds for our municipal golf course, set aside \$10 million for economic downturns, and established a \$10 million stabilization fund to address increasingly volatile pension costs. Although we adopt a single year budget, our fiscal strategy is designed for the long haul.

The FY 2017-18 budget focuses resources on areas critical to future success. This fiscal year, we add nine employees to the full time work force, focusing on functional areas that will provide the backbone for future success. For example, staff was added in Information Technology to improve our Help Desk and infrastructure, and a new Deputy City Attorney will assist in litigation stemming, in part from, increased code enforcement. A Park Planner was also added to assist in the numerous park projects included in the Capital Improvement Program.

The new budget funds key areas of city service that align with the goals of our community.

Additional crossing guards and funding for two additional Police officers are provided, as are resources associated with park expansion projects at community parks at Pine Avenue, Poinsettia, and Aviara. Funding was also added to monitor short term vacation rental compliance and to address public nuisances on private properties.

The city total Operating Budget for FY 2017-18 increased by \$7.5 million, or 3 percent, over the previous year. The General Fund, which finances governmental services, such as recreation programs, library services, and police protection, increased by \$4 million, or almost 3 percent. City enterprises, such as Water and Wastewater Fund increase by \$4 million, or almost 6 percent, primarily due to increases in purchased water costs. Internal Service Funds, which provide information technology, fleet, and other services to city departments, decreased by just under \$1 million, or almost 4 percent, driven primarily by a decrease in the replacement of fleet vehicles, this year. The FY 2017-18 budget captures increases in personnel costs from labor negotiations and costs associated with pensions and benefits, as well as increases in maintenance and operation (M&O) costs associated with rising costs or commodities, supplies, and contractual services used in the provision of city services. More detail on the budget can be found in the accompanying pages.

The adopted budget provides an additional \$54 million to the long-term Capital Improvement Program, bringing the total programmed expenditures to \$462 million for hundreds of capital projects that will provide for additional development in the city and maintain and improve existing assets that provide our residents with top level amenities, from roads to parks. Major projects appropriated in the current budget include refurbishments of Fire Station 2 in La Costa and the Senior Center.

Although an economic downturn is not forecast in the next few years, the city maintains fiscal policies and practices to mitigate the effects of unforeseen threats to our financial health. The city maintains an AAA credit rating, which reflects our adherence to strategies that preserve our fiscal strength, including adequate funding for our reserves and providing resources for aging infrastructure.

In maintaining fiscal stability for the city, the City Council has adopted a responsible General Fund reserve policy, which ensures that adequate resources are available to mitigate cash needs that may result from unforeseen events, such as emergencies or natural disasters. The reserve policy sets a minimum General Fund reserve level of 30 percent of General Fund operating expenditures and a target of 40 to 50 percent of the General Fund operating expenditures. As mentioned previously, the current reserve is at 45 percent of expenditures. This budget also continues to provide funding for aging infrastructure and, as in past years, 6.5 percent of General Fund revenues, or \$10 million, was transferred to the Infrastructure Replacement Fund (IRF) for this purpose.

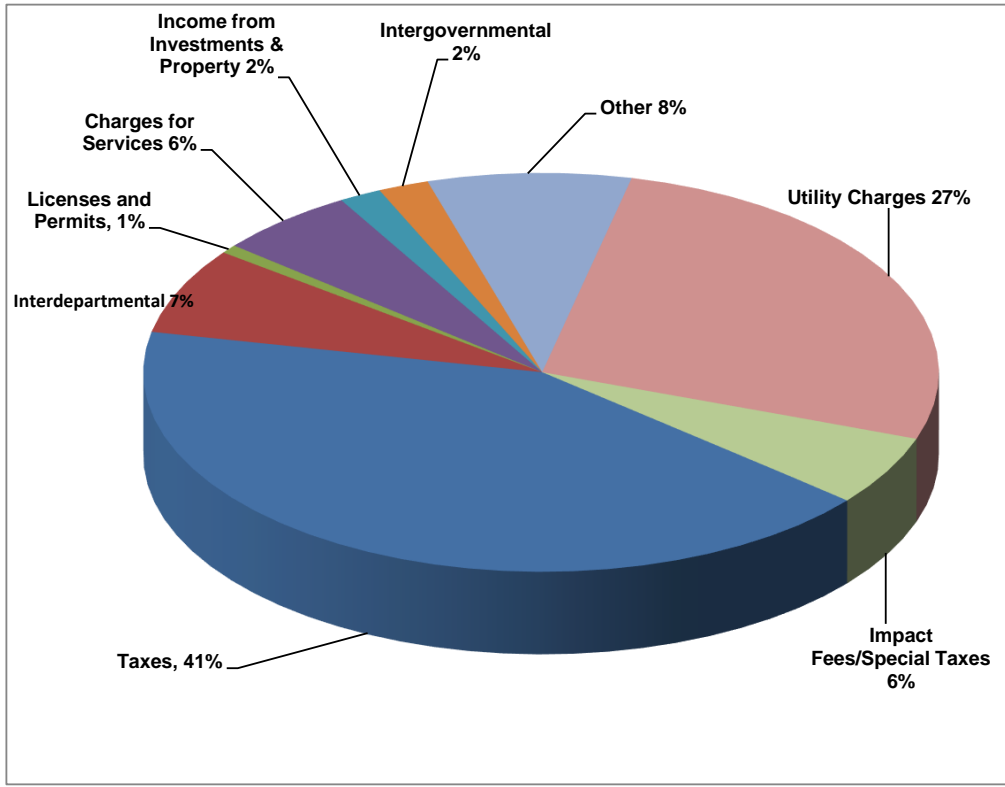
This budget is a compilation of the values voiced by our residents, the vision and guidance of our City Council, and the dedication and cooperation of city staff that work to align resources with goals in order to make this a great place to live, work, and play. The City of Carlsbad continues to budget in a way that provides exceptional service levels for our residents in a manner that can be sustained into the future.


KEVIN CRAWFORD
City Manager

CITY OF CARLSBAD BUDGET HIGHLIGHTS FISCAL YEAR 2017-18

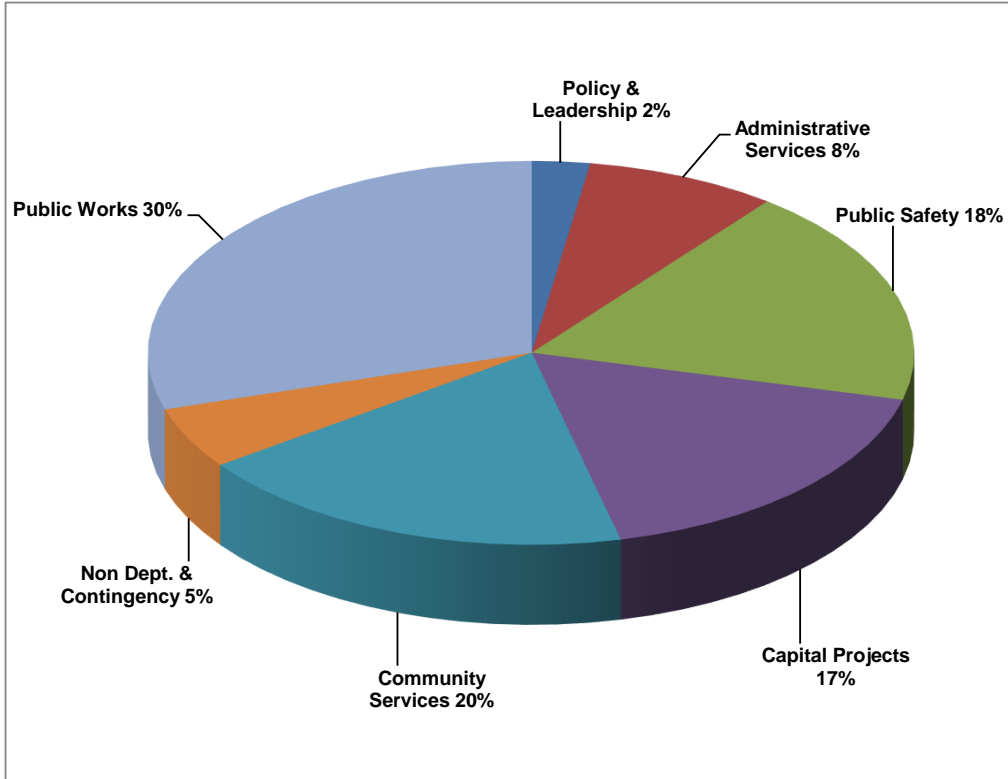
WHERE THE MONEY COMES FROM...

ESTIMATED REVENUES \$316 MILLION



WHERE THE MONEY GOES...

ADOPTED BUDGET \$311.6 MILLION



CITY OF CARLSBAD BUDGET HIGHLIGHTS

The city's budget is comprised of two pieces, the Operating Budget and the Capital Improvement Program Budget (CIP). The CIP provides the funds to build the parks, roads, buildings, and other infrastructure of the city, while the Operating Budget provides the money to staff and operate the facilities and infrastructure, as well as provide important services to the citizens and visitors of Carlsbad. The Operating Budget totals \$257.6 million and is expected to generate \$262.3 million in revenues. The CIP contains the current year budget allocation of \$54 million and outlines approximately 240 future projects at a total cost of \$462 million. Capital revenues for Fiscal Year 2017-18 are estimated at \$53.7 million. The capital projects include parks, civic facilities, as well as infrastructure needs anticipated for the future that are not expected to be constructed by developers.



The budget overview on the following pages will provide the reader with a good understanding of the budget process and the economic profile of the city, as well as providing a broad overview of the services and projects planned for the 2017-18 Fiscal Year. This section also addresses debt management, including a schedule of the outstanding bond issues. More detail on the city's numerous programs and projects can be found throughout the remainder of the document.

BUDGET PROCESS

At the beginning of each year, the City Council meets to develop goals that help city staff prioritize programs, projects and services, as well as the resources required to fund them. Based on this direction, along with input received at public workshops, city staff finalizes the overall city work plan and develops the proposed annual budget for the coming fiscal year. The City Council adopts the formal budget for all funds prior to the beginning of each fiscal year and may amend those budgets throughout the year, as necessary. The legal level of budgetary control is at the fund level and budgetary control is maintained through the city's accounting system. Expenditures may not exceed budgeted amounts at the fund level.

The Carlsbad City Council has set a vision to make Carlsbad a truly world class city by fulfilling the core values outlined in the community's vision of the future, with a particular emphasis in several strategic areas of focus. This vision, finalized in 2010, focuses on the following core values:

City of Carlsbad Community Vision

- ***Small town feel, beach community character and connectedness***
Enhance Carlsbad's defining attributes—its small town feel and beach community character. Build on the city's culture of civic engagement, volunteerism and philanthropy.
- ***Open space and the natural environment***
Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.
- ***Access to recreation and active, healthy lifestyles***
Promote active lifestyles and community health by furthering access to trails, parks, beaches and other recreation opportunities.
- ***The local economy, business diversity and tourism***
Strengthen the city's strong and diverse economy and its position as an employment hub in north San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- ***Walking, biking, public transportation and connectivity***
Increase travel options through enhanced walking, bicycling and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.
- ***Sustainability***
Build on the city's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling and foods.
- ***History, the arts and cultural resources***
Emphasize the arts by promoting a multitude of events and productions year round. Cutting edge venues to host world class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.
- ***High quality education and community services***
Support quality, comprehensive education and lifelong learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.
- ***Neighborhood revitalization, community design and livability***
Revitalize neighborhoods and enhance citywide community design and livability. Promote a greater mix of uses citywide, more activities along the coastline and link density to public transportation. Revitalize the downtown Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.

In FY 2017-18, the city organization will continue to focus on achieving the nine core values that make up the Carlsbad Community Vision, with an emphasis on six priority policy areas set by the City Council at its annual goal setting workshop. These include: continuing improvements along the city's coastline; enhancing the Village and Barrio areas; becoming a leader in multi-modal transportation and traffic management; lowering the railroad tracks below street level in the Village to improve safety and protect the local character; promoting lifelong learning through education partnerships; and planning for a new City Hall that will meet the future workplace and operational needs of the city and community.

The capital improvement and operating budgets will also enable the city to continue its excellent level of service to the community by investing in core services such as infrastructure maintenance, police and fire services, parks and open space management and economic development.

Carlsbad's operating budget is a tool that guides the achievement of the Council's vision, goals, and priority projects for the city. The budget allocates resources to city programs in accordance with priorities established by residents and the Council. Thus, it is an integral part of making Carlsbad a wonderful community in which to live, work and play. In addition, the budget is fiscally conservative and balanced, and provides a blueprint to effectively sustain the community and essential city services far into the future.

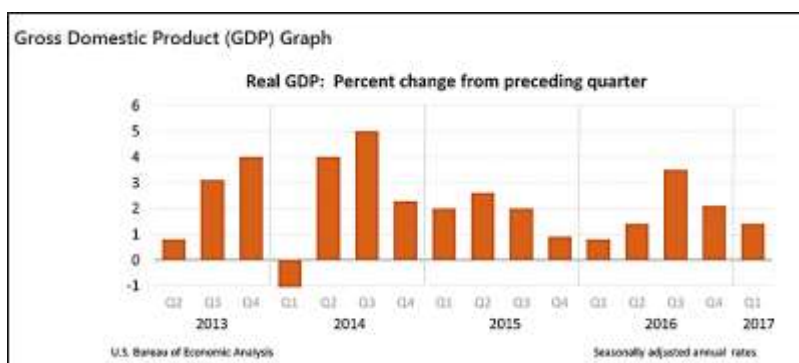
ECONOMIC PROFILE

The **US economy** appears to be stable following a time of global and national political instability. GDP growth is slow, hitting only 2.1 percent in the fourth quarter of 2016 but, according to Beacon Economics and UCLA, there are no signs of a recession in the near future. Labor markets are tight, as indicated by nonfarm employment of over 144 million, well in excess of pre-recession levels, and an unemployment rate of below 5 percent and shrinking. Inflation remains low at around 2 percent, although volatile oil prices and a tight labor market are expected to exert some

CITY OF CARLSBAD BUDGET HIGHLIGHTS

upward pressure in the coming years. The Federal Reserve foreshadows increases in the discount rate in the coming year, but interest rates are still very low from a historical perspective. Economic effects of Trump administration policies remain to be seen – a border adjustment tax would affect the trade deficit and the effects of a large tax cut on an economy at full employment may increase deficits and inflation. Despite the real challenges of a weak global economy, underfunded pensions and entitlements, and decaying infrastructure, the national economic picture is mildly optimistic.

Home prices, as measured by the S&P CoreLogic Case-Shiller National Index, saw a 5.9 percent annual increase nationwide in January, which set a 31-month high. Housing inventories remain tight, at 3.7 months, which likely results from increases in both prices and mortgage rates – simply put, homeowners are not trading up to larger and more expensive homes. According to the UCLA Anderson economic forecast, mortgage rates will continue to rise over the next two years, from a current rate of 4.25 percent for a 30 –year mortgage to over 6 percent in 2019. This is expected to slow current upward trends in multi-family unit production.



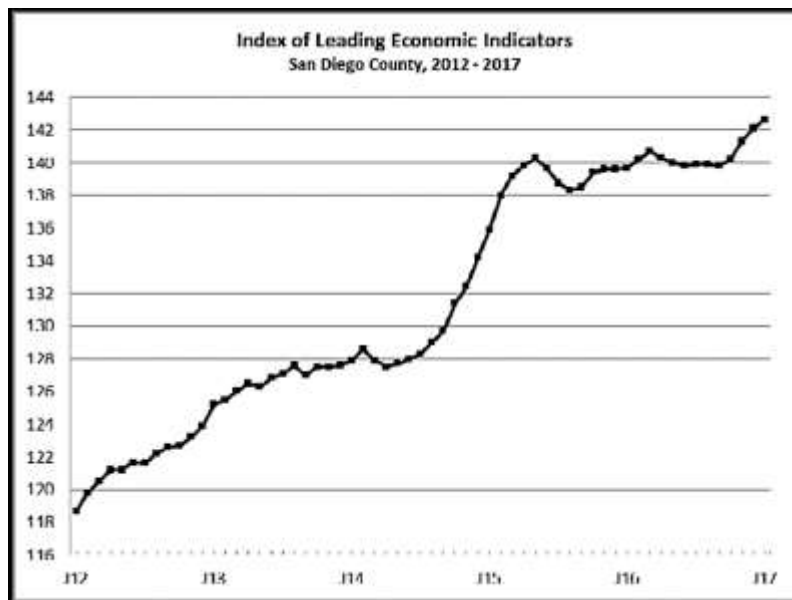
GDP is expected to bounce along between 2 and 4 percent through 2019 and job growth is expected to remain robust. As mentioned previously, the Federal Reserve is expected to abandon recent easy money policies and raise the discount rate to 2 percent by the end of 2017 and 3 percent in 2018. Capital spending is also likely to

bolster the economy, spurred by reductions in corporate income taxes and more favorable tax treatment for such purchases.

The **California economy** is expected to remain on solid footing through the next few years, with unemployment falling to 4.6 percent by the end of 2019, according to economists at UCLA. Real personal income growth in California should remain above 3 percent for the next several years, as the state is already approaching full employment. Similar to the national economic situation, California has seen employment peak at record levels since the Great Recession, with the biggest gains in education, logistics, professional fields, hospitality, and health.

Tourism in California is contributing to economic growth, but may face some headwinds from a strong US dollar in the coming years. As tourism is more elastic, or responsive, to changes in the strength of the dollar, economists expect some falloff in tourism, about 5 percent in 2017, which will be felt in the hospitality and retail sectors. While the decrease will affect a small portion of California's \$2.5 trillion economy, there will be some ripple effects as these sectors employ many low skilled workers who have a highest marginal propensity to consume. Southern California home prices continue their upward trend, up 5.4 percent year over year in January, to \$455,000, according to data from CoreLogic. The median is down from \$465,000 in June, but this dip may merely be a seasonal fluctuation, rather than a precursor of a slowdown in real estate. Increasing mortgage rates will likely dampen some activity in this sector. According to UCLA economists, residential building permits are expected to increase by 14 percent in 2017, to 115,000 units, and then stabilize until 2019. Taxable sales in the Golden State should increase by about 4 percent per year.

CITY OF CARLSBAD BUDGET HIGHLIGHTS



In San Diego County, the USD Index of Leading Economic Indicators remained positive in February, with only one of the six indications, building permits, showing a downward trend. Residential building permits are down by almost 70 percent in the first two months of 2017, when compared to the same time, last year. A decrease in multi-family housing permits is offsetting some strength in single family permits, which is expected given trends at the national and state level.

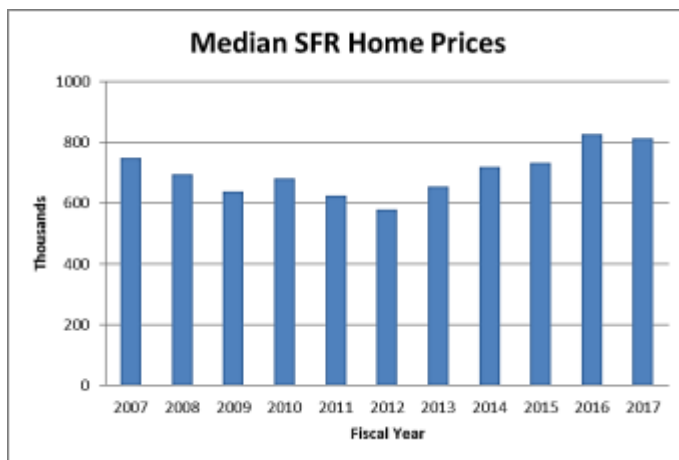
The unemployment rate in **San Diego County** is better than the statewide average, falling to 4.4 percent in January, but edging up slightly to 4.8 percent in February. Some of the largest annual gains in employment in the county were in construction, financial activities, and government.

The S&P CoreLogic Case-Shiller index, referenced earlier, indicates that home price appreciation continues, rising by 5.7 percent from January 2016 to January 2017. According to CoreLogic, the median price of a single family residence in San Diego rose by an annual 6.5 percent in February to \$535,000 and condos rose by 9.5 percent, to \$384,000 for the same time period. According to data from the CoStar Group, San Diego rents are expected to increase by 3.6 percent in 2017 and 2.4 percent in 2018.

The chart above reflects the historical trend in USD's Leading Economic Indicators. The index, which measures local stock prices, help wanted advertising, and other pertinent metrics, increased by 0.5 percent in February, and has indicated positive growth since October.

Carlsbad's economy generally moves in tandem with that of the San Diego region. Property taxes for the current year, fiscal year (FY) 2016-17, are projected to increase by almost seven percent compared to the previous year, primarily due to increased assessed values in residential real estate. Transient Occupancy Tax (TOT), taxes paid by hotel guests, increased by approximately three percent, bolstered by some new room inventory and, overall, higher room rates. Sales tax revenues are projected to end FY 2016-17 down almost nine percent, mostly due to one-time receipts resulting from the cessation of the triple flip, last year, a decrease of 1.5 percent projected for new auto sales, and a decrease in taxable sales at The Shoppes at Carlsbad, as construction continues. Overall, General Fund revenues for the city are expected to increase by 3.7 percent in the coming fiscal year, with the three major revenue sources discussed here increasing.

CITY OF CARLSBAD BUDGET HIGHLIGHTS



Housing prices in Carlsbad remain strong. The median price for single family homes (resale), according to CoreLogic data, has actually decreased slightly compared to last year, falling approximately 1.5 percent to \$814,000. Annual median prices fell in February in the 92009 zip code (southeast quadrant) and the 92010 zip code (northeast quadrant). However, CoreLogic also indicates that, if new construction and condominiums are included, median home prices are up over 9 percent compared to a year ago. According to Movoto, inventories in Carlsbad remain tight, down

by 14 percent from a year ago, so the weakness in pricing may be an anomaly. Total assessed property values in Carlsbad are \$27.7 billion, an increase of 6 percent over FY 2015-16. The city is expected to add another 1,235 new residential units in the next five years.

From 1992 to 2008, commercial and industrial development in Carlsbad averaged approximately 1.1 million square feet per year. As opportunities for new development diminish, commercial and industrial development is tapering off, falling to an average of approximately 315,000 square feet per year over the next five fiscal years. Large industrial and commercial developments in the next five years include a new LegoLand hotel, Carlsbad Oaks, and the expansion of the Viasat campus. Commercial office space vacancy has witnessed a decline over the past several years, falling from over 30 percent in the last quarter of 2009 to 19.4 percent in the fourth quarter of 2016. Industrial vacancy remains is 9.1 percent (10.6 percent, last year) and retail vacancy for the fourth quarter of 2016 was 2.4 percent (4.8 percent, last year) according to data from CoStar.

Commercial development has brought much needed entertainment and shopping venues to citizens and visitors alike, as well as generating additional sales tax to help pay for city services. Carlsbad is home to Car Country Carlsbad – an auto mall; the Carlsbad Premium Outlets – a specialty outlet center; The Shoppes at Carlsbad – a regional shopping mall; a Costco center; and the Forum at Carlsbad – a commercial center with upscale retail shops, restaurants and other commercial uses. A new Lowe’s opened in fall 2013, and La Costa Town Square opened in FY 2014-15.

Development has also enhanced Carlsbad’s reputation as a destination resort for tourism. The city is host to a major family theme park, LegoLand, and has two luxury resorts available for its visitors, the Park Hyatt at Aviara and La Costa Resort & Spa. There are also a number of other quality hotels and motels in the city, with the most recent additions being Cape Rey Carlsbad and the LegoLand California Resort.

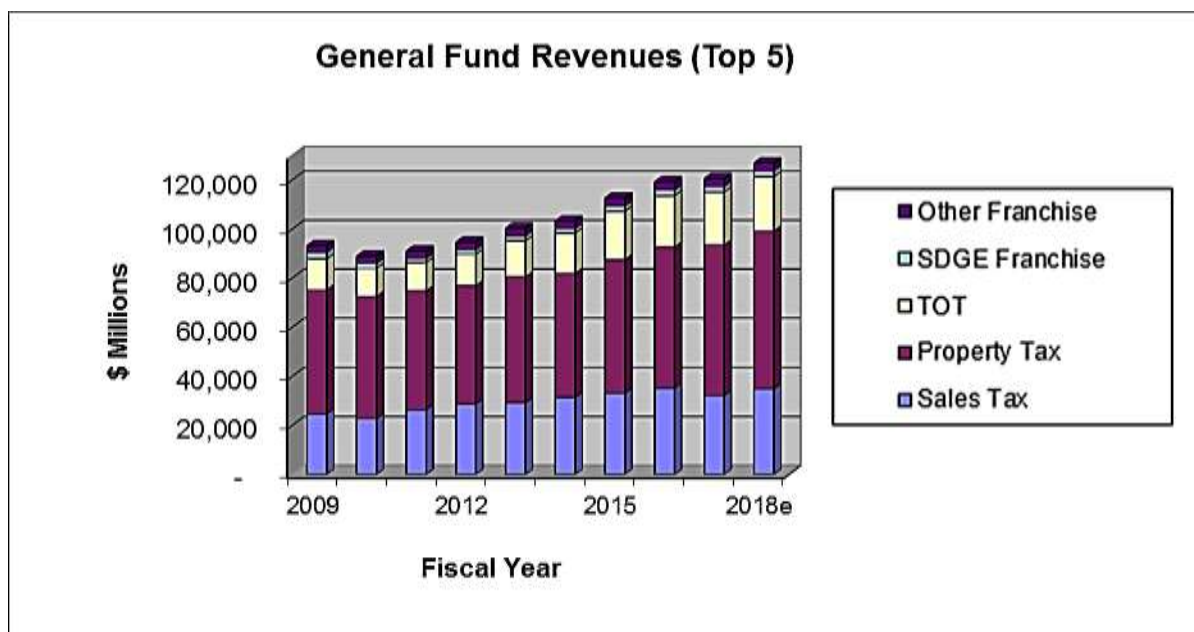
The City of Carlsbad opened a municipal golf course in the summer of 2007, which has further enhanced the tourism attractions the city offers. The municipal golf course, The Crossings at Carlsbad, is an 18-hole, destination golf course set in the rolling hills and canyons of Carlsbad. With ocean views, high quality golf, a first class restaurant and clubhouse, and linkages to hiking trails, The Crossings at Carlsbad is a destination spot for golfers and non-golfers alike.

It is the Council’s goal to ensure that the city remains in good financial health, and there are a number of steps the city has taken to attain that goal. One of the steps is the Growth Management Plan. This plan was adopted by the citizens to ensure that all necessary public facilities were constructed along with development. It also ensures that a financing plan is in place to pay for the facilities prior to the development of the property.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

In addition to the Growth Management Plan, the city also prepares a long-term financial model for both capital and operating needs. With a growing city such as Carlsbad, it is imperative that the city plan for the impacts of the economy, serving new development and operating new public facilities, and plan for capital needed to build them. Thus, the city prepares a ten-year operating forecast for the General Fund, and a fifteen-year Capital Improvement Program. As part of the Capital Improvement Program, the city annually calculates the amounts needed to pay for the various projects and the anticipated operating budget impacts. In this way, the city can anticipate the effects of development from both a capital and an operating perspective.

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



As national and local economic conditions remain stable, Carlsbad is well-positioned to reap the benefits of a diverse business composition. Over the past decade, the city has developed an economic base that attracts business, tourism, and retail consumers. The city hosts four regional shopping areas within its boundaries: an auto mall, a large regional mall, an outlet center, and a high-end retail center in the southern part of the city called The Forum. A strong tourism industry is served by LegoLand and a host of resorts and hotels, as mentioned previously. All of these factors, combined with relatively stable property values, provide a strong revenue base to support the high level of city services for residents. In FY 2017-18, the city is expected to generate \$121 million, or almost 80 percent of General Fund revenues, from three main sources: property taxes, sales taxes, and transient occupancy taxes (TOT).

Overall, for FY 2016-17, General Fund revenue is projected to decrease 0.3 percent from the previous year. Most major sources of tax revenue are expected to increase in FY 2017-18, including property tax (4.9 percent increase), which is stabilizing following a year that saw growth of almost 7 percent. Sales tax is projected to increase 8.3 percent and TOT revenues are projected to increase by 3 percent as occupancy and average daily rates (ADR) increase. The forecast assumes no additions to room inventory in FY 2017-18. Property values continue to appreciate, following the national, state, and regional trends, but growth rates are leveling off.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

Development related revenues are forecast to decrease by over 30 percent in FY 2017-18, compared to the previous year, with permit activity falling after a 30 percent increase in the previous year.



State of California – In January, Governor Jerry Brown submitted the proposed budget to the Legislature with an introductory letter that began, “This year’s budget is the most difficult that we have faced since 2012.” Despite the tax increases in the state over the past several years, the budget remains precariously balanced, as the governor’s office began with a forecast \$2 billion shortfall for the coming fiscal year.

The May revision indicated that a surging stock market improved revenues by \$2.5 billion, eliminating the shortfall. Despite this improved revenue picture, the forecast is still \$3.3 billion below the previous budget cycle.

The budget for FY 2017-18 acknowledges that, in the past four years, California’s budget has expanded government spending as the effects of the Great Recession waned. The May revision continues to provide funding for the rising state minimum wage, expansion of health care coverage to undocumented children and Californians covered under the Affordable Care Act, and a new earned income tax credit, a new allowance under the California tax code. Challenges continue to plague state lawmakers, as the state relies on a system under which over 70 percent of General Fund revenues come from a highly volatile income tax base. The revised budget also acknowledges the growing cost of pensions – contributions to CalPERS are expected to nearly double from FY 2017-18 to FY 2023-24. To mitigate this growing expense, the revised budget includes a supplemental payment to CalPERS of \$6 billion.

The California state budget assumes no downturn in an economy that has been in mid expansion for eight years, compared to previous post-recession expansions of five years, and the governor notes that a moderate recession could drop state revenues by \$20 billion. The revised budget for FY 2017-18 forecasts \$127.7 billion in revenues covering \$124 billion in expenditures. The remainder is used to bolster the “rainy day” fund by \$1.8 billion and to liquidate debt. The state budget continues to be a precarious balancing act, even following a state vote to make permanent income tax increases under Prop 30.

Looking Forward

In order to strategically address the future needs of the city and to ensure that the city maintains a structurally balanced budget in the long term, the city prepares a ten-year financial forecast. Revenue projections are developed based on current and forecasted economic variables at the national, state, and local levels, and provide city leaders with some measurement of future capacity to support city programs and services. In recent years, revenue growth has become more difficult to project in the long-term, with an economic climate that changes rapidly and unpredictably. The forecast allows decision makers to adjust for these changes. The ten-year forecast is updated frequently to avoid potential pitfalls and to ensure that fiscal challenges are identified and resolved, and to ensure the continued development of a balanced and responsible budget.

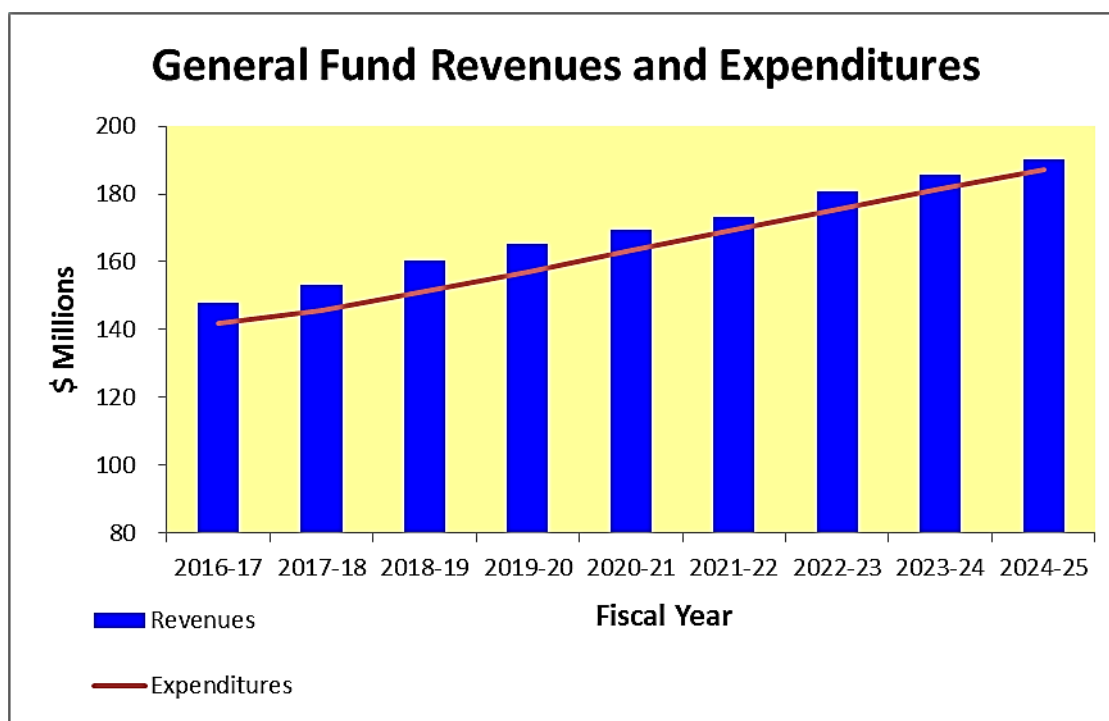
During the Great Recession, the city took deliberate actions to ensure that the budget remained structurally balanced. These measures included a reduction in full-time and hourly full-time equivalent (FTE) positions, delaying the construction of non-essential capital projects, reducing the funding for capital outlay and priority projects, reducing and/or eliminating cost of living salary increases, requiring employees to pay a larger portion of their retirement costs, using technology and other tools to create efficiencies, and reducing certain non-essential service levels with a minimal impact to the community. The ten-year forecast identifies increasing labor costs as CalPERS, the administrator for the city’s employee pension plan, embarks on a strategy to

CITY OF CARLSBAD BUDGET HIGHLIGHTS

remove risk from their investment portfolio. The city is taking actions to adjust to these increases and provide ongoing resources to continue providing service levels expected by our stakeholders.

The ability to anticipate changes in revenue sources and to balance those resources against the costs related to ongoing and future programs, services, and infrastructure requirements is critical to the financial health of the city. The city relies on the General Fund forecast to effectively manage fiscal resources and map a sustainable and responsible path for attaining the goals of the community. The tumultuous economic environment experienced in the past few years makes this long-term perspective even more important.

The forecast assumes limited growth in residential and commercial development over the next decade and captures the expected revenue impacts from major projects that are expected to be completed during the forecast period. Ongoing transfers to the Carlsbad Crossings Golf Course ceased this fiscal year, following Council action in the adopted budget to retire outstanding construction debt almost twenty years ahead of the original maturity. The operating costs of new city facilities projected in the Capital Improvement Program and supported by the General Fund, such as Pine Avenue Park, are also captured in the forecast. Economic conditions at the national, state, and local level are expected to continue to improve at a modest rate and to provide a boost to most of the major revenue sources. Home prices, which saw large decreases during the recession, continue to recover and are providing support to city's property tax revenues in the following years, although the levels of growth over the past two years are starting to temper. Overall, the outlook for General Fund revenues continues to be positive and revenues are expected to exceed ongoing operating costs over the period of the forecast.



The forecast assumes that General Fund revenues will increase by 3.7 percent in FY 2017-18, as economic conditions continue to improve, bolstering revenues from the property taxes and TOT. To project the expenditures, all known changes in personnel and maintenance and operations costs are accounted for. However, the effects of future negotiations with employee bargaining units are not contemplated in the current ten-year forecast. The forecast also captures increases in operating costs associated with planned capital improvements, such as future parks and civic facilities.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

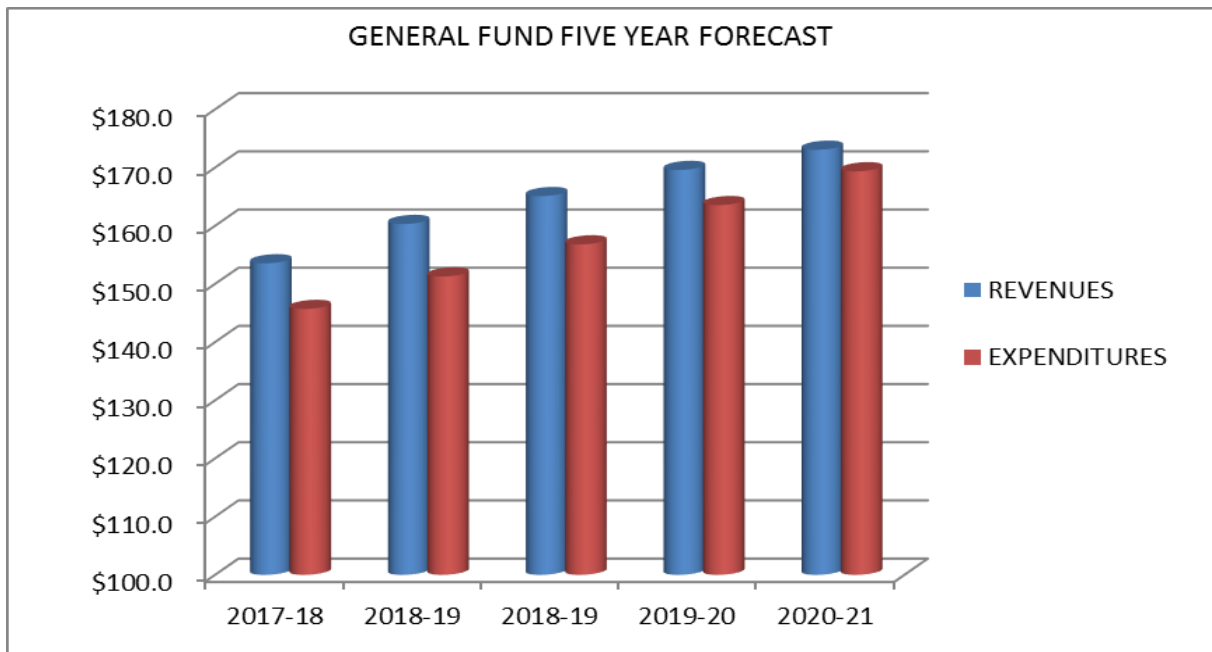
The forecast assumes that the city's cost for employee health care increases by 5.75 percent in FY 2017-18 and will increase between five and six percent annually for the remainder of the forecast horizon. CalPERS, the administrator of the city's employee pension plan, has embarked on a strategy to invest in less risky, and less volatile, assets within its investment portfolio. CalPERS will be reducing the assumed rate of return on the pension investment portfolio from 7.5 percent to 7 percent over a three year period in order to meet this strategic goal. Because of the lengths of time involved in pension investing and the fact that CalPERS is a mature plan, the effects of this half point decrease in the rate of return will increase annual pension costs to the city in the future. Increases will not be seen in the operating budget until FY 2018-19, so this proposed budget is not affected by this change in the coming fiscal year. Between FY 2018-19 and FY 2020-21, pension costs will increase between six and twelve percent per year. This may not be the last such action by CalPERS - the CalPERS Board will contemplate a further drop in the assumed investment rate (or discount rate) at the February 2018 meeting. The forecast does not consider increases in personnel beyond FY 2017-18, except those that may be related to the operating costs of new city facilities supported by the General Fund. Negotiated salary increases and future salary growth projections are included in personnel costs in the forecast, in order to provide a conservative estimate of future costs. The contribution from the General Fund to the Infrastructure Replacement Fund is forecasted to remain at 6.5 percent of General Fund revenues. Finally, the forecast includes estimated operating costs for all capital projects in the timeframes shown in the Capital Improvement Program (CIP).

As indicated in the graph on the previous page, the General Fund is balanced for FY 2017-18 and revenues exceed expenses over the life of the forecast. Although the revenue forecast is positive, Carlsbad faces the same challenges that plague national and state finances, including pension costs that are more volatile and the overall health of the economy. Despite these threats, responsible fiduciary stewardship and planning have placed the city in a position to benefit from even modest improvements in the economic environment.

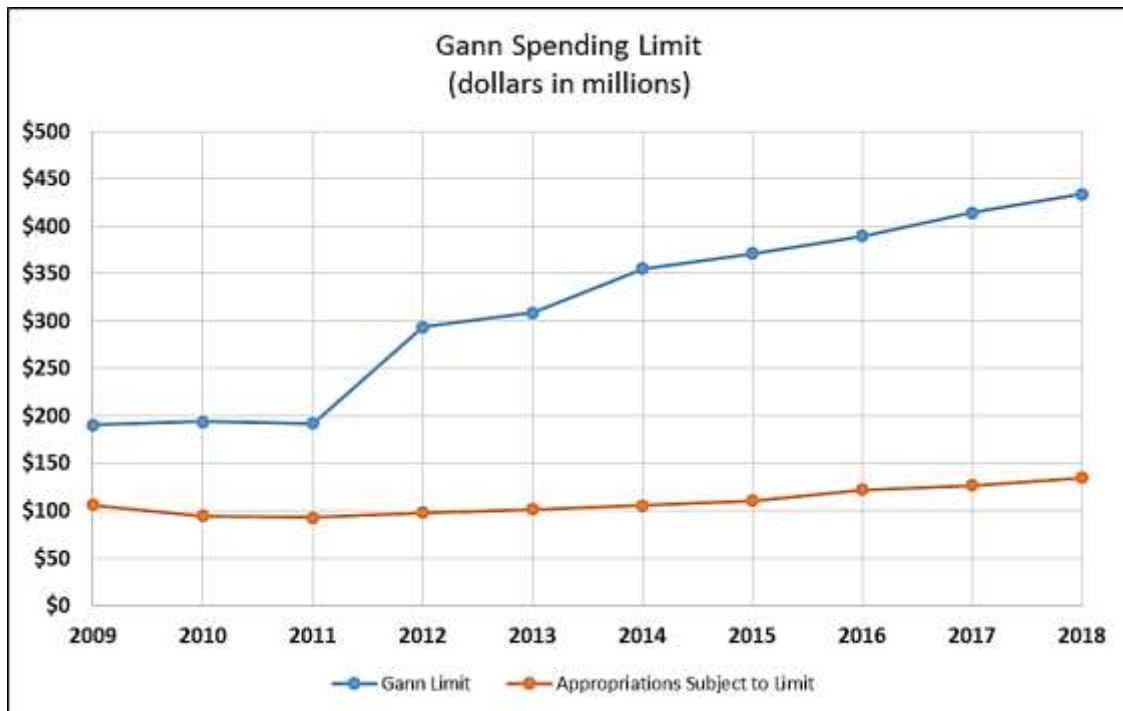
GENERAL FUND FIVE YEAR FORECAST					
	2017-18	2018-19	2018-19	2019-20	2020-21
<u>REVENUES</u>					
Property Tax	\$ 64.3	\$ 67.5	\$ 69.9	\$ 72.1	\$ 74.0
Sales Tax	34.9	36.1	37.1	38.0	38.9
Transient Occupancy Tax	22.2	24.1	26.3	27.2	28.2
Franchise Taxes	5.5	5.5	5.6	5.6	5.6
Business License Tax	5.1	5.2	5.3	5.4	5.5
Development Revenues	3.5	3.0	1.8	1.8	1.2
All Other Revenues	18.1	18.8	19.1	19.5	19.7
Total	\$ 153.5	\$ 160.3	\$ 165.1	\$ 169.6	\$ 173.1
<u>EXPENDITURES</u>					
Personnel	\$ 90.4	\$ 93.3	\$ 98.3	\$ 102.7	\$ 106.9
Maintenance & Operations	41.3	42.9	44.6	46.6	47.9
Capital Outlay	-	0.5	0.5	0.5	0.5
Council Contingency	1.5	1.5	1.5	1.5	1.5
Transfers	12.5	13.1	11.9	12.2	12.5
Total	\$ 145.7	\$ 151.3	\$ 156.8	\$ 163.5	\$ 169.4
SURPLUS/(DEFICIT)	\$ 7.8	\$ 9.0	\$ 8.3	\$ 6.0	\$ 3.7

(In millions)

CITY OF CARLSBAD BUDGET HIGHLIGHTS



The **Appropriations Limitation** imposed by Proposition 4 and modified by Proposition 111 (Gann Limit) creates a restriction on the amount of revenue which can be appropriated in any fiscal year. The revenues which are subject to the limitation are those considered "proceeds of taxes." The basis for calculating the limit began in Fiscal Year 1978-79 and is increased based on population growth and inflation. Carlsbad's appropriation limit is in excess of three times the annual appropriation of proceeds of taxes subject to the limit. With such a large margin (approximately \$288 million), and in light of the city's ten year financial forecast, there is no time in the foreseeable future where Carlsbad's annual appropriation of tax proceeds would approach the limit. It is unlikely the Gann Limit will ever be reached in the future.



FINANCIAL POLICIES

The city has a number of financial policies to not only safeguard city assets, but also to assist in ensuring long-term financial stability.

LONG RANGE FINANCIAL PLANNING POLICIES

PURPOSE:

Financial planning uses forecasts to provide insight into future financial capacity so that strategies can be developed to achieve long-term sustainability in light of a government's service objectives and financial challenges.

A sound financial planning process assesses the long-term financial implications of current and future operating and capital budgets, providing decision-makers with the long-term fiscal impact of current policies and budget decisions. A good forecast recognizes the effects of economic cycles and differentiates between revenue associated with one-time activities and revenue derived as a result of base economic growth.

BACKGROUND:

Long-term financial planning is a best practice approved by GFOA's Executive Board. The best practice concepts related to long-term financial planning are as follows:

It allows the city to execute a long-range financial plan and supports the overall city strategic plan. It is a highly collaborative process that considers future scenarios and helps governments navigate challenges.

Financial forecasting is the process of projecting revenues and expenditures over a long-term period, using assumptions about economic conditions, future spending scenarios, and other salient variables.

Long-term financial planning is the process of aligning financial capacity with long-term service objectives.

GFOA recommends that all governments regularly engage in long-term financial planning that encompasses the following elements and essential steps:

- **Time Horizon.** A plan should look at least five to ten years into the future. Governments may elect to extend their planning horizon further if conditions warrant.
- **Scope.** A plan should consider all appropriated funds, but especially those funds that are used to account for the issues of top concern to elected officials and the community.
- **Frequency.** Governments should update long-term planning activities as needed in order to provide direction to the budget process, though not every element of the long-range plan must be repeated.
- **Content.** A plan should include an analysis of the financial environment, revenue and expenditure forecasts, debt position and affordability analysis, strategies for achieving and maintaining financial balance, and plan monitoring mechanisms, such as scorecard of key indicators of financial health.
- **Visibility.** The public and elected officials should be able to easily learn about the long-term financial prospects of the government and strategies for financial balance. Hence, governments should devise an effective means for communicating this information, through either separate plan documents or by integrating it with existing communication devices.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

TEN-YEAR GENERAL FUND FINANCIAL FORECAST

- The Administrative Services Department will prepare and maintain a ten-year financial forecast of revenues and expenditures for the General Fund.
- This tool will be used during the annual City Council goal setting and the development of the annual operating and capital budgets.
- The financial forecast will be updated at least twice each year, or more often if unexpected changes in economic conditions or other unforeseen circumstances warrant more frequent updates.
- The plan will include impacts and timing of new facilities, programs, and mandates.
- Any significant changes will be reported to the City Manager and City Council.

STRUCTURALLY BALANCED BUDGET

- The city shall adopt an annual budget in which ongoing revenues equal or exceed ongoing expenditures. If the long-range plan indicates periods where revenues may not equal or exceed forecasted expenditures, options to correct the imbalance will be presented for consideration.
- Unexpected one-time revenues shall not be used to fund ongoing expenditures.

PLAN MONITORING: MONTHLY FINANCIAL STATUS REPORT

- Each month, after the close of the books, the Finance Director will prepare and distribute a Financial Status Report. The report will include, at a minimum, the following sections:
 - **General Fund Revenues** – to provide information about the more significant General Fund revenues, compared with the prior fiscal year, and compared with the current fiscal year projections. Significant one-time and/or unplanned revenues are discussed, as well as any other information considered helpful in understanding the financial position of the General Fund.
 - **General Fund Expenditures** – to provide information about General Fund expenditures, compared with the prior fiscal year, and compared with the current fiscal year projections. Significant one-time occurrences are explained, as well as any trends or other information considered helpful in understanding the financial position of the General Fund and the operations of the city. A table of expenditures by department is provided with a current year budget-to-actual comparison.
 - **City Council Contingency** – the annual adopted budget generally includes authorization to appropriate funds (Council Contingency) to be used at the Council's discretion. Expenditures from this account are one-time expenditures for items that will positively impact the citizens and community of Carlsbad, such as:
 - Special Events
 - Community projects
 - Donations (usually for non-profit groups/organizations)

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- **Water and Wastewater Utility Operating Revenues and Expenditures** – to provide an overview of revenues and expenditures compared with prior year actuals and the current year budgeted amounts. Since these are enterprise funds, operating incomes/losses are discussed.

FIFTEEN-YEAR CAPITAL IMPROVEMENT PROGRAM FINANCIAL PLAN

- The Finance Department will prepare and maintain a fifteen-year financial plan for capital project development and construction (this plan will include all funds that have capital projects: such as the water and wastewater asset construction funds).
- The financial plan is updated at a minimum each fiscal year, or more often if unexpected changes in economic conditions or other unforeseen circumstances prompt more frequent updates.
- Annually in conjunction with the budget process, staff will review the proposed timing of the projects in the plan to make sure that resources are available and that the timing is appropriate.
- Any significant changes are reported to the City Manager and City Council.
- All known future revenues and expenditures are incorporated into the fifteen-year plan to create cash flows, and any foreseen shortfalls are reviewed.
- If there is not sufficient funding projected to pay for a planned project, the project is still shown in the project schedule, in the “unfunded” section. Staff will pursue funding options for the projects on the unfunded list.
- Operating impacts of completed capital construction facilities are incorporated into the General Fund ten-year financial forecast or the long-range financial plan of the funds affected, as soon as the timing is relatively certain.

TEN-YEAR WATER AND WASTEWATER OPERATING FUND FINANCIAL FORECAST

- The Utilities Department and Finance Department will jointly prepare and maintain a ten-year financial forecast of revenues and expenditures for the Water Operating Fund and the Wastewater Operating Fund.
- The financial forecast will be updated at least once a year as part of the annual budget process, or more often if unexpected changes in economic conditions or other unforeseen circumstances warrant more frequent updates.
- Utility rates and charges will be evaluated annually and increases (or decreases) will be recommended in order to meet the long-range financial objectives of each utility.
- Cost of Service study – The American Water Works Association (AWWA) recommends that water utilities’ revenues from water service charges, user rates, and capital charges (impact fees and system development charges) should be sufficient to pay for:
 - Annual operation and maintenance expenses
 - Capital costs including debt service and other capital outlays
 - Adequate working capital and required reserves

A periodic cost of service study ensures that sufficient revenues are generated for the above expenses, and that rates and charges are equitably established. The Utilities Department and Finance Department will conduct a Water/Wastewater Cost of Service review at least once every five years or as necessary due to significant changes in system costs and/or system operations.

- Any significant changes will be reported to the City Manager and City Council.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

OPERATING RESERVE POLICIES

PURPOSE:

To provide guidelines to the City Council and staff for establishing, maintaining and the annual review of a minimum and target reserve level for the General Fund and proprietary funds listed below.

BACKGROUND:

The city acts as a steward of public funds – one of the most significant responsibilities of the City Council, Boards, and managers. Adequate reserves are a necessary component of the city's overall financial management strategy and can help offset current and future risks.

The establishment and adherence to fiscal reserve policies enables the city to:

- protect the interest of the public and provide rate stabilization and funding, if needed;
- address short-term temporary unplanned losses;
- provide stability, allowing the organization to weather economic downturns;
- address unfunded mandates;
- manage the consequences of outside agency actions that may result in revenue reductions;
- address unexpected financial consequences from natural disasters or catastrophic events;
- address excessive liabilities or legal judgments against the organization; and
- provide continuity in service delivery.

It is the policy of the City of Carlsbad to maintain reserve levels as noted in the following sections, for unforeseen events such as those listed above.

A review of all reserves listed below will occur as part of the annual budget process, and during the rate-setting process for the wastewater and water utility enterprises.

GENERAL FUND

The city has a reserve policy in place (Council Policy 74) which sets a minimum reserve at 30 percent of the General Fund Operating Expenditures and a target reserve of 40 to 50 percent unassigned fund balance of the General Fund Operating Expenditures. The reserve is calculated using the prior fiscal year's Adopted General Fund Budgeted Expenditures (including routine operating transfers and the Council Contingency).

ENTERPRISE FUNDS

- ***Wastewater Operating Fund***
 - The city will target a reserve funding level of 40 percent. The reserve amount is calculated by dividing unassigned fund balance by total budgeted operating expenses plus replacement transfers plus budgeted debt service payments.
 - The annual budget process and setting utility user rates and charges will be used to achieve and maintain the target reserve level.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- ***Water Operating Fund***

- The city will target a reserve funding level of 40 percent. The reserve amount is calculated by dividing unassigned fund balance by total budgeted operating expenses plus replacement transfers plus budgeted debt service payments.
- The annual budgeting and rate setting process will ensure that target reserve levels are achieved and maintained.

INTERNAL SERVICE FUNDS

- ***Workers' Compensation Fund***

- The city 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:
 - Increasing revenues through interdepartmental charges
 - One-time cash contributions from those funds contributing to the shortfall

- ***Risk Management Fund (General Liability)***

- The city 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:
 - Increasing revenues through interdepartmental charges
 - One-time cash contributions from those funds contributing to the shortfall

- ***Information Technology Asset Replacement Fund***

- The city shall maintain a minimum reserve level defined as the amount of accumulated depreciation of IT 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 (calculated annually by the Information Technology Department) of each capitalized asset.
- If, during the annual budget process, the fund does not have sufficient cash balances to achieve the minimum reserve level, a plan to increase cash balances will be proposed using:
 - Increasing revenues through interdepartmental charges
 - One-time cash contributions from those funds contributing to the shortfall

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- If, during the annual budget process, the fund has excess cash balances, a plan to decrease cash balances will be proposed using:
 - Decreasing revenues from interdepartmental charges
 - One-time refunds to those funds contributing to the excess
- ***Vehicle Asset Replacement Fund***
 - The city shall maintain a minimum reserve level defined as the amount of accumulated depreciation of capitalized Fleet assets based on the original cost of each capitalized asset, and up to a maximum reserve level defined as the accumulated depreciation based on the estimated replacement cost (calculated annually by the Public Works Department) of each capitalized asset.
 - If, during the annual budget process, the fund does not have sufficient cash balances to achieve the recommended reserve level, a plan to increase cash balances will be proposed using:
 - Increasing revenues through interdepartmental charges
 - One-time cash contributions from those funds contributing to the shortfall
 - If, during the annual budget process, the fund has excess cash balances, a plan to decrease cash balances will be proposed using:
 - Decreasing revenues from interdepartmental charges
 - One-time refunds to those funds contributing to the excess

GENERAL FUND ECONOMIC UNCERTAINTY ASSIGNMENT

On June 30, 2015, the City Council set aside \$10 million from the General Fund unassigned fund balance to mitigate revenue losses should another recession occur. Unlike the General Fund reserve, these funds could be used for ongoing operating expenditures to maintain service levels to the public and forego reactionary cost cutting measures.

GENERAL FUND CALPERS RATE INCREASE ASSIGNMENT

On June 28, 2016, the City Council set aside \$10 million from the General Fund unassigned fund balance to mitigate CalPERS pension rate volatility, alleviating stress on ongoing resources.

On June 13, 2017, the City Council allocated \$4.5 million from the \$10 million pension stabilization assignment, plus an additional \$4.5 million from the General Fund unassigned balance, to prepay \$9 million of the CalPERS unfunded liability. This leaves a balance of \$5.5 million set aside as unassigned fund balance to mitigate future CalPERS pension rates.

INVESTMENT POLICY

The city has also established a formal Investment Policy. It is the policy of the City of Carlsbad to invest public funds not required for immediate 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.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

FINANCING OF PUBLIC IMPROVEMENTS

Council Policy 33 outlines the city's policies for financing public improvements, primarily to complete links in the city's traffic circulation system. Improvements generally include streets and highways, sewer lines, water lines, drainage facilities, and other improvements as authorized by law and which the City Council has determined are consistent with the policy.

The underlying principles behind the policy are:

- To protect the public interest;
- To ensure fairness in the application of the assessments, special taxes, or fees to current and future property owners;
- To ensure full disclosure to current and future property owners of the special district;
- To ensure the creditworthiness of any special district debt;
- To protect the city's credit rating and financial position;
- To ensure that the applicants for special district proceedings, other than city-initiated proceedings, pay all costs associated with the formation of any special district;
- To establish one policy regarding the requirements that must be met before the City Council will consider approving the financing of public improvements using special districts;
- To provide city staff, the residents of the city, and owners and developers of property located within the city with guidance in the application for and consideration of the establishment of special districts; and
- To incorporate the requirements of new legislation pertaining to the use of special districts.

The policy provides the framework for use of Assessment Districts, Community Facilities Districts, and Bridge and Thoroughfare Districts. The public improvements must be located in the public rights-of-way dedicated or otherwise granted to the city or other public agency, and construction of the improvements must serve the public interest as well as the benefit conferred on the properties within the proposed financing districts. The Policy describes property owner requirements such as concurrence of a certain percent of property owners wishing to establish the special district, financial capability and stability of the property owners and proposed project, as well as the steps of the formation process.

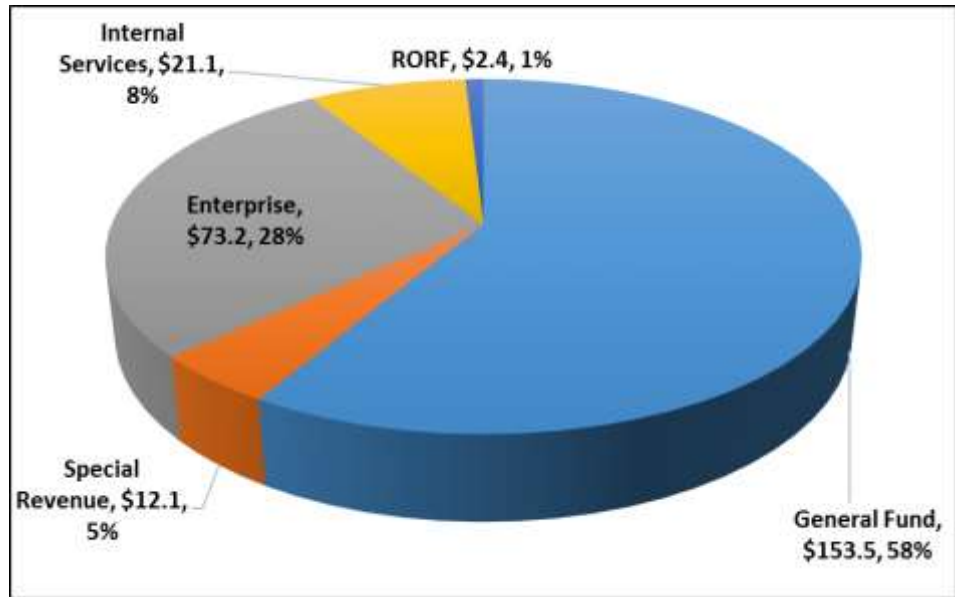
BUDGET SUMMARY

OPERATING BUDGET

Revenue Projections

**FY 2017-18 OPERATING REVENUES
BY FUND TYPE = \$262.3 MILLION**

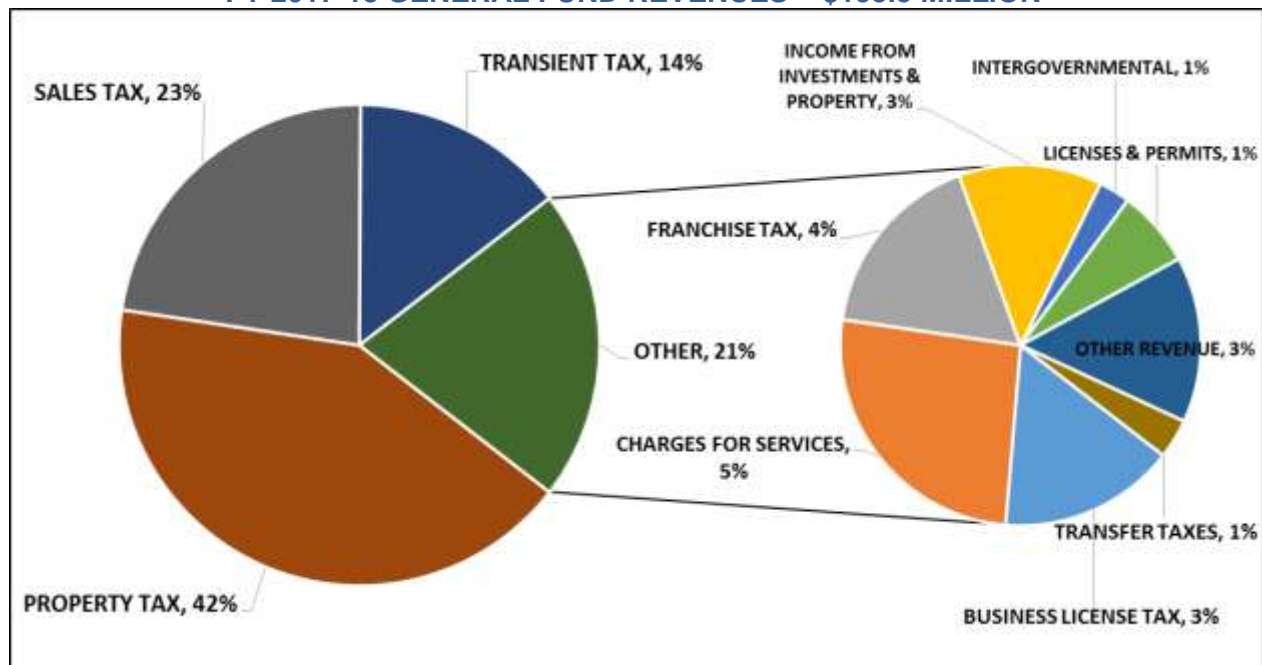
The city's operations are divided into various funds. Each fund has been established because of certain restrictions placed on the use of the resources received by that fund. Any unrestricted funds are placed in the General Fund. Estimated revenues for the city's five fund types are shown on the accompanying graph.



General Fund

The fund receiving the largest slice of the revenues is the General Fund, with estimated revenues of \$153.5 million for Fiscal Year 2017-18. The General Fund pays for most of the city services available to city residents. The majority of the General Fund revenues are derived from taxes. The following graph illustrates the sources of revenue to the General Fund.

FY 2017-18 GENERAL FUND REVENUES = \$153.5 MILLION



BUDGET SUMMARY

Property tax, at \$64.3 million, is the largest General Fund revenues. The city receives about 18 percent of the property tax paid by its citizens. The remainder of the tax goes to the school districts, the state, and other agencies. Sales tax is the second largest source of revenue for the General Fund. Sales tax is estimated to bring in \$34.9 million for Fiscal Year 2017-18. Automobile and retail sales are the most significant contributors to the category of sales tax. Transient occupancy tax (hotel tax) is estimated at \$22.2 million and represent the third largest revenue source for the city. Franchise tax, transfer tax, and business license tax make up the remaining \$10.6 million in tax revenues estimated to be collected in Fiscal Year 2017-18.

Intergovernmental revenues are revenues collected by the state and other governmental agencies and allocated to the city based on a formula. Examples of intergovernmental revenues include state mandated cost reimbursements and homeowner's exemptions. Intergovernmental revenues are estimated at approximately \$908,000 for the upcoming year.

Licenses and permits account for \$2.2 million of the General Fund revenues and include building permits and other development-related permits. Charges for services are estimated to be \$8.3 million and include fees for engineering, planning, building, recreation, and ambulance services. Income from investments and property are estimated at \$4.1 million.

Other General Fund revenue sources include charges collected from other departments, fines and forfeitures, and miscellaneous revenues. Those sources total \$4.8 million.

Special Revenue Funds

Revenues from Special Revenue funds are estimated at \$12.1 million for Fiscal Year 2017-18. Funds collected in this category are legally restricted to specified purposes. Examples of revenues in this category include donations, grants, and special assessments. The types of functions supported with Special Revenue funds include programs such as Section 8 Housing Assistance, Housing Trust Fund, Community Development Block Grants (CDBG), and maintenance and special benefit assessment districts.

Enterprise Funds

Enterprise fund revenues make up the second largest revenue group, totaling \$70.5 million. Enterprise funds operate similar to a business in that they charge fees to cover the cost of their services. The city has four primary enterprises, including a water utility, a wastewater utility, solid waste management, and the city's municipal golf course, The Crossings at Carlsbad.

Internal Service Funds

Internal Service fund revenues, projected to be \$21.1 million, are derived from charges to the city departments that benefit from the services rendered. The funds collected must be used specifically to support the internal service. Examples of the city's Internal Service funds include General Liability, Self-Insured Benefits, Information Technology, Workers' Compensation, and Vehicle Maintenance and Replacement.

Redevelopment Obligation Retirement Funds

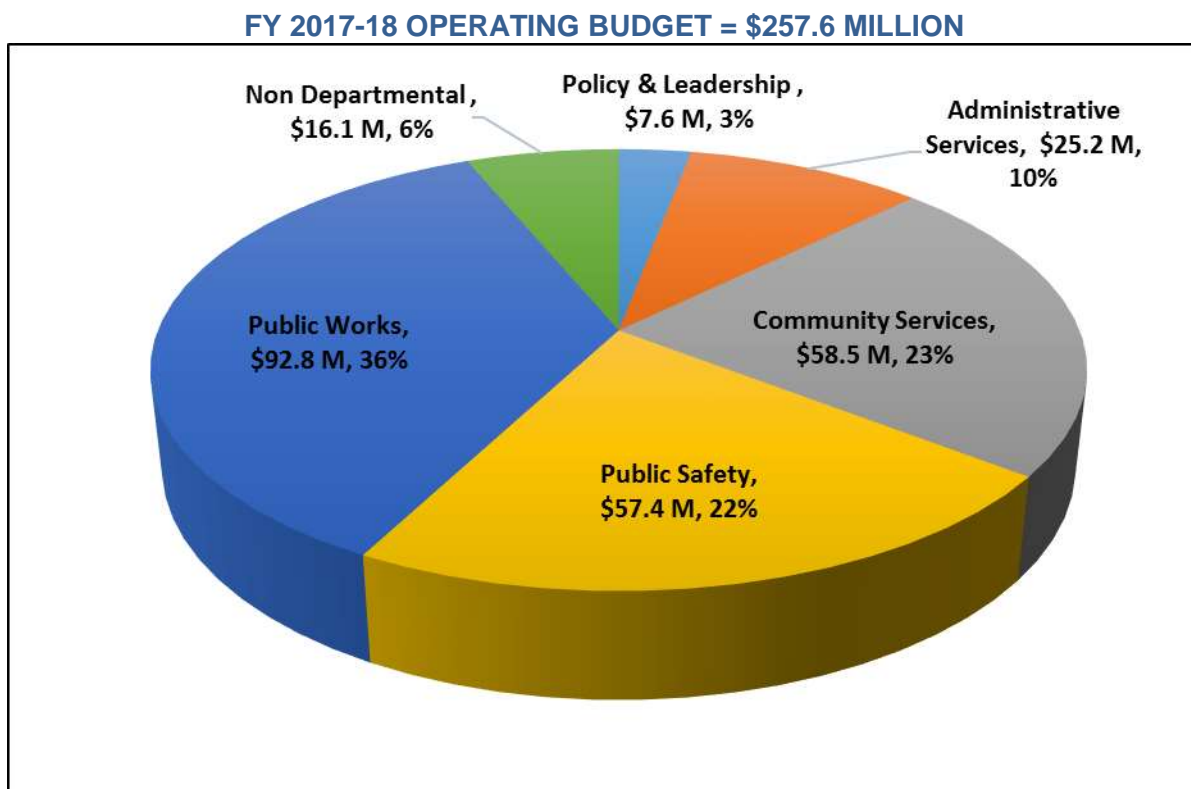
The Redevelopment Obligation Retirement Fund (RORF) revenues are expected to total \$2.4 million in the upcoming year. On June 29, 2011, California Governor Jerry Brown signed ABX126 to dissolve all redevelopment agencies within the State of California. All agencies were subsequently dissolved as of February 1, 2012, and a Successor Agency was designated to complete the work of the Carlsbad Redevelopment Agency (RDA) and wind down the financial obligations. A Recognized Obligation Payment Schedule (ROPS) was prepared by the Successor Agency in April 2012 and was subsequently approved by the Oversight Board, the County of San Diego, and the State of California. The initial ROPS identified financial

BUDGET SUMMARY

commitments of the former RDA which was to be paid from semi-annual tax increment revenue received by the Successor Agency. Every six months a new ROPS must be prepared and approved to receive additional tax increment. Tax increment revenues are projected to decrease due to the increase in County of San Diego administrative costs which are netted against the tax increment revenues received by the Successor Agency.

Operating Budget By Program

The total Operating Budget adopted for the city for FY 2017-18 equals \$257.6 million, which is approximately 3 percent higher than the Operating Budget adopted for FY 2016-17. The Operating Budget includes funding for the General Fund as well as all other city funds, and can be categorized by main functional areas. Five main service areas that represent the key functions of the city have been identified, as well as a Non-Departmental component, which includes fund transfers and items that benefit the city as a whole. The graph below shows the percentage of the Operating Budget applicable to each of the functional areas.



Total funding allocated for the **Policy and Leadership Group** for 2017-18 is \$7.6 million. This group encompasses all elected officials and the chief executive offices for the city. These include the offices of the City Council, City Manager, City Clerk and Records Management, City Attorney, City Treasurer, and the Communications department.

Administrative Services, with a budget of \$25.2 million, includes Finance, Purchasing, Human Resources, Information Technology, Self-insured Benefits, Risk Management, and Workers' Compensation. These areas mainly provide services to city departments.

Public Safety services are funded at \$57.4 million and include all of the Police and Fire programs, such as police patrol, vice/narcotics, juvenile diversion and DARE programs, fire emergency operations, fire prevention and emergency preparedness.

BUDGET SUMMARY

Community Services, with a budget of \$58.5 million, consists of community and economic development, library and cultural arts, parks and recreation, and seniors programs. Included in this area is the enterprise fund for operations of the municipal golf course, The Crossings at Carlsbad. Community and Economic Development guides and oversees the planning and development of Carlsbad, as depicted in the city's General Plan. The General Plan is the base document that expresses the goals and public policy relative to future land use. It acts as a "constitution" for development and is the foundation upon which all land use decisions are based. Also included under Community Development are Building and Code enforcement, Volunteer Programs, and Housing and Neighborhood Services.

The functional area requiring the largest amount of funds is **Public Works**, with a budget of \$92.8 million. Public Works is responsible for the provision of utility services, as well as the construction and maintenance of all of the city's streets and roadways. It is comprised of the Water, Sewer, and Solid Waste enterprise funds, as well as the Transportation Department, Fleet Maintenance and Replacement, Environmental Programs, and Lighting and Landscaping Special Assessment Districts.

The **Non-Departmental and Contingency** funding is \$16.1 million and includes transfers to other funds, programs benefiting the city as a whole, such as community promotions, community contributions, assessment services, and the City Council's contingency account. Included in the non-departmental group is a \$10 million transfer to the Infrastructure Replacement Fund. This program sets aside funds for the replacement of the city's infrastructure. The City Council contingency account, which is available for emergencies and unforeseen program needs that arise during the year, is budgeted at \$1.5 million.

Staffing

The FY 2017-18 Operating Budget reflects a total net increase of 9.0 full-time positions, 1.0 limited-term positions, and an increase of part-time staff totaling 16.33 hourly full-time equivalent (FTE) positions. These changes result in a city workforce of 685.25 full and three-quarter time employees, 7.75 limited-term positions, and 179.09 hourly FTE. The staffing changes in each of the city's programs are discussed more fully in the Operating Budget Overview.

CAPITAL IMPROVEMENT PROGRAM

The City of Carlsbad's Capital Improvement Program (CIP) is a long-range planning document, which outlines the expenditure plan for current and future capital projects and the corresponding revenues to pay for those expenditures. Projects in the CIP consist primarily of new construction or major maintenance and replacement of city facilities such as parks, roads, civic facilities such as libraries, police and fire stations, and sewer, water, and drainage facilities. The Capital Improvement Program for 2017-18 totals \$54 million in new appropriations and an estimated \$200 million in continuing appropriations, for a total appropriation of \$254 million. Some of the notable capital projects which are planned in the next five years are discussed on the following pages.

Park Development Projects

The city is currently constructing park projects which were a result of a needs assessment and subsequent updated master plans. The city worked with the community to identify current needs and priorities for parks and recreation programs, and summarized the input in the Parks & Recreation Department Master Plan. The city then updated individual master plans for Poinsettia Community Park, Aviara Community Park, Pine Avenue Community Park and Leo Carrillo Ranch Historic Park.

BUDGET SUMMARY

Aviara Community Park Event Gathering Space and Picnic Areas – The additional park amenities include a passive outdoor community gathering space, group picnic areas, a perimeter walking path, restrooms, and a warming/cooling room to support outside catering and city food and beverage services at small events and programs. The total cost is \$3.6 million.

Poinsettia Park Multi-Use/Multi-Generational Community Center – As a result of the needs assessment, funds are included to study the feasibility of a multi-use, multi-generation indoor community center, located at Poinsettia Park, which will serve a larger cross section of the community. Additional planned improvements include a fenced dog park for both large and small dogs, pickleball courts, updated tot lots and a multi-sports arena with a picnic area and artificial turf field, at a total cost of \$4.4 million.

Leo Carrillo Phase III – This historic park is located in the southeast quadrant of the city. Expenditures include restoration of the horse stables, implementation of an outdoor interpretive plan to educate and focus on the life and times of Leo Carrillo, his ranch years, and native people and plants. Also included is visitor way-finding signage and additional lighting. The total estimated cost is \$2.8 million.



Pine Avenue Park Community Facility and Garden Areas – The remaining elements of the park include a multi-purpose community center and gymnasium, a community garden with rentable plots, and a botanical/ornamental garden. The community center and gymnasium will include basketball and volleyball courts, gymnastics equipment, multi-purpose rooms, meeting rooms, a teen center, and office space. This final phase of the park is estimated at \$12.3 million.

Robertson Ranch Master Plan – This 13 acre park site is located within the Robertson Ranch development located in the northeast quadrant of the city. Funding in the amount of \$200,000 is included for the development of a master plan.

Civic Facilities

Civic facilities include a variety of facilities from which the city can offer its services to the public.

Fire Station No. 2 Reconstruction – On November 8, 2016, the Carlsbad citizens passed Measure O, authorizing the expenditure of up to \$10.5 million for the reconstruction of the city's oldest fire station, located at the intersection of El Camino Real and Arenal Road.

Village and Barrio Traffic Circles – Calming traffic is one step towards creating welcoming and inviting public rights of way, designed to connect people in the surrounding neighborhood. This project will construct 9 traffic circles at a total cost of \$1.5 million.

Maintenance & Operations Center – This city facility will bring together offices, the maintenance yard, a warehouse, and parking to accommodate the various work groups at one location,

BUDGET SUMMARY

currently planned near the existing Safety Center and Fleet yard. The total estimated project cost is \$31.3 million.



Facilities Maintenance – As the city facilities begin to age, maintenance and repair projects are needed to keep them in good condition. In the next five years, \$8.9 million has been allocated to projects, including projects at the following locations:

- City Facility Accessibility Upgrades
- Faraday Administrative Offices Rehabilitation
- Fire Station No. 1, No. 4, and No. 5 Security Fencing
- Fleet Maintenance Refurbishment
- Senior Center Refurbishment

Village and Barrio Public Gathering Spaces – Funding in the amount of \$345,000 is included to conduct outreach to determine the best locations for public gathering spaces and, once locations have been identified, to prepare design concepts, illustrating outdoor gathering places with varied amenities.

Street and Circulation Projects

People of all ages and abilities want to travel safely and conveniently in Carlsbad, whether they drive, walk, bike, or ride a bus or train. The livable streets concept, also called “complete streets,” acknowledges that streets are an important part of the livability of today’s communities and should accommodate various users. Carlsbad has made livable streets a priority when planning and constructing improvements to city roadways. In addition to constructing improvements, the city continues to invest in the maintenance and operation of the transportation infrastructure by providing timely repairs and rehabilitation of the public assets associated with the roadways and public rights-of-way throughout the city.

ADA Improvements – ADA projects throughout the city are scheduled for \$670,000 in funding over the next five years. The program includes various accessibility improvements, including sidewalk curb ramps and pedestrian signals.

Adaptive Traffic Signal Program – The implementation of adaptive signal coordination systems includes the installation of an Advanced Traffic Signal Management System (ATMS) in the existing Traffic Management Center (TMC) and upgrading traffic signal controllers and other equipment at various intersection locations throughout the city. The total cost is \$3.7 million.

Avenida Encinas Widening – This project will widen Avenida Encinas to full secondary arterial standards from Palomar Airport Road to just south of Embarcadero Lane. The CIP includes \$5.3 million to fund this project in the next five years.

Beach Access Repair/Upgrades from Pine Avenue to Tamarack Avenue – This project includes an evaluation of all beach access facilities along the coastline from Pine to Tamarack Avenue, to determine what repairs are necessary to maintain existing facilities, and to implement the repair and rehabilitation recommendations from the evaluation report. The total budget is \$5.8 million.

Bridge Preventative Maintenance Program – This is a new program designed to perform preventative maintenance activities on bridges throughout the city, at a total cost of \$1.6 million.

BUDGET SUMMARY

Carlsbad Boulevard Pedestrian Lighting – This project will install pedestrian scale lighting along both sides of Carlsbad Boulevard between Tamarack Avenue and State Street at a total cost of \$1.3 million.

Carlsbad Village Drive and Grand Avenue Pedestrian and Crossing Improvements – Pedestrian features along Carlsbad Village Drive and Grand Avenue are planned adjacent to the railroad tracks. The total cost is \$1.3 million.

Concrete Repair and Maintenance – The proposed spending plan included \$1 million in the next five years for repairs to sidewalks, curb and gutter, pedestrian ramps, driveway approaches and cross gutters.

El Camino Real Widening – There are a number of projects that are scheduled over the next five years that will focus on the widening of El Camino Real, in addition to other improvements, such as median construction. The projects include widening from Cassia Road to Camino Vida Roble, Arenal Road to La Costa Avenue and Lisa Street to Crestview Drive. In the next five years, \$5.2 million in additional funding is included for these projects.

Pavement Management – Carlsbad's local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the streets. Part of the maintenance program is the sealing and overlay of the existing street surface. In addition, any problem areas are addressed as they are identified. The FY 2017-18 CIP has \$15.6 million budgeted in the next five years for this program.

Poinsettia Lane Extension from Cassia Road to Skimmer Court – Completion of this segment of Poinsettia Lane is the final link between Aviara Parkway and El Camino Real. The total cost is estimated at \$14.1 million.

Road Diet and Traffic Calming Projects along Chestnut Avenue, Valley Street, Kelly Drive, and La Costa Avenue – Several projects are planned in the next five years to provide complete street solutions so that the various users of these roads, including pedestrians and bicyclists, are provided for in a balanced and equitable manner. An additional \$5.8 million is planned towards completion of these traffic calming projects.

Terramar Coastal Improvements – This project is designed to improve the public right of way along Carlsbad Boulevard and Cannon Road to provide a complete street including pedestrian/non-vehicular facilities and long the bluff to enhance the quality of the open space and beach access. A total budget of \$6.6 million is included in the next five years.

Traffic Signals – In the next five years, four traffic signal installations are planned at the following locations, at a total cost of \$710,000:

BUDGET SUMMARY

- Faraday Avenue and Camino Hills Drive
- Faraday Avenue and Palmer Way
- La Costa Avenue and Levante Street
- Maverick Way and Camino de los Coches

Village and Barrio Traffic Circles – Installation of traffic circles at intersections throughout the Village and Barrio is planned at a total cost of \$1.5 million.

Water and Wastewater Projects

The city's water and wastewater projects are vital to the continued health and welfare of its citizens. Most new lines are built and paid with impact fees collected with new development. As the city ages, it will become necessary to repair and replace the lines that already exist, and an increase in these projects is anticipated in future years. In the next five years, an additional \$74 million in funding is scheduled for both new and replacement water and sewer projects.



Wastewater

Wastewater facilities scheduled for construction or replacement within the next five years include:

- Buena Interceptor Sewer Improvements
- Faraday/El Camino Real Sewer Replacement
- Las Palmas Trunk Sewer
- Quarry Creek Sewer Extension
- Villas Sewer Lift Station Replacement
- Vista-Carlsbad Interceptor

In addition to the new construction and replacement projects and ongoing condition assessments, repairs and upgrades to the city's wastewater facilities are expected to cost \$3.6 million in the next five years.

Water Lines

Major water facilities scheduled for construction or replacement within the next five years are estimated at \$33.2 million, and include the following locations:

- Aviara Parkway and Plum Tree
- Carlsbad Boulevard – South of Avenida Encinas
- El Fuerte and Corintia Street Pressure Reducing Station
- Fire Flow System Improvements
- Hydroelectric Generator at Desal Flow Control Facility No. 5
- Maerkle Pump Station Improvements and Transmission Main
- Maerkle Reservoir Floating Cover Replacement
- Santa Fe II Inlet Pipeline

In addition, \$16.7 million is included in the next five years for miscellaneous pipeline replacements, repair and maintenance projects, a condition assessment program, and a water valve repair and replacement program.

BUDGET SUMMARY

Recycled Water Expansion

Expansion to the Carlsbad Water Recycling Facility, including construction of additional pipelines and a reservoir, are anticipated to cost \$34 million. These facilities are expected to meet the 76 percent increase in future recycled water demand. The expansion is expected to increase the recycled water supply from 4 to up to 8 million gallons per day (mgd). With diminishing potable water resources available, alternative supplies such as recycled and desalinated water become increasingly important in supplementing the total water supply.

Drainage Projects

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. Carlsbad supports programs that will ensure that all water bodies within the city are safe and clean and, where possible, open to the public at all times. The system consists of drainage pipes 30-inches or larger in diameter, large concrete and rock lined channels, permanent sedimentation basins and miscellaneous large facilities. As the city continues to age, it will become necessary to repair and replace the lines that already exist. An additional \$4.3 million will be added to the program in the next five years.

SUMMARY

The FY 2017-18 budget focuses resources on projects that align with the strategic goals set by our City Council and the community. Most major revenue sources for the city are improving, and these ongoing resources will fund construction and operating costs of facilities to support the future needs of residents and visitors. The city has also utilized a growth management plan to ensure that one-time funds are available for these facilities and infrastructure.

Economic news is mostly optimistic, but the environment is somewhat unpredictable, given international instability, a new executive administration, and challenges at the state level from the expiration of the temporary sales tax to the unknown effects of the pending increase in the minimum wage. Although the forecast indicates improving economic conditions for the city in the coming years, the FY 2017-18 budget maintains the fiscal discipline and planning exercised by Carlsbad's City Council over the past decades.

The City of Carlsbad continues to exercise fiscal responsibility. The city continues to plan for the long-term and uses a ten-year financial forecast in creating the budget. This long-term planning tool allows us to model the effects of ongoing fiscal impacts from new facilities, economic conditions, and changes in personnel costs. In 2015-16, the city set aside \$10 million from the General Fund unassigned fund balance to mitigate revenue losses should another recession occur. In 2016-17, an additional \$10 million was set aside to mitigate fluctuations in the CalPERS annual pension contribution rates. Unlike the General Fund reserve, these funds can be used for ongoing operating expenditures to ensure the continuation of services with minimal impact to the public. The FY 2017-18 budget reflects continued dedication to the provision of excellent city services and the quality of life valued by those who live, work and play in Carlsbad.

BUDGET SUMMARY

DEBT MANAGEMENT ISSUES

The use of debt has always been a primary issue in the development of the Capital Improvement Program and the policies to implement the Growth Management Program. Over the years, the city has issued millions of dollars of bonds and Certificates of Participation (COPs) 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.

Although the Government Code of the State of California has established maximum general obligation debt limits for local governments within the State, the city does not have any outstanding debt subject to those limitations.

Since Fiscal Year 2008-09, no debt service payments have been required of the General Fund, and no new debt is anticipated for the General Fund in the coming year. The city currently has approximately \$66.5 million of debt outstanding. Outstanding debt obligations of financing districts within the city do not obligate the City of Carlsbad.

The following table identifies the debt the city has issued, the outstanding principal balance, the 2017-18 scheduled principal and interest payments, and the scheduled year of payoff.

City of Carlsbad Debt Outstanding						
Bond Name	Repayment Source	Original Bond Issue	Outstanding Principal At 6/30/17	2017-18 Payment P&I	Final Payment FY	
1993 Redevelopment						
Tax Allocation Bonds	Redevelopment	\$ 15,495,000	\$ 6,030,000	\$ 1,034,134		2024
CFD #3 2016 Improvement Area 1						
Special Tax Bonds	Special District	\$ 8,290,000	\$ 8,290,000	\$ 521,862		2037
CFD #3 2016 Improvement Area 2						
Special Tax Bonds	Special District	\$ 13,015,000	\$ 13,015,000	\$ 801,975		2039
Subtotals		\$ 36,800,000	\$ 27,335,000	\$ 2,357,971		
1997 Carlsbad Ranch (AD 95-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 10,175,438	\$ 2,655,000	\$ 516,312		2023
1998 Rancho Carrillo (AD 96-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 19,600,000	\$ 9,105,000	\$ 1,041,180		2029
2013 Reassessment District (AD 2012-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 31,300,000	\$ 27,425,000	\$ 2,133,432		2036
Subtotals		\$ 61,075,438	\$ 39,185,000	\$ 3,690,924		
Totals		\$ 97,875,438	\$ 66,520,000	\$ 6,048,895		

BUDGET SUMMARY

In FY 2016-17, the Carlsbad Public Financing Authority Bonds (Golf Course Revenue Bonds) were paid in full.

In summary, the following table shows the estimated revenues, expenditures and projected available balance on June 30, 2017, and the budgeted revenues and expenditures, with the projected available balance on June 30, 2018.

BUDGET SUMMARY

FISCAL YEAR 2017-18						
PROGRAM AREA	PROJECTED BALANCE July 1, 2017	ESTIMATED REVENUES	ADOPTED BUDGET	ADVANCES & TRANSFERS	PROJECTED BALANCE June 30, 2018	
OPERATING BUDGET						
Policy / Leadership Group			\$ 7,622,858			
Administrative Services			25,213,015			
Community Services			58,501,244			
Public Safety			57,398,523			
Public Works			92,764,250			
Non Departmental & Contingencies			16,148,000			
SUBTOTAL OPERATING	\$ 183,532,752	\$ 262,270,749	\$ 257,647,890	\$ -	\$ 188,155,611	
CAPITAL IMPROVEMENT PROGRAM						
Fiscal Year 2017-18	\$ 493,788,147	\$ 53,670,058	\$ 53,951,993	\$ -	\$ 493,506,212	
2016-17 Continuing Appropriations					(200,435,118)	
Projected CIP Fund Balance at June 30, 2018					293,071,094	
TOTAL OPERATING AND CAPITAL	\$ 677,320,899	\$ 315,940,807	\$ 311,599,883	\$ -	\$ 681,661,823	

FISCAL YEAR 2016-17						
PROGRAM AREA	PROJECTED BALANCE JULY 1, 2016	PROJECTED REVENUES	ESTIMATED EXPENDITURES	ADVANCES & TRANSFERS	PROJECTED BALANCE JUNE 30, 2017	
OPERATING BUDGET						
Policy / Leadership Group			\$ 6,923,000			
Administrative Services			22,443,000			
Community Services			72,263,700			
Public Safety			57,172,064			
Public Works			76,876,000			
Non Departmental & Contingencies			15,070,000 *			
SUBTOTAL OPERATING	\$ 191,262,294	\$ 258,018,222	\$ 250,747,764	\$ (15,000,000)	\$ 183,532,752	
CAPITAL IMPROVEMENT PROGRAM						
Fiscal Year 2016-17	\$ 446,145,479	\$ 108,120,108	\$ 70,977,440	\$ 10,500,000	\$ 493,788,147	
TOTAL OPERATING AND CAPITAL	\$ 637,407,773	\$ 366,138,330	\$ 321,725,204	\$ (4,500,000)	\$ 677,320,899	

BUDGET SUMMARY

TRANSFERS AND ADVANCES

For FY 2016-17, total Operating Budget transfers and advances (\$15,000,000) are a net of the following:

- Repayment of an advance to the General Fund from the Golf Course Fund (\$230,000).
- Repayment of an advance to the General Fund from the Redevelopment Obligation Retirement Fund (\$954,000).
- Transfer from the General Fund to the Golf Course Fund for prepayment of outstanding bonds (\$14,811,000).
- Transfer from the General Fund to the General Capital Construction Fund for reconstruction of Fire Station No. 2 (\$10,500,000).
- Transfer from General Fund Pension Stabilization designation, for prepayment of CalPERS unfunded liability (\$4,500,000); the balance of the prepayment amount (\$4,500,000) was appropriated from the General Fund undesignated balance.

For FY 2016-17, total Capital Improvement Program Budget transfers and advances (\$10,500,000) are:

- Transfer to the General Capital Construction Fund from the General Fund for reconstruction of Fire Station No. 2 (\$10,500,000).

For FY 2017-18, total transfers and advances are a net of the following:

- Repayment of an advance to the General Fund from the Golf Course Fund (\$110,000).
- Repayment of an advance to the General Fund from the Redevelopment Obligation Retirement Fund (\$1,312,000).

PERSONNEL ALLOCATIONS

	FINAL BUDGET 2015-16	FINAL BUDGET 2016-17	FINAL BUDGET 2017-18	2017-18 CHANGES
CITY ATTORNEY	7.00	6.00	7.00	1.00
CITY CLERK & RECORDS MANAGEMENT*	5.00	5.00	6.00	1.00
CITY COUNCIL	1.00	1.00	1.00	0.00
CITY MANAGER	7.00	8.00	8.00	0.00
CITY TREASURER	0.75	0.75	0.75	0.00
COMMUNICATIONS	5.00	5.00	5.00	0.00
COMMUNITY AND ECONOMIC DEVELOPMENT	44.00	44.00	44.00	0.00
FINANCE AND RISK MANAGEMENT	32.50	33.00	32.00	(1.00)
FIRE	89.00	90.00	90.00	0.00
HOUSING AND NEIGHBORHOOD SERVICES	13.00	13.00	13.00	0.00
HUMAN RESOURCES & WORKERS COMP	11.00	11.00	11.00	0.00
INFORMATION TECHNOLOGY	19.50	20.00	27.00	7.00
LIBRARY & CULTURAL ARTS	50.50	50.50	50.50	0.00
PARKS AND RECREATION	58.15	57.15	57.00	(0.15)
POLICE	168.00	168.00	168.00	0.00
PUBLIC WORKS - ADMINISTRATION	8.05	9.85	12.30	2.45
PUBLIC WORKS - ENVIRONMENTAL MANAGEMENT	8.50	9.50	9.70	0.20
PUBLIC WORKS - GENERAL SERVICES	28.10	51.30	52.00	0.70
PUBLIC WORKS - TRANSPORTATION	57.35	33.00	32.00	(1.00)
PUBLIC WORKS - UTILITIES	60.85	60.20	59.00	(1.20)
PERMANENT FULL AND 3/4 TIME LABOR FORCE	674.25	676.25	685.25	9.00

SUMMARY OF REQUESTED LABOR FORCE BY CATEGORY				
	2015-16	2016-17	2017-18	Difference
Limited Term Personnel	3.75	6.75	7.75	1.00
Hourly Full Time Equivalent Personnel	159.51	162.76	179.09	16.33
TOTAL LABOR FORCE	837.51	845.76	872.09	26.33

(*) In FY 2017-18, City Clerk and Records Management merged

DECEMBER 2016	
Operating Budget	Capital Budget
Planning and calendar development	Planning and calendar development
JANUARY 2017	
Operating Budget	Capital Budget
Ten-year forecast updated Budget policies are set Block calculation completed Budget manual finalized Kickoff meeting	Kickoff meeting Departments update project submittals
FEBRUARY 2017	
Operating Budget	Capital Budget
City Council goal setting Department budgets due	City Council goal setting Department project submittals due
MARCH 2017	
Operating Budget	Capital Budget
Finance department review Meetings with Department Heads	Growth estimates updated Cash flows updated (15 year)
APRIL 2017	
Operating Budget	Capital Budget
Meetings with Department Heads Meetings with City Manager	Meetings with City Manager
MAY 2017	
Operating Budget	Capital Budget
Preliminary budget to printer 23rd City Council Workshop 30th Citizen's Budget Workshop	Preliminary budget to printer 9th City Council Workshop 30th Citizen's Budget Workshop
JUNE 2017	
Operating Budget	Capital Budget
13th Budget Adoption	13th Budget Adoption

California Society of Municipal Finance Officers

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July 1, 2016

Jeffrey R. Enow

Executive Director



**2017/18 Operating Budget &
Capital Improvement Program**

Operating Budget



Operating Budget

2017-18 OPERATING BUDGET OVERVIEW

REVENUE

The Operating Budget for FY 2017-18 totals \$257.5 million, with revenues for the year estimated at \$262.3 million. General Fund revenues are estimated at \$153.5 million and General Fund budgeted operating expenditures are \$145.7 million.

The following table shows the total operating revenues anticipated to be received by the city for FY 2016-17, as well as those estimated for FY 2017-18.

REVENUE SUMMARY				
BY FUND TYPE				
(in Millions)				
FUND	PROJECTED 2016-17	BUDGETED 2017-18	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 148.1	\$ 153.5	\$ 5.4	3.7%
SPECIAL REVENUE	12.4	12.1	(0.3)	-2.4%
ENTERPRISE	73.3	73.2	(0.1)	-0.1%
INTERNAL SERVICE	21.8	21.1	(0.7)	-3.3%
REDEV. OBLIG. RETIREMENT	2.5	2.4	(0.1)	-3.0%
TOTAL	\$ 258.0	\$ 262.3	\$ 4.3	1.7%

Revenue estimates for the Operating Budget indicate that the city will receive a total of \$262.3 million in FY 2017-18, a change of about \$4.3 million over the projected FY 2016-17 revenues. General Fund revenues are expected to increase by \$5.4 million, compared to the prior year, as all sources of revenue indicated in the table below increase, with the exception of a decrease in development revenues. Special Revenue funds decreased by 2.4 percent, or \$300,000, due to projected decreases in donations, affordable housing revenues, and parking in-lieu fees. Enterprise Fund revenues are projected to remain relatively flat in the upcoming fiscal year. More information on the city's revenue sources is provided in the following discussion.

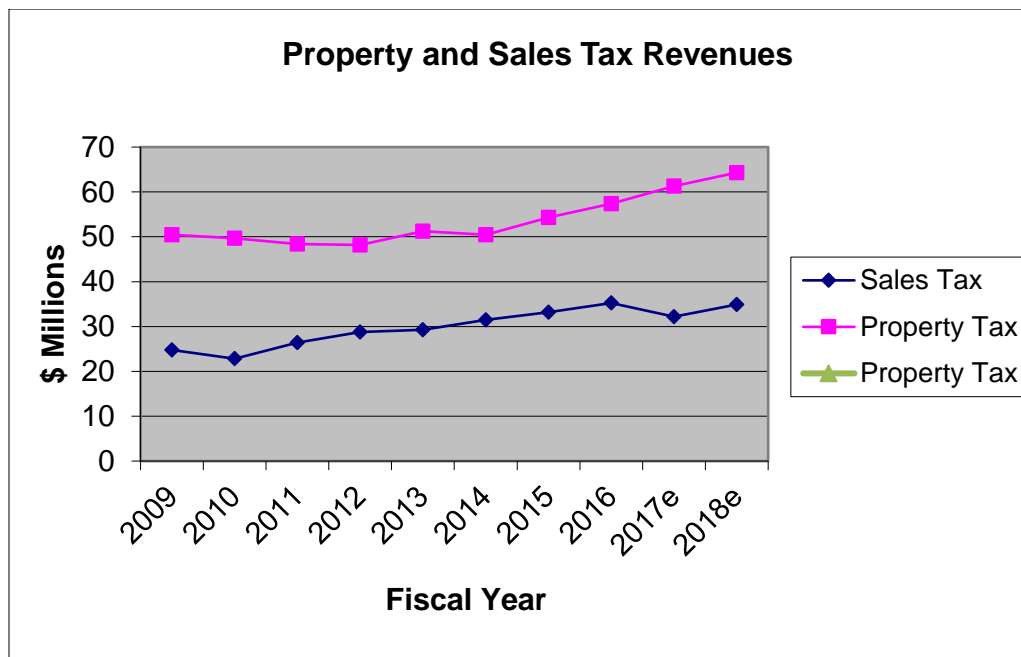
General Fund Revenues

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 and Cultural Arts, Street and Park Maintenance, and Recreation programs. The following table provides a summarized outlook for the major General Fund revenues.

SIGNIFICANT GENERAL FUND REVENUES				
(In Millions)				
	PROJECTED 2016-17	BUDGETED 2017-18	\$ CHANGE	% CHANGE
PROPERTY TAX	\$ 61.3	\$ 64.3	\$ 3.0	4.9%
SALES TAX	32.2	34.9	2.7	8.3%
TRANSIENT OCCUPANCY TAX	21.5	22.2	0.6	3.0%
FRANCHISE TAXES	5.5	5.5	-	0.2%
BUSINESS LICENSE TAX	4.3	5.1	0.8	19.4%
DEVELOPMENT REVENUES	5.2	3.5	(1.8)	-33.6%
ALL OTHER REVENUE	18.0	18.0	-	0.0%
TOTAL	\$ 148.1	\$ 153.5	\$ 5.4	3.7%

2017-18 OPERATING BUDGET OVERVIEW

General Fund revenues continue to indicate a healthy local economy, as growth continues to be positive. Almost 80 percent of General Fund revenues are derived from three sources – property tax, sales tax, and transient occupancy tax (TOT). Sales tax receipts and TOT revenues tend to be much more sensitive to changes in economic conditions, unlike property tax revenues, which remain relatively stable because of the mitigating effect of Proposition 13, which limits annual growth in assessed values. Property tax, the largest source of General Fund revenues, is expected to grow by 4.9 percent in FY 2017-18, as assessed values continue to improve. The median resale price of a single family residence (SFR) in Carlsbad is down slightly, 1.5 percent to \$814,000, as the city sees some weakness in two of the four sectors, namely, the southeast and the northeast quadrants. However, if new construction and multifamily residences are included, the median price is up by nine percent. Inventories in Carlsbad remain tight, down 14 percent from the reduced numbers seen at this time, last year. The low inventory should keep upward pressure on home prices but, as mentioned previously, mortgage rates are expected to increase in the coming years, prompted by economic factors and Fed monetary policy, which will decrease home purchasers' buying power.

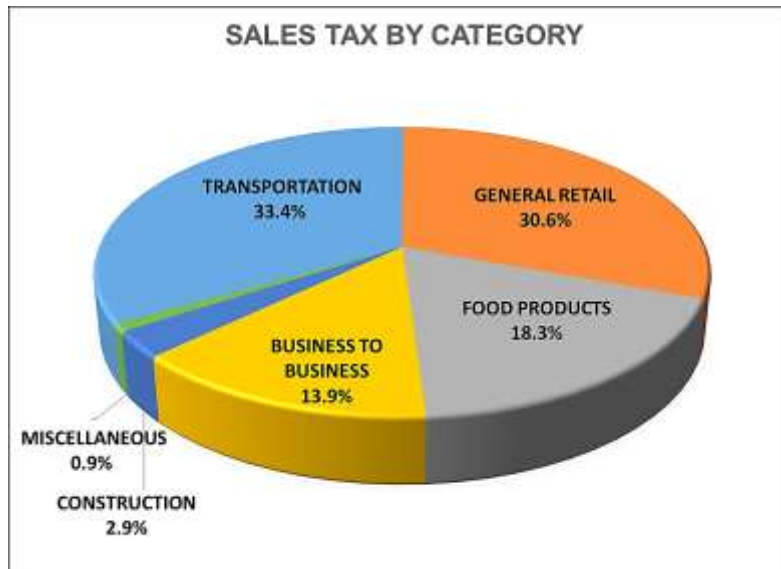


Changes in property tax revenues lag behind changes in the housing market, as the tax revenue for the upcoming fiscal year is based on assessed values from January. Thus, the taxes to be received for FY 2017-18 are based on assessed values as of January 1, 2017.

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 two percent per year. The value upon which the tax is based is only increased to the full market value upon the sale of the property. Thus, property taxes tend to grow slowly unless there are significant sales of new or existing stock. 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.

Sales tax revenues generally move in step with economic conditions and have improved markedly over the past years. Sales tax revenue for FY 2017-18 is expected to increase by 8.3 percent, due primarily to the timing of revenues at the expiration of the triple flip (see below). According to information from the Anderson School at UCLA, taxable sales in the state of

2017-18 OPERATING BUDGET OVERVIEW

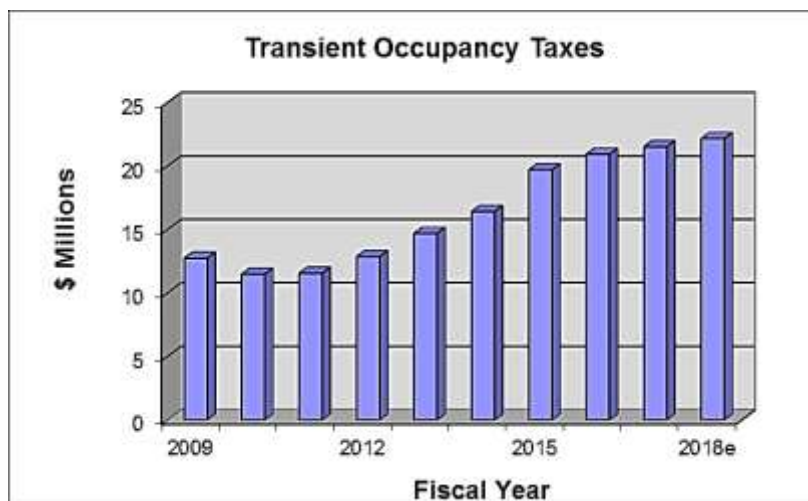


California are expected to maintain growth of about 4.5 percent for calendar years 2018 and 2019. According to MuniServices data, sales tax receipts in California increased by 2.4 percent for the first three fiscal quarters ending March 2017, as the state economy continues to see modest growth. Carlsbad realized a 4.8 percent decrease for the same period, with some weakness seen in general retail and construction material.

Several years ago, the State of California implemented the "Triple Flip." The "Triple Flip" was essentially a temporary swap of a

¼ cent of the cities' sales taxes in return for property tax. It was done in order to give the state a revenue source against which they could issue deficit reduction bonds. The Triple Flip ended last fiscal year, resulting in a "cleanup" payment to the city which caused an anomalous increase in sales tax revenues in FY 2016-17.

As can be seen in the chart above, the city's sales tax base is heavily weighted in the transportation (predominantly new car sales) and retail sectors. These two sectors account for two-thirds of taxable sales in Carlsbad. New car sales tax revenue dropped precipitously during the last recession, falling from \$6.7 million in the fourth quarter of 2007 to a low of \$4.4 million in 2009. Data through the first quarter of CY 2017 indicate new car sales have rebounded and remain strong, generating a record \$8.4 million sales tax from Car Country Carlsbad. General retail has, likewise, improved since the Great Recession, with some softening indicated in the first quarter of 2017. Estimates also include approximately \$1 million in Proposition 172 funds, which are earmarked for public safety service expenditures. Proposition 172 requires that the ½ cent increase in California sales taxes be allocated to local agencies to fund public safety services.

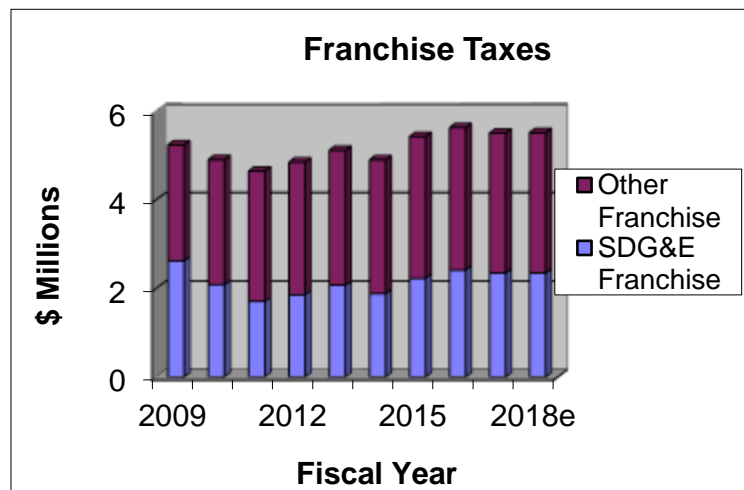


The third highest General Fund revenue source is **Transient Occupancy Tax** (TOT, or hotel tax). TOT is forecast to increase by 3 percent in FY 2017-18, stabilizing at a record high just over \$22 million. As seen in the accompanying graph, TOT has increased by over 90 percent since FY 2010-11, as new hotels, such as the LegoLand Hotel and Cape Rey Carlsbad, a Hilton Resort, have opened in the past years. Prolonged weakness in global demand and

a strong dollar continue to place a drag on tourism, however, a report by Tourism Economics that focuses on San Diego tourism indicates that occupancy growth will remain at less than one percent growth for the next two years and average room revenues will increase by over three

2017-18 OPERATING BUDGET OVERVIEW

percent annually for the same time period. Carlsbad currently has approximately 4,400 hotel rooms and over 1,000 vacation rentals, and continues to benefit from increasing daily room rates and improving occupancy rates.



Franchise Tax revenue has stabilized over the past years and is projected at \$5.5 million in FY 2017-18. Franchise taxes are paid by certain industries that use the city right-of-way to conduct their business. The city currently has franchise agreements for cable TV services, solid waste services, cell sites, fiber optic antenna systems and gas and electric utilities. The cable and solid waste franchises experienced minor revenue increases that mirror growth in population and changes in rate

structures. Franchise tax revenues are expected to remain even over the next year.

SDG&E 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 but which would not otherwise be included in the calculations for franchise taxes, due to deregulation of the power industry. The majority of the "in-lieu" taxes received is attributable to Cabrillo Power, the operator of the Encina power plant, and is based on the gas used in the generation of electricity. This revenue source is expected to remain flat for the entirety of the ten-year forecast.

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.

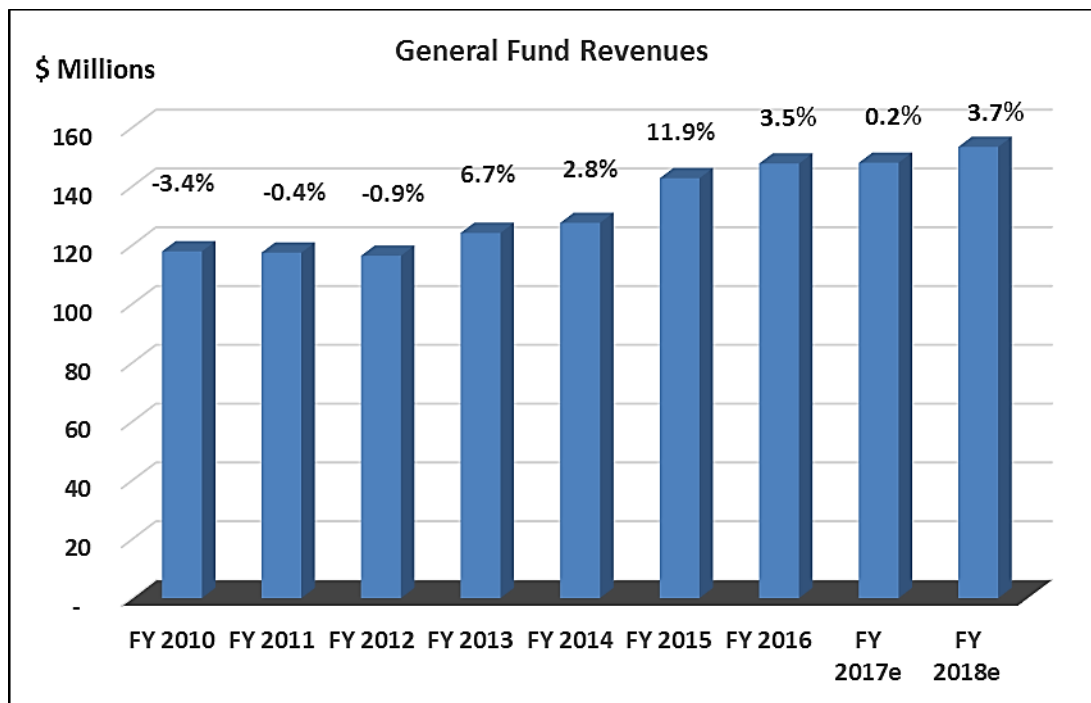
During FY 2009-10, development-related revenues began to turn around from historic lows experienced in FY 2008-09. During FY 2010-11, this revenue source continued to strengthen, especially on the non-residential side, with the permitting of the new Isis Pharmaceuticals headquarters and the Hilton Beachfront Hotel. Development-related revenues have fluctuated in the past years in line with increases and decreases in residential, commercial and industrial development. In FY 2012-13, revenues rose from \$2.7 million to \$3 million, following a marked increase in commercial space permitted. In FY 2017-18, the city expects a 34 percent decrease in development related revenues, to approximately \$3.5 million, following higher than anticipated development activity occurring in FY 2016-17. An additional 520 residential units are expected to be added in the coming fiscal year, compared to 930 in the current year, as well as an estimated addition of over 637,000 square feet of non-residential space.

Business license taxes are closely tied to the health of the local economy, and are projected to increase by 19.4 percent to an estimated \$5.1 million in FY 2017-18. There are currently about 10,700 licensed businesses in Carlsbad, with 2,800 of them home-based.

2017-18 OPERATING BUDGET OVERVIEW

All other revenues include transfer taxes, interest earnings, ambulance fees, recreation fees, and other charges and fees. The estimate for FY 2017-18 totals \$18 million, no change from the previous year.

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.



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 \$1.1 million in transfer taxes for FY 2017-18, which is a 2 percent increase from FY 2016-17. Housing prices are continuing to increase in Carlsbad, but inventories remain low. Economists continue to predict multiple increases in the Fed discount rate; this could increase historically low mortgage interest rates, which could put some downward pressure on sales. Income from investments and property includes interest earnings, as well as rental income from city-owned land and facilities. The city is expected to earn about \$2.4 million in interest on its General Fund investments for Fiscal Year 2017-18, as the yield on the city's portfolio is expected to improve modestly to about 1.5 percent, and as cash balances grow.

Overall, as reflected in the bar chart, General Fund revenues are expected to be up 3.7 percent from FY 2016-17, as the city experiences growth in all revenues except development-related fees. Although the city experienced revenue growth between 9 and 17 percent in the late 1990's, it was not sustainable. Much of those increases were due to the opening of new hotels, restaurants, retail centers, and new home development. As new development slows, it will be increasingly more difficult to produce double-digit growth in revenues. An improving economy is certainly driving General Fund revenues higher, but revenue growth should stabilize at around 3 percent in the coming years.

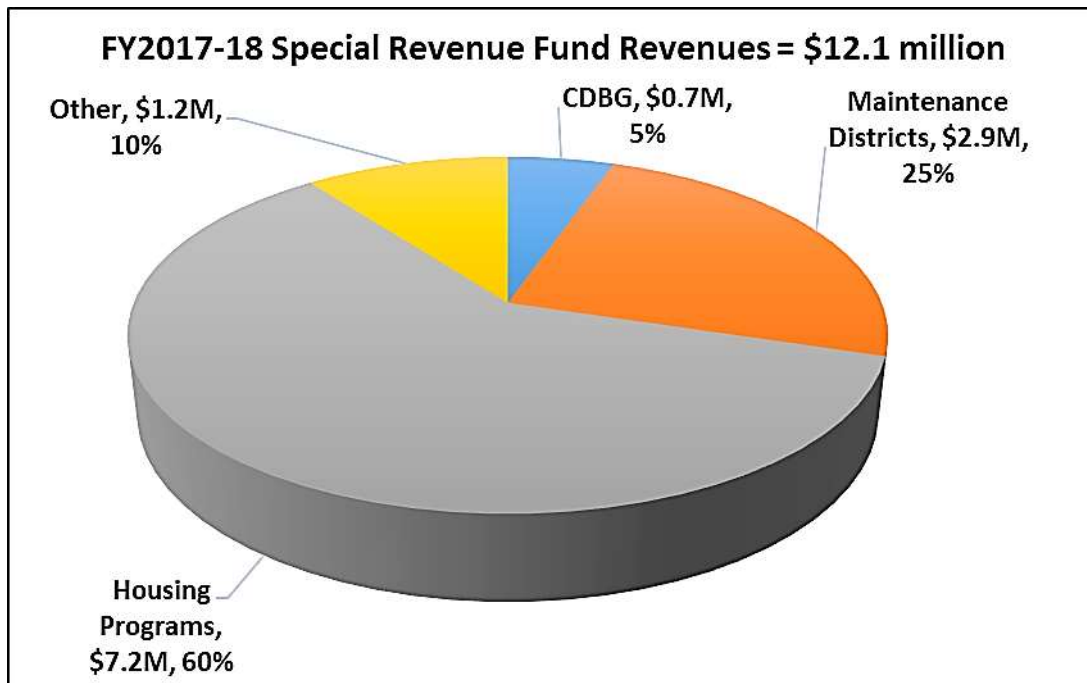
2017-18 OPERATING BUDGET OVERVIEW

The City has a **General Fund reserve policy** that sets a minimum reserve of 30 percent of the General Fund Operating Expenditures. In addition, the policy sets a target reserve of 40 percent to 50 percent of General Fund Operating Expenditures. The minimum reserve would provide approximately three to four months of operating expenditures for unforeseen emergencies. At the end of FY 2016-17, the unassigned General Fund balance is projected to be approximately \$61 million. At the end of FY 2017-18, the reserve is projected to be approximately \$70 million. This projected unassigned fund balance will represent a 49 percent reserve. The reserve amount is consistent with Council Policy 74: General Fund Reserve Guidelines. More information about the city's financial policies are located in the "Budget Highlights – Section A" of this document.

Other Funds

Revenues from **Special Revenue** funds are expected to total \$12.1 million in FY 2017-18, a decrease of 2.4 percent from FY 2016-17. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

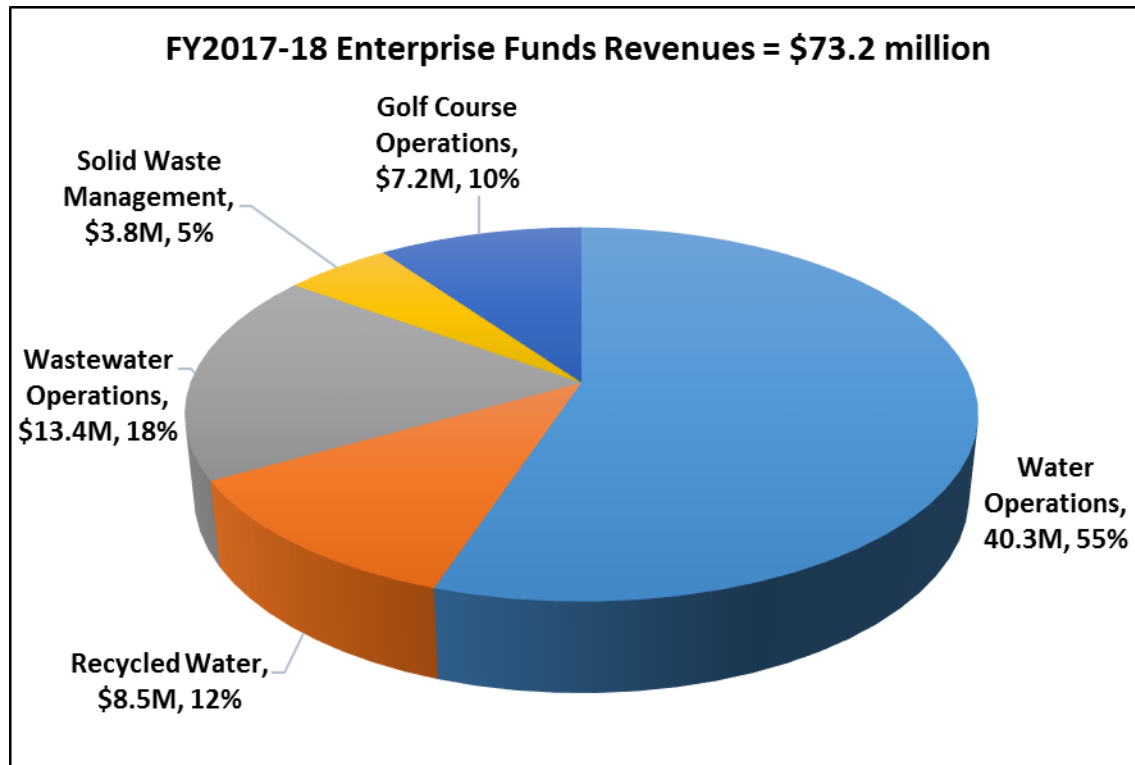
- Housing Programs (Rental Assistance-Section 8 and Affordable Housing Fees)
- Community Development Block Grant
- Special assessments and Fees (Maintenance Assessment Districts, Parking-in-lieu)
- Other (Library, Cultural Arts, Recreation and Senior Donations, Asset Forfeitures)



The most noteworthy change in the Special Revenue funds occurred in the Parking in-lieu Fund, which shows a decrease of \$240,000. The Parking-in-lieu revenues are related to development in the Carlsbad Village Area and tend to fluctuate from year to year. Grant revenues also decreased \$386,000; grants are generally one-time revenues and fluctuate from year to year, as well.

Enterprise fund revenues for FY 2017-18 are projected at \$73.2 million, with no change from the current year estimate.

2017-18 OPERATING BUDGET OVERVIEW



Enterprise funds are similar to a business, in that rates are charged to support the operations that supply the service. Carlsbad Enterprise funds include water and recycled water delivery, wastewater services, solid waste management, and a municipal golf course. In addition to paying for the wholesale and fixed water costs, the FY 2017-18 Operating Budget includes funding for replacement of Carlsbad's water infrastructure, ongoing meter replacements, maintaining sufficient operating reserves, and funding Phase III of the recycled water expansion program.

The Water Enterprise Fund revenue is estimated at \$48.9 million, with no change over the current year estimate.

Estimated revenues for Wastewater are \$13.4 million, a 2.9 percent decrease over the current year estimate. Due to increased recycled water sales and conservation efforts, coupled with the higher than usual rains, the amount of treated wastewater is decreasing.

Estimated revenues from operations of the Golf Course are expected to increase by 2.7 percent next year.

Internal Service funds account for services provided within the city itself, from one department to another, 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; therefore, the rates charged are based on the cost to provide the service. Generally, the objective for Internal Service funds is to match budgeted expenses with charges to the departments.

Internal Service funds show estimated revenues of \$21.1 million for FY 2017-18, a 3.3 percent decrease over FY 2016-17 projections. An actuarial review of the **Workers' Compensation** fund indicates that it has insufficient cash balances to meet estimated future claims, due primarily to increasing claims over the past years. In order to remedy this, the proposed budget increases

2017-18 OPERATING BUDGET OVERVIEW

charges to city departments by 15 percent in the coming years and transfers funds from the General Fund to stabilize the Workers' Compensation fund.

There are decreases in **Vehicle Maintenance** and **Information Technology (IT)** charges of 13.4 percent and 3.2 percent, respectively. Vehicle Maintenance revenues are decreasing in the coming year due to lower than anticipated fuel costs. Some of the fluctuations from year to year are due to the age of the fleet, the adherence to maintenance schedules, and unplanned repairs. IT charges to departments are decreasing as a result of a transfer of costs for Police IT services the Police department operating budget.

The Redevelopment Obligation Retirement Fund (RORF) revenues are budgeted at \$2.4 million. Although the 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 former redevelopment areas by the General Fund. Loan payments of approximately \$1 million per year will be made to the city, and 20 percent of this repayment will be set aside for future affordable housing.

2017-18 OPERATING BUDGET OVERVIEW

EXPENDITURES

The city's Operating Budget for FY 2017-18 totals \$257.6 million, which represents an increase of about \$7.5 million, or 3 percent, as compared to the adopted FY 2016-17 Budget. The changes in each of the city's programs will be discussed below.

Budgetary Policies

The theme behind this year's budget development was for the city to continue to provide the very best services to the community while finding operating efficiencies, reducing costs wherever possible, and planning for the future. The goal was to achieve a balanced budget for the coming fiscal year while still maintaining the city's long-term financial health and ensuring that future costs can be met without negatively impacting the services provided to the community. All known and ongoing operating expenses were incorporated in the FY 2017-18 Preliminary Operating Budget, as well as in the long-term financial forecast.

Responsible management of the city's resources includes maintaining a focus on a sustainable future by ensuring the city remains in good financial health, as today's decisions will impact future spending levels. Although the city is entering the new fiscal year in a solid financial position, the city will continue allocating resources in a manner that provides the best services for the people of Carlsbad. The following policies for FY 2017-18 were established in line with conservative estimates for future revenue growth:

- Continue to provide excellent services to our residents.
- Increases in the number of staff positions were allowed in instances where community priorities would be served. In addition, increases were allowed for short-term staffing needs to assist with succession planning to provide continuity of operations.
- Modest growth (2 percent) was allowed for maintenance and operations in order to allow departments to meet escalating costs.
- Increases were considered for new initiatives where community priorities would be served and for implementation of legal mandates, such as compliance with the new storm water permit.
- Resources for technology projects that improve customer service and efficiencies were provided, as well as funding to support council strategic goals.

The city uses an Expenditure Control Budget (ECB) process in budgeting, where each department is given a block appropriation containing sufficient funds to provide the current level of services for the upcoming year. For FY 2017-18, departments were allowed a 2 percent increase, if needed, for maintenance & operations (M&O) costs. As a result of the economic recession, block budgets were reduced in both FY 2008-09 and FY 2009-10 in order to align expenses with falling revenues. In order to gain further operating efficiencies, the city's organizational structure was realigned in FY 2010-11. During the beginning of the recession, the city eliminated 46.5 full-time equivalent (FTE) positions in order to contain costs. Since FY 2014-15 there has been an increase of 8.5 full-time positions. In the FY 2017-18 budget, there is an increase of 9.0 permanent full-time positions, and an increase of 1.0 limited-term position and 16.33 part-time FTE positions. No additional appropriations are expected during the fiscal year, except in the case of unanticipated events. As in past years, amounts that are unspent at the end of the fiscal year will be carried forward to the next year, or will increase the city's reserves. At the end of FY 2016-17, the amounts carried forward by each department will be capped at no more than 10 percent of the previous year's Adopted Budget. Departments are allowed to request additional carry forward amounts from remaining unspent funds for special one-time projects as well as items funded in FY 2016-17 which are planned for completion in FY 2017-18.

2017-18 OPERATING BUDGET OVERVIEW

Budgeted Expenditures

Through the application of these guidelines and policies, the FY 2017-18 Operating Budget of \$257.6 million was developed.

Position Changes

An increase of 9.0 permanent full-time positions and an increase of 1.0 limited-term position, when compared to the FY 2016-17 Adopted Budget, is reflected in the FY 2017-18 Operating Budget. These position changes resulted in an approximate citywide personnel increase of \$1,330,304 for the coming year.

The FY 2017-18 Operating Budget includes the decrease of the following 1.0 permanent full-time position:

- 1.0 Park Maintenance Worker II

The FY 2017-18 Operating Budget includes the addition of the following 10.0 permanent full-time positions:

- 3.0 Client Systems Associate Administrators
- 1.0 Deputy City Attorney
- 1.0 Park Planner
- 1.0 Property and Environmental Management Director
- 1.0 Records Technician
- 1.0 Senior Applications Analyst
- 1.0 Senior Network Engineer
- 1.0 Service and Release Manager

The FY 2017-18 Operating budget includes a net increase of 1.0 limited-term positions:

- Decrease of 2.0 positions:
 - 1.0 Building Technician II
 - 1.0 Senior Building Inspector

- Increase of 3.0 positions:
 - 1.0 Senior Program Manager
 - 2.0 Police Rangers

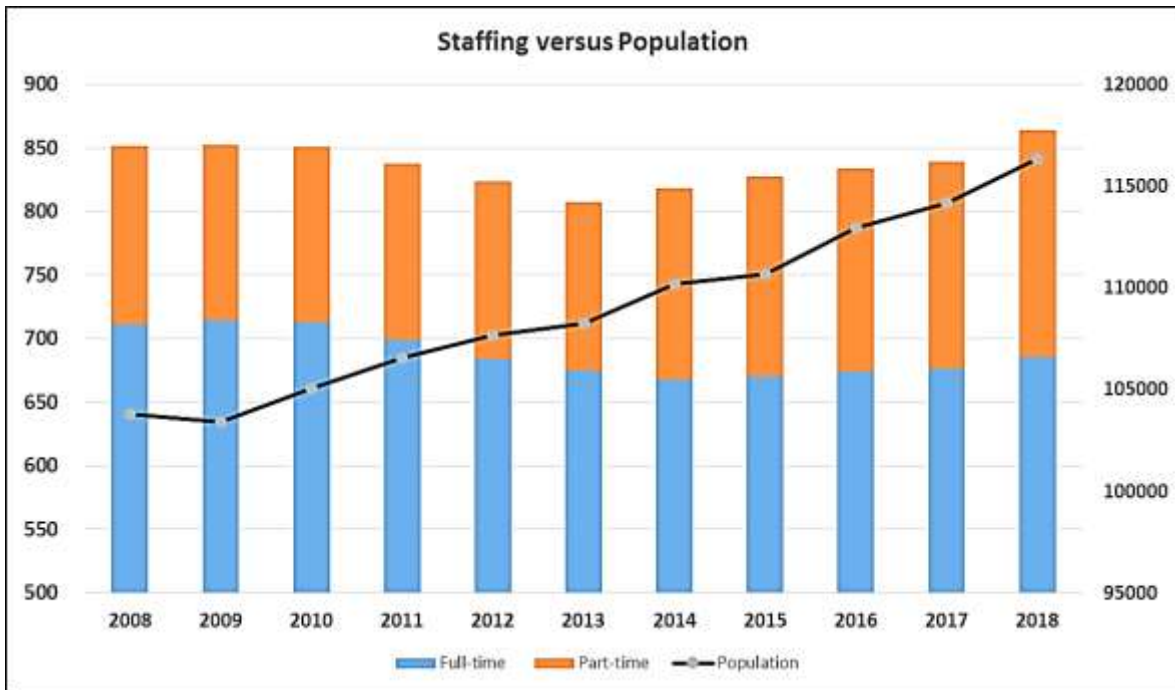
The net increase in hourly staff totals 16.33 full-time equivalent (FTE) positions, as shown below:

- | | |
|----------|-----------------------------------|
| 1.50 FTE | Housing and Neighborhood Services |
| 9.83 FTE | Parks and Recreation |
| 5.00 FTE | Public Works |

These changes result in a city workforce of 685.25 full and three-quarter time employees, 7.75 limited-term employees, and 179.09 hourly, full-time equivalent positions.

The following chart shows a history of staffing levels compared with population. While population levels have increased steadily over the last 10 years, staffing levels have remained relatively constant. There was a decrease in full-time staffing in response to the recession, and beginning in FY 2014-15, the number of full-time positions has increased each year. Currently, the full-time headcount is still 26 less than it was 10 years ago.

2017-18 OPERATING BUDGET OVERVIEW



During FY 2009-10, a year-long effort evaluated how the city was currently delivering services to residents and businesses and identified where opportunities existed to streamline for the future while continuing to provide high quality services. Key areas of focus included those most affected by the city's increasing maturity, such as traffic and transportation, economic and community development, environmental management and infrastructure maintenance and replacement. Based on these efforts, the city realigned the organizational structure to better serve the changing needs of the community, as well as to allow for increased efficiencies with fewer resources. In the years that followed, vacant positions were eliminated or redeployed where there was a need. Development activities slowed down and, at the same time, technologies were implemented and efficiencies were realized, such as the implementation of radio-frequency identification (RFID) technology for materials tracking, and implementation of automated meter reading (AMR) for measuring water usage.

New Facilities

The city has a number of major capital projects scheduled to be built over the next five years. As the city completes these projects, the cost of maintaining and operating the facilities, including additional personnel, are added to departmental operating budgets. There are currently four park projects in various stages of planning or construction, ultimately resulting in increased operating costs. The facilities are Leo Carrillo Historic Ranch Phase III (stables and restroom), Pine Avenue Community Park Phase III (community center and gardens), Poinsettia Community Park Phase III (multi-sport arena, dog park, tot lot, and pickle ball courts), and Aviara Community Park Phase II (outdoor gathering area). Once completed, the annual operating cost for these new facilities are estimated at \$633,000, and include the addition of 11 FTE part-time positions. In FY 2017-18. The estimate for FY 2017-18 is up to \$220,000.

2017-18 OPERATING BUDGET OVERVIEW

Budget by Fund Type

The table below shows the changes in the proposed Operating Budget for FY 2017-18, as compared to the Adopted Budget for FY 2016-17.

BUDGET EXPENDITURE SUMMARY				
BY FUND TYPE				
(In Millions)				
FUND	BUDGET 2016-17	BUDGET 2017-18	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 141.8	\$ 145.7	\$ 4.0	2.8%
SPECIAL REVENUE	11.4	12.0	0.6	5.7%
ENTERPRISE	71.7	75.7	4.0	5.5%
INTERNAL SERVICE	23.9	23.0	(0.9)	-3.7%
REDEV. OBLIG. RETIREMENT	1.4	1.2	(0.2)	-13.9%
TOTAL	\$ 250.2	\$ 257.6	\$ 7.5	3.0%

General Fund

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

GENERAL FUND SUMMARY				
BY EXPENDITURE TYPE				
(In Millions)				
	BUDGET 2016-17	BUDGET 2017-18	\$ CHANGE	% CHANGE
PERSONNEL	\$ 87.7	\$ 90.4	\$ 2.8	3.2%
MAINTENANCE & OPERATIONS	42.1	42.7	0.6	1.5%
CAPITAL OUTLAY	0.3	0.1	(0.2)	-58.8%
TRANSFERS	11.7	12.5	0.8	6.6%
TOTAL	\$ 141.8	\$ 145.7	\$ 4.0	2.8%

The total Operating Budget for the General Fund for FY 2017-18 is \$145.7 million, which is 4.0 million, or 2.8 percent, greater than the previous year's Adopted Budget of \$141.8 million. The total increase is attributable to a \$2.8 million (3.2 percent) increase in personnel, a \$600,000 (1.5 percent) increase in maintenance & operations costs, and a \$200,000 overall decrease in capital outlay, as can be seen in the table above. Transfers to other funds increased \$800,000, or 6.6 percent. These changes are discussed in more detail below.

Personnel costs make up approximately 62 percent of the General Fund budget, so any changes in these costs can have a significant effect on the total budget. The total personnel budget for FY 2017-18 is \$90.4 million, which is \$2.8 million, or 3.2 percent, greater than the previous year's total personnel budget of \$87.7 million.

2017-18 OPERATING BUDGET OVERVIEW

GENERAL FUND PERSONNEL COSTS (In Millions)				
	BUDGET 2016-17	BUDGET 2017-18	\$ CHANGE	% CHANGE
SALARIES	\$ 59.2	\$ 61.0	\$ 1.9	3.1%
RETIREMENT	17.4	17.7	0.4	2.0%
HEALTH INSURANCE	7.6	7.9	0.3	4.0%
WORKERS COMP	2.2	2.5	0.3	15.5%
OTHER PERSONNEL	1.3	1.3	(0.1)	-7.0%
TOTAL	\$ 87.7	\$ 90.4	\$ 2.8	3.2%

The table above shows the breakdown of personnel costs for the General Fund. Salaries include full and part-time staff costs and are expected to increase in FY 2017-18 by \$1.9 million, or 3.1 percent. The increase is mainly due to anticipated wage increases scheduled to occur in FY 2017-18, as well as the net addition of 9.0 full-time staff, an increase of 1.0 limited-term position, and an increase of 16.33 part-time staff for expanded parks and recreation programs and facilities, and to assist with daily operations.

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 liabilities. CalPERS deliberately raised participating agencies' contributions over a number of years to improve the plan's long-term funded status. The pension system continues to pursue strategies that will make the plan sustainable in the long-term, such as investing in less risky assets, even though this strategy will increase pension costs. There is some downward pressure on costs, as new employees receive lower pension benefits, but the net change in pension costs is upward. Miscellaneous, or General, employee pensions will increase by 4 percent in FY 2017-18 and Safety pension contributions will increase by 5.4 percent, based on the most recent CalPERS actuarial evaluation.

Health insurance costs are up 4 percent and Workers' Compensation expense is projected to increase 15.5 percent, due to increasing liability estimates and settlements. Miscellaneous other personnel costs, Medicare, unemployment and disability, are projected to decrease by \$100,000, or 7 percent in FY 2017-18.

Departments with part-time hourly employees were given a 2.5 percent increase. The annual impact of the adjustments was estimated at \$132,000.

Maintenance and Operations costs (or M&O) represent about 29.3 percent of the total General Fund budget, and include the budgets for all program expenses other than personnel, capital outlay and transfers. Overall, total M&O costs are projected at \$42.7 million, an increase of about \$600,000, or 1.5 percent, for FY 2017-18 as compared to FY 2016-17. Despite the 2 percent escalator provided for M&O costs, this increase was offset by decreases of one-time expenditures from the previous fiscal year, and decreases in the internal service charges. Maintenance & Operations costs are discussed more fully by program later in the report.

Capital Outlay includes budgeted equipment purchases over \$10,000. Capital outlay purchases of \$136,000 are budgeted in the General Fund for FY 2017-18. The complete list listed of proposed capital purchases is shown on page K-1.

2017-18 OPERATING BUDGET OVERVIEW

Non-departmental 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:

- \$9,970,000 to the Infrastructure Replacement Fund for major maintenance and replacement of city infrastructure. This represents 6.5 percent of the General Fund Revenues, in line with the city policy.
- \$235,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- \$750,000 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.
- \$1,500,000 to the city's Workers' Compensation Fund to cover increased claims settlements and estimated liability.

Advances (and repayments of advances) are amounts anticipated to be transferred from the General Fund to other city funds and are expected to be repaid to the General Fund in future years. In FY 2017-18 it is anticipated that the Golf Course operations will support a repayment of \$110,000 in advanced funds, and the Redevelopment Obligation Retirement Fund will be able to pay down \$1,312,000 of previously loaned funds.

Another way of looking at the General Fund budget is by program. The chart below compares the total FY 2017-18 Budget to the amounts adopted in the previous year. A brief description of each department and its services and a summary of significant department budget changes in the FY 2017-18 Operating Budget, are noted below the chart.

GENERAL FUND EXPENDITURES BY DEPARTMENT (In Millions)				
DEPARTMENT	BUDGET 2016-17	BUDGET 2017-18	\$ CHANGE	% CHANGE
POLICY & LEADERSHIP GROUP	\$ 7.2	\$ 7.4	\$ 0.2	3.6%
ADM SVCS - FINANCE	4.2	4.3	0.1	3.4%
ADM SVCS - HUMAN RESOURCES	3.3	3.4	0.1	4.6%
COMM SVCS - COMMUNITY & ECONOMIC DEV	10.7	11.1	0.4	4.5%
COMM SVCS - LIBRARY & CULTURAL ARTS	12.4	12.6	0.2	2.0%
COMM SVCS - PARKS & RECREATION	15.6	16.0	0.4	3.0%
PUBLIC SAFETY - FIRE	21.1	21.8	0.7	2.9%
PUBLIC SAFETY - POLICE	34.2	35.4	1.2	3.5%
PW - ADMINISTRATION	1.8	2.1	0.3	20.4%
PW - ENVIRONMENTAL MANAGEMENT	0.7	0.6	(0.1)	-19.5%
PW - GENERAL SERVICES	8.3	8.4	0.1	0.1%
PW - TRANSPORTATION	6.7	6.4	(0.3)	-3.9%
NON-DEPARTMENTAL	15.7	16.1	0.4	2.8%
TOTAL	\$ 141.8	\$ 145.7	\$ 4.0	2.8%

2017-18 OPERATING BUDGET OVERVIEW

POLICY AND LEADERSHIP GROUP

- The **Policy and Leadership Group** consists of all elected officials, the City Manager's Office, City Clerk and City Treasurer, the City Attorney's Office and Community Outreach and Engagement. The increase in the FY 2017-18 adopted budget includes funding for a Records Technician to assist with expanding records management workload and a Deputy City Attorney to serve as the city prosecutor and code enforcement attorney.

ADMINISTRATIVE SERVICES

- The Administrative Services' **Finance** division provides the services of accounting, financial reporting, payroll, billing and collections, citywide mail processing, purchasing and receiving, fiscal oversight, and long-term financial planning for the city. This budget has increased 3.4 percent, or \$140,000, when compared to the FY 2016-17 budget. The most notable increase is in the cost of bank credit card fees following the elimination of a maximum allowable amount when accepting payments by credit card. There was also a transfer of 1.0 FTE to the Information Technology department.
- The Administrative Services' **Human Resources** division supports the city with staffing and recruitment, employee development, performance management, and compensation and labor relations services. The 4.6 percent increase includes \$60,000 to fund increases in legal professional services and \$45,000 for citywide training and development.

COMMUNITY SERVICES

- The **Community and Economic Development Department** includes Housing and Neighborhood Services, Economic Development, Planning, Development Services, Building Inspection, and Land Use Engineering. The increase over FY 2016-17 is about \$480,000, or 4.5 percent, and includes the addition of 1.0 FTE part-time staff to assist with the increased code enforcement workload. In addition, funding was added for public nuisance abatement and for consulting services to assist with documentation of business processes and procedures related to the new permitting system.
- The **Library and Cultural Arts Department** provides staffing and a wide variety of programming for three library locations and a cultural arts office. The department's budget is projected to increase by \$250,000, or 2 percent, from FY 2016-17. Funding was added for a limited-term Senior Program Manager to assist with succession planning and employee development.

2017-18 OPERATING BUDGET OVERVIEW

- The city's **Parks and Recreation Department** plans, staffs and maintains the city's parks and recreational facilities, provides recreational programs for all ages, maintains landscaping at facilities throughout the city, and manages the city's open space areas. The FY 2017-18 budget of \$16 million is \$460,000, or 3 percent, greater than the FY 2016-17 budget. Several new park facilities are under construction and will be open to the public in the upcoming fiscal years. \$220,000 in funding was added to pay for 10 FTE part-time staff and operating costs anticipated in FY 2017-18. The budget also includes the elimination of a Park Maintenance Worker position, and the addition of a Park Planner.



PUBLIC SAFETY

- The Carlsbad **Fire Department** provides emergency operations, emergency preparedness, and fire prevention services to safeguard lives, property and the environment in the City of Carlsbad. The FY 2017-18 Operating Budget reflects a \$617,000 (2.9 percent) increase. In addition to anticipated personnel cost increases, funding is included for fire engine equipment and a chemical detox unit to remove toxic chemicals from firefighters, following exposure during a fire incident.
- The Carlsbad **Police Department** provides high quality public safety services to the community by enforcing laws and ordinances, preserving the peace, and providing for the protection of life and property. Overall, the department's costs are increasing by \$1.2 million, or 3.5 percent, for FY 2017-18, almost entirely in personnel costs. Funding for two existing police officer positions has been reinstated, at an annual cost of \$295,000. In addition, the City Council approved funding for two Ranger patrol positions as part of a one-year pilot program to help patrol the open space in the city, including the preserves, trails, lagoons, beaches, and parks.

PUBLIC WORKS

- The Public Works **Administration** division budget reflects an increase of \$360,000 (20.4 percent). Staffing changes include the addition of a Director level position to enhance the management team of the Public Works department. In addition, funding for temporary help was reduced in order to fund an increase of 1.0 FTE part-time positions.
- The Public Works **Environmental Management** division manages the city's environmental programs, which include storm water, habitat and other environmental maintenance and monitoring programs as well as the implementation of the Climate Action Plan. A slight decrease in funding is due to one-time costs which were included in the adopted FY 2016-17 budget. In addition, funding for temporary help was reduced to fund an increase of 0.5 FTE part-time positions.

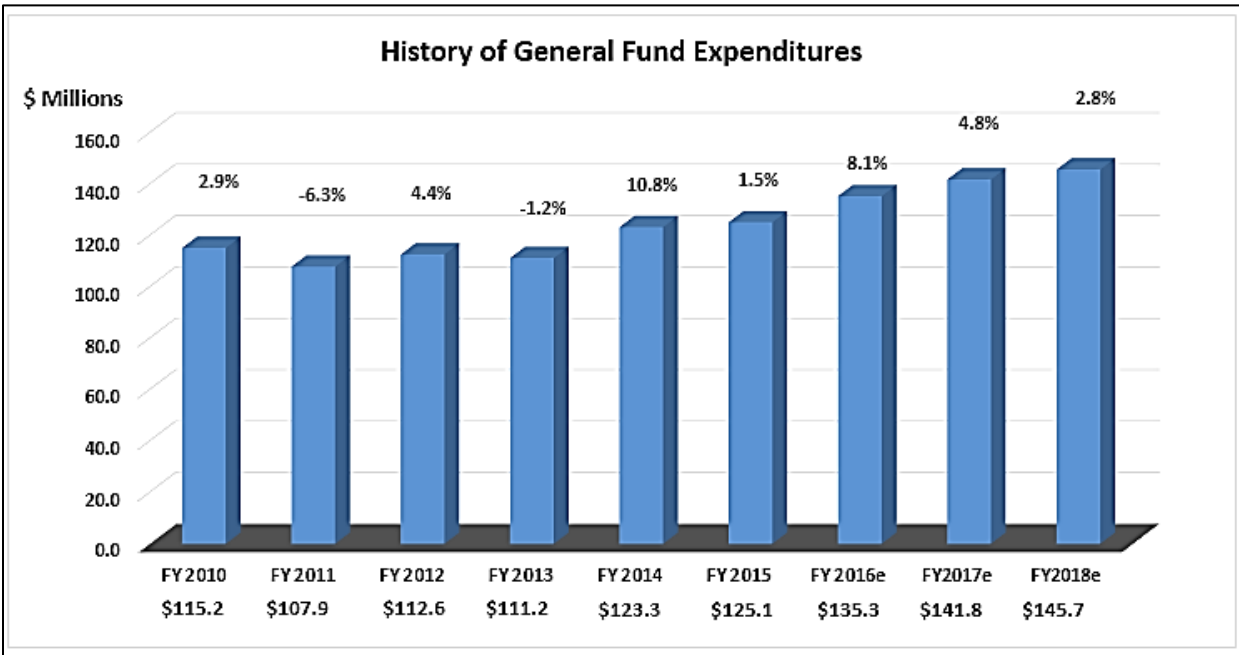
2017-18 OPERATING BUDGET OVERVIEW

- The Public Works **General Services** division oversees the city's fleet and manages the maintenance of all city-owned facilities, street and storm drain maintenance, and the Safety Training Center. The FY 2017-18 budget remains relatively flat when compared to the prior fiscal year. A reduction in costs occurred as a result of real estate management activities transferring to the City Manager's department, under the oversight of the Real Estate Manager position that was added in the previous fiscal year. This decrease was offset by one-time funding for upgrades to the Safety Training Center Audio Visual equipment. Funding was also included for 1.0 FTE part-time positions to provide custodial services for the new park facilities for part of the upcoming fiscal year. In addition, funding for temporary help was reduced to fund an increase of additional 0.5 FTE part-time positions.
- The Public Works **Transportation** division manages traffic signal operations and planning, roadway capital projects, asset management (such as the pavement management program), construction management and inspections, and storm drain engineering. The FY 2017-18 budget reflects a decrease of \$257,000, or 3.9 percent over FY 2016-17. One full-time FTE was reallocated to other divisions within Public Works to accommodate organizational changes made between the divisions. In addition, funding for temporary help was reallocated to fund an increase of additional 0.5 FTE part-time positions.

NON-DEPARTMENTAL

- **Non-departmental** expenses include the transfers previously discussed, the Council Contingency account, and administrative and other expenses not associated with any one department. The non-departmental budget is expected to increase slightly in FY 2017-18, and reflects an increase \$434,500, or 2.8 percent, due to an increase in the annual transfer to the Infrastructure Replacement Fund and the transfer to the Landscape and Lighting Districts for medians and trees.
- The **Council Contingency** is a budgeted amount that is available to the City Council to address unanticipated emergencies or unforeseen program needs during the fiscal year. For FY 2017-18, the Contingency is budgeted at \$1.5 million, with no change when compared to the prior year.

2017-18 OPERATING BUDGET OVERVIEW



The city's expenditures were reduced significantly with the City Council's revised budget in FY 2008-09, and expenditure increases were minimal through FY 2012-13. FY 2013-14 expenditures reflected a 10.8 percent increase due to labor costs and one-time expense for the Poinsettia Fires. The following year, FY 2014-15, estimated expenditures remained relatively flat. The FY 2015-16 estimated budget reflects an 8.1 percent increase in expenditures, due primarily to increased personnel costs. In FY 2016-17, expenditures are expected to increase 4.8 percent and the budget for FY 2017-18 incorporates a 2.8 percent increase.

Changes in Other Funds

Special Revenue funds, at \$12 million, show a \$648,000 (5.7 percent) increase when compared to FY 2016-17. The most significant increase is \$673,000 in the Section 8 Housing Fund, where revenue from the federal government is paid out as housing assistance payments.

Enterprise funds total \$75.7 million, an increase of \$4.0 million, or 5.5 percent, over the FY 2016-17 Adopted Budget. The most significant increases are in Water Operations, at about \$3.9 million, and are attributed to increases in the cost of water purchased from the San Diego County Water Authority, and increased demand for recycled water as more customers are added to the system. The Operating Budget also includes funding for depreciation replacement transfers to pay for capital projects related to growth and aging of the water infrastructure system.

Wastewater operations are projected to increase 2.5 percent; most of this increase is in anticipated personnel costs. There is an increase of 1.0 FTE as a result of reallocating positions within the Utilities division to better reflect workload.

In FY 2016-17, the outstanding bonds of the golf course were paid off, eliminating future annual interest and principal payments of approximately \$1.1 million per year. The annual operating budget is expected to increase about \$247,000, or 3.7 percent, in payroll and general and administrative costs. Capital improvements are budgeted at \$548,000 in the upcoming fiscal year.

2017-18 OPERATING BUDGET OVERVIEW

The **Internal Service** funds total \$23 million, with an overall decrease of \$885,000, or 3.7 percent, over FY 2016-17. Significant changes are outlined below.

- The **Workers' Compensation** budget is anticipated to increase \$150,000, or 3.5 percent, due to estimated increases in personnel costs.
- The **General Liability/Risk Management** budget reflects a very modest increase of approximately \$40,000, or 2 percent, due to increased legal costs associated with the rising number of cases that have trials pending.
- The **Self-Insured Benefits** budget reflects no change from the previous fiscal year.
- The **Vehicle Replacement** budget shows a decrease of \$1.3 million, or 36.1 percent. There are 30 planned vehicle replacements in the upcoming year (as compared to 50 in the current year), at a total cost of \$2.3 million. Vehicle replacements can vary significantly from year to year; in FY 2016-17, funds were included to purchase a fire truck costing in excess of \$1.5 million.
- The **Vehicle Maintenance** costs are expected to remain relatively flat, with a modest 1.3 percent increase (\$40,000), as gasoline prices remain lower than in previous years, and replacement vehicles are often more efficient.
- The **Information Technology** budget includes both operating and replacement expenditures. While the overall budget remains relatively flat, there are significant changes being proposed. The budget reflects increasing personnel by 4 FTE, to bring the help desk back in house (3 Client Systems Associates, and 1 Service and Release Manager). Benefits from improved customer service, increased efficiency, and cost savings from the managed service model for the IT help desk were not realized, leading to the decision to insource this function. The cost of adding the service desk positions is almost entirely offset with a reduction in outside service costs. The FY 2017-18 operating budget for IT also includes 1 FTE for a Senior Applications Analyst position to support citywide applications, and 1 FTE for a Senior Network Engineer to address voice systems within the city.
- The budget for the **Redevelopment Obligation Retirement Funds (RORF)** has decreased about \$200,000 to reflect changes to the anticipated repayment as well as reduced administrative costs. The Recognized Obligation Payments Schedule (ROPS) identifies financial commitments of the former Redevelopment Agency, including up to \$250,000 in allowable administrative costs, to be paid from semi-annual tax increment revenue received by the Successor Agency and annual debt service requirements. Every six months, a new ROPS must be prepared and approved by the Oversight Board, the County of San Diego and the State of California in order to receive additional tax increment.

SUMMARY

The Operating Budget for FY 2017-18 provides a balanced budget for the coming fiscal year while continuing with a long-term plan to sustain a balanced budget in future years. Significant ongoing operating expenses were identified and incorporated in the FY 2017-18 proposed spending plan. The Carlsbad economy is well diversified and continues to provide stability to the city's revenue base, bolstered by strong assessed property values, retail sales, and tourism. Most of the city's major revenue sources are improving, with the exception of development

2017-18 OPERATING BUDGET OVERVIEW

revenues, due to anticipated decreases in development activity following the spike in activity that has occurred in the last few years.

Carlsbad continues to benefit from a strong and diverse economic base and has maintained financial policies that continue to protect the city from the vagaries of the business cycle, increasing costs, and unfunded mandates. The city continues to evaluate opportunities to strengthen financial policies, identify opportunities to improve business practices and provide the greatest service level possible with finite resources, and continues to provide an environment that fosters excellence.

The City of Carlsbad is entering the new fiscal year in a solid financial position and is focused on the future. Careful planning and responsible management have allowed the city to not only maintain core services, but to also move ahead on community projects and other investments that contribute to an excellent quality of life in our community. Promoting a strong local economy and bringing more jobs to the city is a top priority. Due to continued fiscally prudent practices, the city is in an excellent position to take advantage of new economic opportunities that will allow this community to thrive now and for many years in the future.

**CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES**

FUND	BEGINNING			ADVANCES & FUND TRANSFERS	PROJECTED
	FUND BALANCE	PROJECTED	PROJECTED		ENDING
	JULY 1, 2016	REVENUES	EXPENDITURES		FUND BALANCE
					JUNE 30, 2017
GENERAL FUND	\$83,620,444 *	\$148,079,000	\$141,895,064	(28,627,000)	\$61,177,380 *
TOTAL GENERAL FUND	<u>83,620,444</u>	<u>148,079,000</u>	<u>141,895,064</u>		<u>61,177,380</u>
SPECIAL REVENUE					
AFFORDABLE HOUSING	15,896,860	708,700	650,000		15,955,560
BUENA VISTA CHANNEL MAINTENANCE	1,348,631	97,800	110,000		1,336,431
CITIZEN'S OPTION FOR PUBLIC SAFETY	273,581	163,000	140,000		296,581
COMMUNITY ACTIVITY GRANTS	1,043,503	11,000	10,000		1,044,503
COMMUNITY DEVELOPMENT BLOCK GRANT	5,664	737,000	865,000		(122,336)
CULTURAL ARTS DONATIONS	250,271	42,000	25,000		267,271
LIBRARY AND ARTS ENDOWMENT FUND	262,324	2,700	4,000		261,024
LIBRARY GIFTS/BEQUESTS	466,808	274,000	300,000		440,808
LIGHTING AND LANDSCAPING DISTRICT NO. 2	2,633,462	586,000	308,000		2,911,462
LOCAL CABLE INFRASTRUCTURE FUND	615,824	355,000	384,000		586,824
MEDIAN MAINTENANCE	369,189	730,000	750,000		349,189
PARKING IN LIEU	578,436	247,000	44,000		781,436
POLICE ASSET FORFEITURE	310,761	53,000	60,000		303,761
POLICE GRANTS	(117,544)	167,544	50,000		0
RECREATION DONATIONS	307,458	68,000	121,000		254,458
RENTAL ASSISTANCE - SECTION 8	594,925	6,605,000	5,900,000		1,299,925
SENIOR DONATIONS	325,997	29,000	43,000		311,997
STREET LIGHTING	1,504,442	898,800	502,000		1,901,242
STREET TREE MAINTENANCE	65,073	586,600	565,000		86,673
TOTAL SPECIAL REVENUE	<u>26,735,665</u>	<u>12,362,144</u>	<u>10,831,000</u>		<u>28,266,809</u>
ENTERPRISE					
WATER OPERATIONS	20,890,751	40,801,000	33,800,000		27,891,751
RECYCLED WATER OPERATIONS	6,439,220	8,000,000	6,100,000		8,339,220
WASTEWATER OPERATIONS	7,610,885	13,800,000	11,500,000		9,910,885
SOLID WASTE MANAGEMENT	13,108,161	3,688,000	3,755,000		13,041,161
GOLF COURSE	2,318,180	6,997,573	22,733,700	14,581,000	1,163,053
TOTAL ENTERPRISE	<u>50,367,197</u>	<u>73,286,573</u>	<u>77,888,700</u>		<u>60,346,070</u>
INTERNAL SERVICE					
WORKERS' COMPENSATION	273,930	4,007,000	2,802,000		1,478,930
RISK MANAGEMENT	3,444,707	2,006,000	2,348,000		3,102,707
SELF-INSURED BENEFITS	1,716,139	871,000	1,038,000		1,549,139
VEHICLE MAINTENANCE	825,306	3,297,909	2,338,000		1,785,215
VEHICLE REPLACEMENT	16,222,966	2,578,596	1,666,000		17,135,562
INFORMATION TECHNOLOGY	6,949,998	9,050,500	8,516,000		7,484,498
TOTAL INTERNAL SERVICE	<u>29,433,046</u>	<u>21,811,005</u>	<u>18,708,000</u>		<u>32,536,051</u>
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS					
VILLAGE RDA OBLIGATION RETIREMENT FUND	1,105,942	2,479,500	1,425,000	(954,000)	1,206,442
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND	<u>1,105,942</u>	<u>2,479,500</u>	<u>1,425,000</u>		<u>1,206,442</u>
TOTAL OPERATING FUNDS	<u>\$191,262,294</u>	<u>\$258,018,222</u>	<u>\$250,747,764</u>	<u>(\$15,000,000)</u>	<u>\$183,532,752</u>

* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNASSIGNED FUND BALANCE.

**CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES**

FUND	PROJECTED BEGINNING FUND BALANCE JULY 1, 2017	ESTIMATED REVENUES	ADOPTED BUDGET	ADVANCES & FUND TRANSFERS	PROJECTED ENDING FUND BALANCE JUNE 30, 2018
GENERAL FUND	\$61,177,380 *	\$153,480,639	\$145,740,799	1,422,000	\$70,339,220 *
TOTAL GENERAL FUND	<u>61,177,380</u>	<u>153,480,639</u>	<u>145,740,799</u>		<u>70,339,220</u>
SPECIAL REVENUE					
AFFORDABLE HOUSING	15,955,560	687,500	546,889		16,096,171
BUENA VISTA CHANNEL MAINTENANCE	1,336,431	113,000	190,128		1,259,303
CITIZEN'S OPTION FOR PUBLIC SAFETY	296,581	176,918	151,774		321,725
COMMUNITY ACTIVITY GRANTS	1,044,503	11,000	10,000		1,045,503
COMMUNITY DEVELOPMENT BLOCK GRANT	(122,336)	650,100	507,796		19,968
CULTURAL ARTS DONATIONS	267,271	41,000	51,536		256,735
LIBRARY AND ARTS ENDOWMENT FUND	261,024	2,300	6,000		257,324
LIBRARY GIFTS/BEQUESTS	440,808	233,000	270,000		403,808
LIGHTING AND LANDSCAPING DISTRICT NO. 2	2,911,462	652,730	310,420		3,253,772
LOCAL CABLE INFRASTRUCTURE FUND	586,824	354,000	196,500		744,324
MEDIAN MAINTENANCE	349,189	1,009,000	1,141,987		216,202
PARKING IN LIEU	781,436	6,000	44,000		743,436
POLICE ASSET FORFEITURE	303,761	43,368	87,294		259,835
POLICE GRANTS	0	0	0		0
RECREATION DONATIONS	254,458	55,000	150,867		158,591
RENTAL ASSISTANCE - SECTION 8	1,299,925	6,538,800	6,686,440		1,152,285
SENIOR DONATIONS	311,997	27,000	88,500		250,497
STREET LIGHTING	1,901,242	898,000	1,004,288		1,794,954
STREET TREE MAINTENANCE	86,673	565,000	572,381		79,292
TOTAL SPECIAL REVENUE	<u>28,266,809</u>	<u>12,063,716</u>	<u>12,016,800</u>		<u>28,313,725</u>
ENTERPRISE					
WATER OPERATIONS	27,891,751	40,360,000	42,323,406		25,928,345
RECYCLED WATER OPERATIONS	8,339,220	8,510,320	9,084,080		7,765,460
WASTEWATER OPERATIONS	9,910,885	13,400,000	12,738,707		10,572,178
SOLID WASTE MANAGEMENT	13,041,161	3,763,519	4,070,375		12,734,305
GOLF COURSE	1,163,053	7,186,118	7,489,039	(110,000)	750,132
TOTAL ENTERPRISE	<u>60,346,070</u>	<u>73,219,957</u>	<u>75,705,607</u>		<u>57,750,420</u>
INTERNAL SERVICE					
WORKERS' COMPENSATION	1,478,930	4,331,260	4,411,786		1,398,404
RISK MANAGEMENT	3,102,707	2,036,540	2,068,575		3,070,672
SELF-INSURED BENEFITS	1,549,139	840,000	1,040,000		1,349,139
VEHICLE MAINTENANCE	1,785,215	2,854,596	3,200,822		1,438,989
VEHICLE REPLACEMENT	17,135,562	2,277,109	2,329,800		17,082,871
INFORMATION TECHNOLOGY	7,484,498	8,762,432	9,927,582		6,319,348
TOTAL INTERNAL SERVICE	<u>32,536,051</u>	<u>21,101,937</u>	<u>22,978,565</u>		<u>30,659,423</u>
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS					
VILLAGE RDA OBLIGATION RETIREMENT FUND	1,206,442	2,404,500	1,206,119	(1,312,000)	1,092,823
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND	<u>1,206,442</u>	<u>2,404,500</u>	<u>1,206,119</u>		<u>1,092,823</u>
TOTAL OPERATING FUNDS	<u>\$183,532,752</u>	<u>\$262,270,749</u>	<u>\$257,647,890</u>	<u>\$0</u>	<u>\$188,155,611</u>

* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNASSIGNED FUND BALANCE.

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2015-16	PROJECTED REVENUE 2016-17	ESTIMATED REVENUE 2017-18	CHANGE AS % OF FY 16-17 PROJECTED	DIFFERENCE 2016-17 TO 2017-18
GENERAL FUND					
TAXES					
PROPERTY TAX	\$57,398,855	\$61,291,000	\$64,306,000	4.9%	\$3,015,000
SALES TAX	35,231,352	32,221,000	34,885,000	8.3%	2,664,000
TRANSIENT TAX	20,943,174	21,530,000	22,176,000	3.0%	646,000
FRANCHISE TAX	5,632,319	5,505,000	5,515,000	0.2%	10,000
BUSINESS LICENSE TAX	4,894,805	4,269,000	5,097,000	19.4%	828,000
TRANSFER TAX	1,545,411	1,112,000	1,134,000	2.0%	22,000
TOTAL TAXES	125,645,916	125,928,000	133,113,000	5.7%	7,185,000
INTERGOVERNMENTAL					
HOMEOWNERS EXEMPTION	348,916	349,000	349,000	0.0%	0
OTHER INTERGOVERNMENTAL	709,211	561,000	559,280	-0.3%	(1,720)
TOTAL INTERGOVERNMENTAL	1,058,127	910,000	908,280	-0.2%	(1,720)
LICENSES AND PERMITS					
BUILDING PERMITS	1,076,210	2,245,000	1,511,000	-32.7%	(734,000)
OTHER LICENSES & PERMITS	1,391,184	1,394,000	705,000	-49.4%	(689,000)
TOTAL LICENSES & PERMITS	2,467,394	3,639,000	2,216,000	-39.1%	(1,423,000)
CHARGES FOR SERVICES					
PLANNING FEES	695,642	997,000	551,000	-44.7%	(446,000)
BUILDING DEPT. FEES	1,058,520	691,000	649,000	-6.1%	(42,000)
ENGINEERING FEES	1,123,502	1,289,000	757,000	-41.3%	(532,000)
AMBULANCE FEES	2,457,425	2,535,000	2,610,000	3.0%	75,000
RECREATION FEES	2,926,053	2,999,000	3,135,000	4.5%	136,000
OTHER CHARGES OR FEES	740,080	543,000	632,000	16.4%	89,000
TOTAL CHARGES FOR SERVICES	9,001,222	9,054,000	8,334,000	-8.0%	(720,000)
FINES AND FORFEITURES					
	807,806	749,000	736,000	-1.7%	(13,000)
INCOME FROM INVESTMENTS AND PROPERTY*					
	4,831,906	3,652,000	4,133,000	13.2%	481,000
INTERDEPARTMENTAL CHARGES					
	3,471,331	3,267,000	3,149,359	-3.6%	(117,641)
OTHER REVENUE SOURCES					
	1,266,751	880,000	891,000	1.3%	11,000
TOTAL GENERAL FUND	\$148,550,453	\$148,079,000	\$153,480,639	3.7%	\$5,401,639

* INTEREST IS CALCULATED ON AN AMORTIZED COST BASIS

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2015-16	PROJECTED REVENUE 2016-17	ESTIMATED REVENUE 2017-18	CHANGE AS % OF FY 16-17 PROJECTED	DIFFERENCE 2016-17 TO 2017-18
SPECIAL REVENUE FUNDS					
AFFORDABLE HOUSING					
AFFORDABLE HOUSING FEES	\$513,100	\$116,000	\$95,000	-18.1%	(\$21,000)
PROPERTY TAX	111,227	238,700	240,000	0.5%	1,300
INTEREST	442,376	309,000	307,500	-0.5%	(1,500)
OTHER	199,224	45,000	45,000	0.0%	0
TOTAL AFFORDABLE HOUSING	1,265,927	708,700	687,500	-3.0%	(21,200)
BUENA VISTA CHANNEL MAINTENANCE					
BUENA VISTA FEES	80,457	90,000	100,000	11.1%	10,000
INTEREST	20,724	7,800	13,000	66.7%	5,200
TOTAL BUENA VISTA CHANNEL MAINTENANCE	101,181	97,800	113,000	15.5%	15,200
CITIZEN'S OPTION FOR PUBLIC SAFETY					
STATE FUNDING (AB3229)	198,394	160,000	173,918	8.7%	13,918
INTEREST	2,958	3,000	3,000	0.0%	0
TOTAL CITIZENS OPTION FOR PUBLIC SAFETY	201,352	163,000	176,918	8.5%	13,918
COMMUNITY ACTIVITY GRANTS					
INTEREST	15,962	11,000	11,000	0.0%	0
TOTAL COMMUNITY ACTIVITY GRANTS	15,962	11,000	11,000	0.0%	0
COMMUNITY DEVELOPMENT BLOCK GRANT					
FEDERAL GRANT	44,259	687,000	600,000	-12.7%	(87,000)
INTEREST	6,780	0	100	0.0%	100
OTHER	237,747	50,000	50,000	0.0%	0
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	288,786	737,000	650,100	-11.8%	(86,900)
CULTURAL ARTS DONATIONS					
DONATIONS	42,000	37,000	36,000	-2.7%	(1,000)
INTEREST	3,489	2,000	2,000	0.0%	0
OTHER	3,281	3,000	3,000	0.0%	0
TOTAL CULTURAL ARTS DONATIONS	48,770	42,000	41,000	-2.4%	(1,000)
LIBRARY AND ARTS ENDOWMENT FUND					
INTEREST	4,016	2,700	2,300	-14.8%	(400)
TOTAL LIBRARY AND ARTS ENDOWMENT FUND	4,016	2,700	2,300	-14.8%	(400)
LIBRARY GIFTS/BEQUESTS					
GIFTS/BEQUESTS	219,334	270,000	164,000	-39.3%	(106,000)
INTEREST	7,237	4,000	4,000	0.0%	0
OTHER	75,570	0	65,000	0.0%	65,000
TOTAL LIBRARY GIFTS/BEQUESTS	302,141	274,000	233,000	-15.0%	(41,000)
LIGHTING AND LANDSCAPING DISTRICT NO. #2					
LLD #2 FEES	570,436	570,000	631,730	10.8%	61,730
INTEREST	36,725	16,000	21,000	31.3%	5,000
OTHER	500	0	0	0.0%	0
TOTAL LIGHTING AND LANDSCAPING DIST. NO. #2	607,661	586,000	652,730	11.4%	66,730
LOCAL CABLE INFRASTRUCTURE FUND					
CABLE FEES	367,173	350,000	350,000	0.0%	0
INTEREST	11,122	5,000	4,000	-20.0%	(1,000)
TOTAL LOCAL CABLE INFRASTRUCTURE FUND	378,295	355,000	354,000	-0.3%	(1,000)
MEDIAN MAINTENANCE					
MEDIAN MAINTENANCE FEES	355,217	350,000	359,000	2.6%	9,000
OTHER	750,204	380,000	650,000	71.1%	270,000
TOTAL MEDIAN MAINTENANCE	1,105,421	730,000	1,009,000	38.2%	279,000
PARKING IN LIEU					
IN LIEU FEES	153,320	240,000	0	-100.0%	(240,000)
INTEREST	8,412	7,000	6,000	-14.3%	(1,000)
TOTAL PARKING IN LIEU	161,732	247,000	6,000	-97.6%	(241,000)

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2015-16	PROJECTED REVENUE 2016-17	ESTIMATED REVENUE 2017-18	CHANGE AS % OF FY 16-17 PROJECTED	DIFFERENCE 2016-17 TO 2017-18
SPECIAL REVENUE FUNDS - CONTINUED					
POLICE ASSET FORFEITURE					
ASSET FORFEITURES	45,782	50,000	40,000	-20.0%	(10,000)
INTEREST	5,022	3,000	3,368	12.3%	368
TOTAL POLICE ASSET FORFEITURE	50,804	53,000	43,368	-18.2%	(9,632)
POLICE GRANTS					
FEDERAL GRANT	298,913	167,544	0	-100.0%	(167,544)
TOTAL POLICE GRANTS	298,913	167,544	0	-100.0%	(167,544)
RECREATION DONATIONS					
DONATIONS & GRANTS	69,843	65,500	52,500	-19.9%	(13,000)
INTEREST	4,612	2,500	2,500	0.0%	0
TOTAL RECREATION DONATIONS	74,455	68,000	55,000	-19.1%	(13,000)
RENTAL ASSISTANCE					
FEDERAL GRANT	6,140,689	6,560,000	6,500,000	-0.9%	(60,000)
OTHER	71,927	45,000	38,800	-13.8%	(6,200)
TOTAL RENTAL ASSISTANCE	6,212,616	6,605,000	6,538,800	-1.0%	(66,200)
SENIOR DONATIONS					
DONATIONS	10,427	14,000	10,000	-28.6%	(4,000)
INTEREST	5,035	3,000	3,000	0.0%	0
OTHER	13,548	12,000	14,000	16.7%	2,000
TOTAL SENIOR DONATIONS	29,010	29,000	27,000	-6.9%	(2,000)
STREET LIGHTING					
STREET LIGHTING FEES	728,805	725,000	732,000	1.0%	7,000
OTHER	160,162	169,000	150,000	-11.2%	(19,000)
INTEREST	23,886	4,800	16,000	233.3%	11,200
TOTAL STREET LIGHTING	912,853	898,800	898,000	-0.1%	(800)
STREET TREE MAINTENANCE					
TREE MAINTENANCE FEES	465,241	460,000	465,000	1.1%	5,000
OTHER	112,889	126,600	100,000	-21.0%	(26,600)
TOTAL STREET TREE MAINTENANCE	578,130	586,600	565,000	-3.7%	(21,600)
TOTAL SPECIAL REVENUE FUNDS	\$12,638,025	\$12,362,144	\$12,063,716	-2.4%	(\$298,428)

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2015-16	PROJECTED REVENUE 2016-17	ESTIMATED REVENUE 2017-18	CHANGE AS % OF FY 16-17 PROJECTED	DIFFERENCE 2016-17 TO 2017-18
ENTERPRISE FUNDS					
WATER OPERATIONS					
WATER SALES	\$22,579,748	\$24,761,000	\$24,600,000	-0.7%	(\$161,000)
READY TO SERVE CHARGES	10,067,506	10,621,000	10,700,000	0.7%	79,000
PROPERTY TAXES	3,282,033	3,300,000	3,580,000	8.5%	280,000
NEW ACCOUNT CHARGES	126,375	131,000	130,000	-0.8%	(1,000)
BACK-FLOW PROGRAM FEES	146,561	149,000	150,000	0.7%	1,000
PENALTY FEES	252,805	267,000	261,000	-2.3%	(6,000)
INTEREST	348,394	280,000	251,000	-10.4%	(29,000)
ENGINEERING OVERHEAD	121,851	161,000	125,000	-22.4%	(36,000)
SERVICE CONNECTION FEES	82,451	131,000	100,000	-23.7%	(31,000)
OTHER	623,963	1,000,000	463,000	-53.7%	(537,000)
TOTAL WATER OPERATIONS	37,631,687	40,801,000	40,360,000	-1.1%	(441,000)
RECYCLED WATER OPERATIONS					
WATER SALES	5,868,965	5,740,000	6,100,000	6.3%	360,000
READY-TO-SERVE CHARGE	885,235	979,000	900,000	-8.1%	(79,000)
RECYCLED WATER CREDITS	1,116,450	1,100,000	1,200,000	9.1%	100,000
INTEREST	130,293	130,000	30,000	-76.9%	(100,000)
OTHER	218,047	51,000	280,320	449.7%	229,320
TOTAL RECYCLED WATER OPERATIONS	8,218,990	8,000,000	8,510,320	6.4%	510,320
WASTEWATER OPERATIONS					
SERVICE CHARGES	12,833,867	13,400,000	13,000,000	-3.0%	(400,000)
MISC SEWER	38,347	33,000	35,000	6.1%	2,000
ENGINEERING OVERHEAD	161,119	124,000	150,000	21.0%	26,000
PENALTY FEES	90,674	87,000	90,000	3.5%	3,000
INTEREST	116,545	106,000	75,000	-29.3%	(31,000)
OTHER	101,981	50,000	50,000	0.0%	0
TOTAL WASTEWATER OPERATIONS	13,342,533	13,800,000	13,400,000	-2.9%	(400,000)
SOLID WASTE MANAGEMENT					
INTEREST	195,402	140,000	140,130	0.1%	130
RECYCLING FEES (AB939)	326,309	330,000	335,000	1.5%	5,000
PENALTY FEES	56,025	55,000	55,000	0.0%	0
TRASH SURCHARGE	2,823,069	2,800,000	2,900,000	3.6%	100,000
OTHER	348,319	363,000	333,389	-8.2%	(29,611)
TOTAL SOLID WASTE MANAGEMENT	3,749,124	3,688,000	3,763,519	2.1%	75,519
GOLF COURSE OPERATIONS					
INTEREST	121,589	0	92	0.0%	92
CHARGES FOR SERVICES	6,987,811	6,997,573	7,186,026	2.7%	188,453
OTHER	1,087,454	0	0	0.0%	0
TOTAL GOLF COURSE OPERATIONS	8,196,854	6,997,573	7,186,118	2.7%	188,545
TOTAL ENTERPRISE FUNDS	\$71,139,188	\$73,286,573	\$73,219,957	-0.1%	(\$66,616)

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2015-16	PROJECTED REVENUE 2016-17	ESTIMATED REVENUE 2017-18	CHANGE AS % OF FY 16-17 PROJECTED	DIFFERENCE 2016-17 TO 2017-18
INTERNAL SERVICE FUNDS					
WORKERS' COMPENSATION					
INTERDEPARTMENTAL	\$2,064,040	\$2,376,000	\$2,731,260	15.0%	\$355,260
INTEREST	128,732	110,000	100,000	-9.1%	(10,000)
OTHER	1,551,265	1,521,000	1,500,000	-1.4%	(21,000)
TOTAL WORKERS' COMPENSATION	3,744,037	4,007,000	4,331,260	8.1%	324,260
RISK MANAGEMENT					
INTERDEPARTMENTAL	1,951,500	1,952,000	1,991,540	2.0%	39,540
INTEREST	61,803	48,000	45,000	-6.3%	(3,000)
OTHER	423,855	6,000	0	-100.0%	(6,000)
TOTAL RISK MANAGEMENT	2,437,158	2,006,000	2,036,540	1.5%	30,540
SELF-INSURED BENEFITS					
INTERDEPARTMENTAL	805,465	742,000	690,000	-7.0%	(52,000)
OTHER	123,111	129,000	150,000	16.3%	21,000
TOTAL SELF-INSURED BENEFITS	928,576	871,000	840,000	-3.6%	(31,000)
VEHICLE MAINTENANCE					
INTERDEPARTMENTAL	2,782,055	3,184,909	2,830,596	-11.1%	(354,313)
INTEREST	7,736	7,000	7,000	0.0%	0
OTHER	32,272	106,000	17,000	-84.0%	(89,000)
TOTAL VEHICLE MAINTENANCE	2,822,063	3,297,909	2,854,596	-13.4%	(443,313)
VEHICLE REPLACEMENT					
INTERDEPARTMENTAL	2,209,136	2,368,596	2,047,109	-13.6%	(321,487)
INTEREST	245,940	180,000	180,000	0.0%	0
OTHER	205,314	30,000	50,000	66.7%	20,000
TOTAL VEHICLE REPLACEMENT	2,660,390	2,578,596	2,277,109	-11.7%	(301,487)
INFORMATION TECHNOLOGY					
INTERDEPARTMENTAL	8,607,367	8,922,100	8,692,432	-2.6%	(229,668)
INTEREST	107,820	80,400	70,000	-12.9%	(10,400)
OTHER	213,479	48,000	0	-100.0%	(48,000)
TOTAL INFORMATION TECHNOLOGY	8,928,666	9,050,500	8,762,432	-3.2%	(288,068)
TOTAL INTERNAL SERVICE FUNDS	\$21,520,890	\$21,811,005	\$21,101,937	-3.3%	(\$709,068)
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS					
VILLAGE RDA OBLIGATION RETIREMENT FUND					
TAX INCREMENT	2,137,065	2,475,000	2,400,000	-3.0%	(75,000)
INTEREST	19,729	4,500	4,500	0.0%	0
TOTAL VILLAGE OPERATIONS / DEBT SERVICE	2,156,794	2,479,500	2,404,500	-3.0%	(75,000)
TOTAL REDEVELOPMENT FUNDS	\$2,156,794	\$2,479,500	\$2,404,500	-3.0%	(\$75,000)
TOTAL OPERATING FUNDS	\$256,005,350	\$258,018,222	\$262,270,749	1.7%	\$4,252,527

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2014-15 ACTUAL*	2015-16 ACTUALS	2016-17		2017-18 BUDGET	%INCR/(DECR) 16-17 BUD TO 17-18 BUD
			ESTIMATED EXPENDITURES	2016-17 BUDGET		
GENERAL FUND						
POLICY AND LEADERSHIP GROUP						
CITY COUNCIL	\$384,392	\$444,127	\$455,000	\$490,929	478,863	-2.5%
CITY ATTORNEY	1,416,317	1,467,833	1,495,000	1,514,588	1,685,647	11.3%
CITY CLERK & RECORDS MANAGEMENT	808,397	799,184	940,000	1,057,377	999,583	-5.5%
CITY MANAGER	1,629,045	1,936,727	2,010,000	2,045,287	2,542,817	24.3%
CITY TREASURER	196,203	207,638	239,000	219,563	207,461	-5.5%
COMMUNITY OUTREACH AND ENGAGEMENT	1,300,604	1,326,449	1,400,000	1,843,583	1,511,987	-18.0%
TOTAL POLICY AND LEADERSHIP GROUP	5,734,958	6,181,958	6,539,000	7,171,327	7,426,358	3.6%
ADMINISTRATIVE SERVICES						
FINANCE	3,824,267	4,189,451	4,874,000	4,203,629	4,345,778	3.4%
HUMAN RESOURCES	2,869,236	2,959,875	2,865,000	3,267,965	3,419,294	4.6%
TOTAL ADMINISTRATIVE SERVICES	6,693,503	7,149,326	7,739,000	7,471,594	7,765,072	3.9%
COMMUNITY SERVICES						
COMMUNITY AND ECONOMIC DEVELOPMENT	8,330,000	9,555,376	9,244,000	9,690,763	9,861,256	1.8%
HOUSING AND NEIGHBORHOOD SERVICES	646,202	769,624	1,061,000	976,911	1,282,231	31.3%
LIBRARY AND CULTURAL ARTS	10,791,585	12,095,073	12,875,000	12,366,337	12,616,162	2.0%
PARKS AND RECREATION	14,636,829	14,558,962	15,692,000	15,551,949	16,014,041	3.0%
TOTAL COMMUNITY SERVICES	34,404,616	36,979,035	38,872,000	38,585,960	39,773,690	3.1%
PUBLIC SAFETY						
FIRE	19,034,742	20,727,076	22,604,064	21,138,670	21,755,772	2.9%
POLICE	29,557,209	30,910,877	34,318,000	34,195,534	35,403,683	3.5%
TOTAL PUBLIC SAFETY	48,591,951	51,637,953	56,922,064	55,334,204	57,159,455	3.3%
PUBLIC WORKS						
PUBLIC WORKS ADMINISTRATION	1,254,175	1,693,614	1,938,000	1,760,105	2,119,896	20.4%
ENVIRONMENTAL MANAGEMENT	329,297	382,314	610,000	698,645	562,485	-19.5%
GENERAL SERVICES	8,334,136	7,882,987	7,298,000	8,348,834	8,353,243	0.1%
TRANSPORTATION	4,940,199	5,780,410	6,907,000	6,689,860	6,432,600	-3.8%
TOTAL PUBLIC WORKS	14,857,807	15,739,325	16,753,000	17,497,444	17,468,224	-0.2%
MISCELLANEOUS NON-DEPARTMENTAL EXPENDITURES						
COMMUNITY CONTRIBUTIONS	40,707	27,795	25,000	0	0	-
DUES & SUBSCRIPTIONS	49,740	50,493	50,000	55,000	55,000	0.0%
LEGAL SERVICES	315,370	145,755	250,000	300,000	300,000	0.0%
PROFESSIONAL SERVICES	1,246,582	1,018,150	121,000	282,500	88,000	-68.8%
OTHER MISCELLANEOUS EXPENDITURES	1,592,120	1,396,086	1,000,000	0	0	-
PERSONNEL RELATED	117,608	160,691	1,093,000	1,155,000	1,030,000	-10.8%
PROPERTY TAX & OTHER ADMINISTRATION	549,747	617,125	650,000	737,000	720,000	-2.3%
TOTAL EXPENDITURES	3,911,874	3,416,095	3,189,000	2,529,500	2,193,000	-13.3%

ESTIMATED EXPENDITURES MAY EXCEED ADOPTED BUDGET SINCE THEY INCLUDE PRIOR YEAR BUDGET APPROPRIATIONS.

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2014-15 ACTUAL*	2015-16 ACTUALS	2016-17		2017-18 BUDGET	%INCR/(DECR) 16-17 BUD TO 17-18 BUD
			ESTIMATED EXPENDITURES	2016-17 BUDGET		
GENERAL FUND - CONTINUED						
TRANSFERS						
INFRASTRUCTURE REPLACEMENT FUND	8,302,000	8,952,000	9,460,000	9,460,000	9,970,000	5.4%
TRANSFERS TO GOLF COURSE	1,031,240	1,049,795	0	0	0	-
TRANSFER TO LLD#1 (MEDIANS & TREES)	539,000	860,000	500,000	500,000	750,000	50.0%
TRANSFER TO STORM WATER PROGRAM	232,334	190,402	224,000	224,000	235,000	4.9%
OTHER MISCELLANEOUS TRANSFERS	829,750	1,500,000	1,697,000	1,500,000	1,500,000	0.0%
TOTAL TRANSFERS	10,934,324	12,552,197	11,881,000	11,684,000	12,455,000	6.6%
TOTAL MISCELLANEOUS NON-DEPARTMENTAL	14,846,198	15,968,292	15,070,000	14,213,500	14,648,000	3.1%
SUBTOTAL GENERAL FUND	125,129,033	133,655,889	141,895,064	140,274,029	144,240,799	2.8%
CONTINGENCIES	0	0	0	1,500,000	1,500,000	0.0%
TOTAL GENERAL FUND	\$125,129,033	\$133,655,889	\$141,895,064	\$141,774,029	\$145,740,799	2.8%
SPECIAL REVENUE FUNDS						
AFFORDABLE HOUSING	\$472,431	\$567,579	\$650,000	\$572,613	\$546,889	-4.5%
BUENA VISTA CHANNEL MAINTENANCE	16,291	116,019	110,000	186,400	190,128	2.0%
CITIZEN'S OPTION FOR PUBLIC SAFETY	102,286	193,002	140,000	158,672	151,774	-4.3%
COMMUNITY ACTIVITY GRANTS	7,488	10,000	10,000	10,000	10,000	0.0%
COMMUNITY DEVELOPMENT BLOCK GRANT	664,888	339,515	865,000	518,171	507,796	-2.0%
CULTURAL ARTS DONATIONS	33,208	26,884	25,000	70,000	51,536	-26.4%
LIBRARY AND ARTS ENDOWMENT FUND	1,511	3,907	4,000	6,000	6,000	0.0%
LIBRARY GIFTS/BEQUESTS	107,393	176,547	300,000	313,006	270,000	-13.7%
LIGHTING AND LANDSCAPING DISTRICT NO. 2	249,208	242,802	308,000	305,248	310,420	1.7%
LOCAL CABLE INFRASTRUCTURE FUND	480,116	506,482	384,000	235,415	196,500	-16.5%
MEDIAN MAINTENANCE	797,985	834,917	750,000	1,073,050	1,141,987	6.4%
PARKING IN LIEU	42,901	43,332	44,000	44,000	44,000	0.0%
POLICE ASSET FORFEITURE	161,760	149,704	60,000	101,346	87,294	-13.9%
POLICE GRANTS	142,729	324,642	50,000	0	0	-
RECREATION DONATIONS	30,724	58,102	121,000	132,950	150,867	13.5%
RENTAL ASSISTANCE	6,249,903	6,113,902	5,900,000	6,013,070	6,686,440	11.2%
SENIOR DONATIONS	25,849	22,695	43,000	47,500	88,500	86.3%
STREET LIGHTING	800,854	912,563	502,000	1,010,973	1,004,288	-0.7%
STREET TREE MAINTENANCE	520,373	541,026	565,000	570,382	572,381	0.4%
TOTAL SPECIAL REVENUE FUNDS	\$10,907,898	\$11,183,620	\$10,831,000	\$11,368,796	\$12,016,800	5.7%

ESTIMATED EXPENDITURES MAY EXCEED ADOPTED BUDGET SINCE THEY INCLUDE PRIOR YEAR BUDGET APPROPRIATIONS.

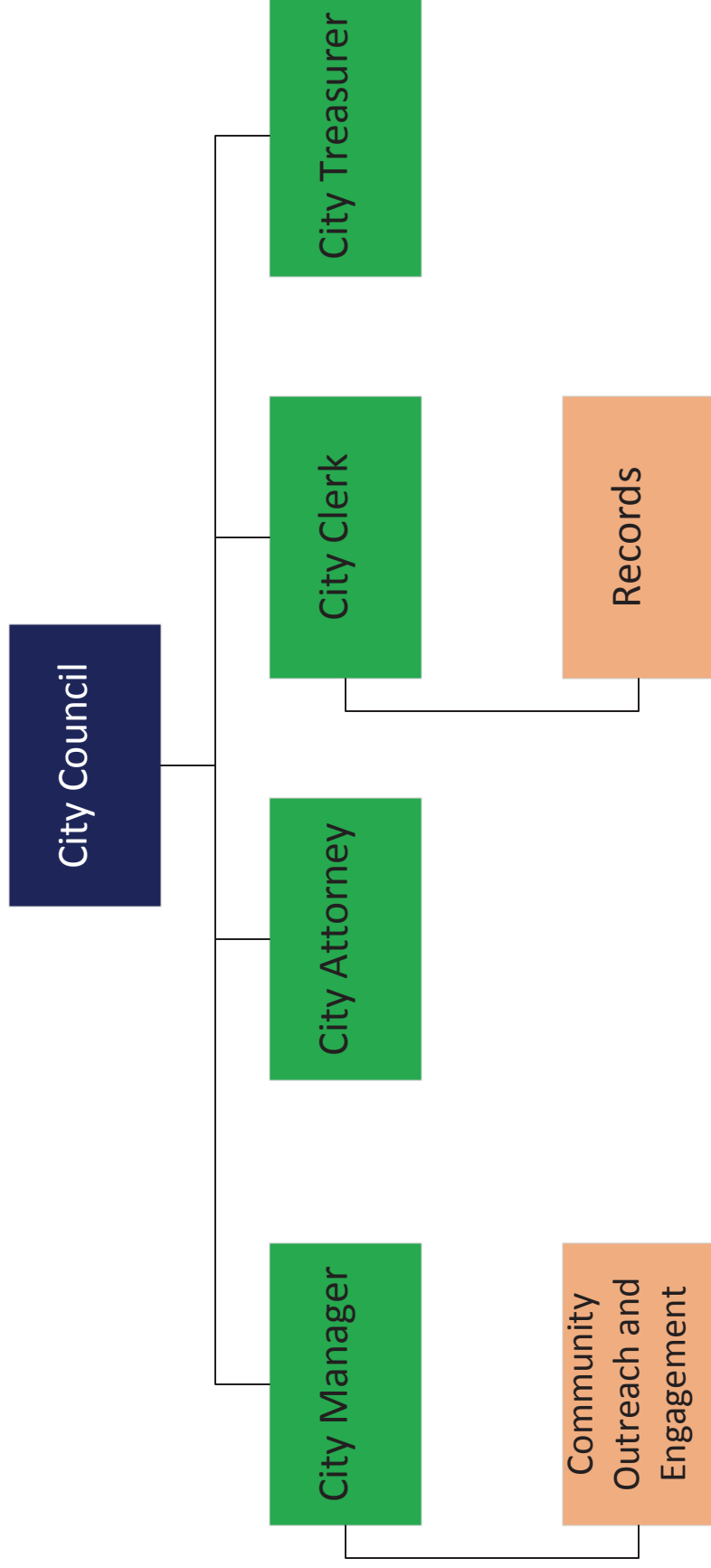
**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2014-15 ACTUAL*	2015-16 ACTUALS	2016-17		2017-18 BUDGET	%INCR/(DECR) 16-17 BUD TO 17-18 BUD
			ESTIMATED EXPENDITURES	2016-17 BUDGET		
ENTERPRISE FUNDS						
WATER OPERATIONS	\$36,440,547	\$34,302,276	\$33,800,000	\$39,739,425	\$42,323,406	6.5%
RECYCLED WATER OPERATIONS	6,671,638	7,737,337	6,100,000	7,778,974	9,084,080	16.8%
WASTEWATER OPERATIONS	12,168,367	10,518,513	11,500,000	12,428,882	12,738,707	2.5%
SOLID WASTE MANAGEMENT	2,976,754	3,077,057	3,755,000	3,821,130	4,070,375	6.5%
GOLF COURSE OPERATIONS	7,430,703	7,516,799	22,733,700	7,970,967	7,489,039	-6.0%
TOTAL ENTERPRISE FUNDS	\$65,688,009	\$63,151,982	\$77,888,700	\$71,739,378	\$75,705,607	5.5%
INTERNAL SERVICE FUNDS						
WORKERS' COMPENSATION	\$2,406,830	\$4,086,059	\$2,802,000	\$4,261,007	\$4,411,786	3.5%
RISK MANAGEMENT	2,885,985	504,502	2,348,000	2,028,215	2,068,575	2.0%
SELF-INSURED BENEFITS	2,884,619	980,821	1,038,000	1,040,000	1,040,000	0.0%
VEHICLE MAINTENANCE	3,069,605	2,498,049	2,338,000	3,159,868	3,200,822	1.3%
VEHICLE REPLACEMENT	1,434,149	2,814,499	1,666,000	3,648,173	2,329,800	-36.1%
INFORMATION TECHNOLOGY	7,409,333	7,443,426	8,516,000	9,726,262	9,927,582	2.1%
TOTAL INTERNAL SERVICE FUNDS	\$20,090,521	\$18,327,356	\$18,708,000	\$23,863,525	\$22,978,565	-3.7%
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS						
VILLAGE RDA OBLIGATION RETIREMENT FUND	\$1,261,446	\$4,885,253	\$1,425,000	\$1,400,525	\$1,206,119	-13.9%
TOTAL REDEVELOPMENT	\$1,261,446	\$4,885,253	\$1,425,000	\$1,400,525	\$1,206,119	-13.9%
TOTAL OPERATING FUNDS	\$223,076,907	\$231,204,100	\$250,747,764	\$250,146,253	\$257,647,890	3.0%
				General Fund	\$145,740,799	
				Non GF	111,907,091	
					<u>\$257,647,890</u>	

ESTIMATED EXPENDITURES MAY EXCEED ADOPTED BUDGET SINCE THEY INCLUDE PRIOR YEAR BUDGET APPROPRIATIONS.

Policy & Leadership

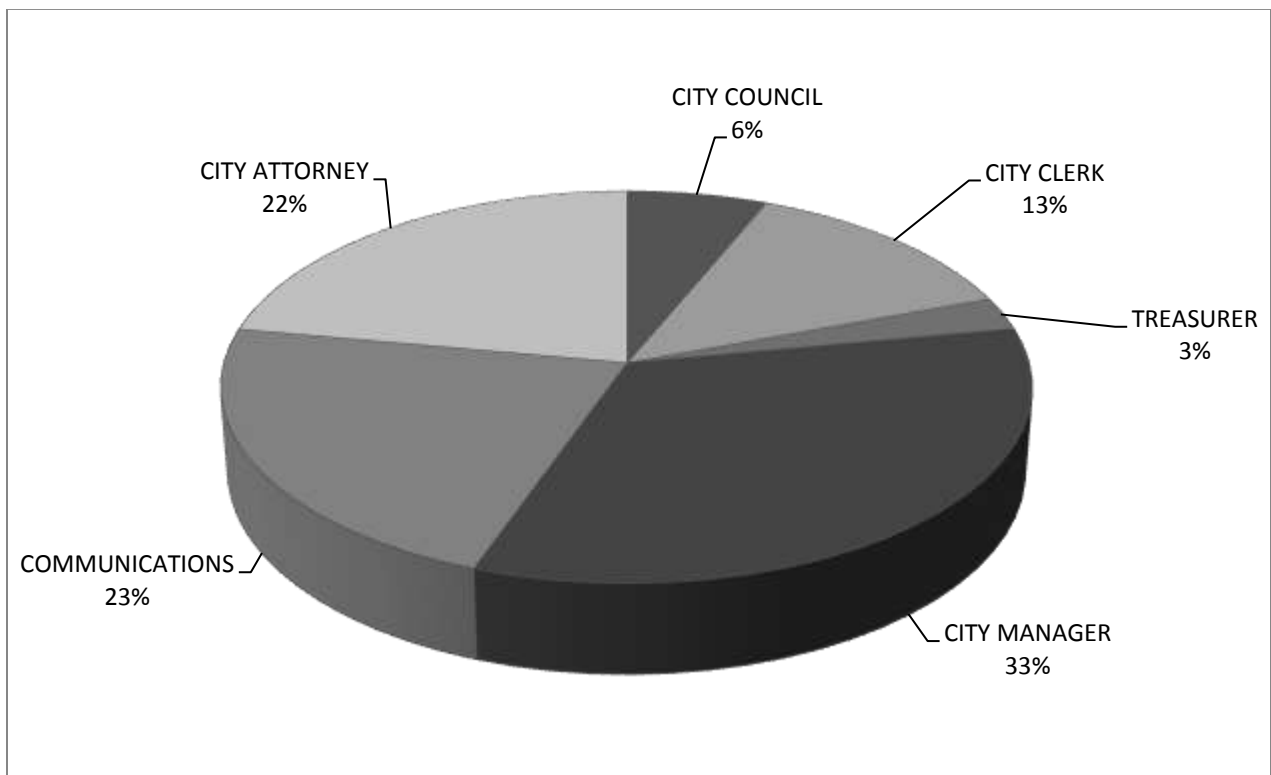
Org Chart by Function



PROGRAM: POLICY & LEADERSHIP
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$4,229,706	\$4,605,553	\$4,806,413	\$5,118,930
MAINTENANCE & OPERATIONS	1,692,557	1,760,326	2,595,329	2,503,928
CAPITAL OUTLAY	292,811	322,561	5,000	0
GRAND TOTAL	\$6,215,074	\$6,688,440	\$7,406,742	\$7,622,858
FULL TIME POSITIONS	25.50	25.75	25.75	27.75
HOURLY/FTE POSITIONS	4.89	4.89	4.89	4.89



PROGRAM: CITY COUNCIL
FUND: GENERAL
PROGRAM GROUP: CITY COUNCIL

ACCT NO. 0010110

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$291,971	\$345,062	\$364,052	\$343,568
MAINTENANCE & OPERATIONS	92,062	99,065	126,877	135,295
CAPITAL OUTLAY	359	0	0	0
GRAND TOTAL	\$384,392	\$444,127	\$490,929	\$478,863
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

As the legislative body of the city, the City Council establishes the policies and regulatory ordinances under which the city operates. The City Council has defined goals and objectives to guide the allocation of city resources to meet the needs of the community through the policy development process.

CITY COUNCIL STRATEGIC POLICY GOALS:

The following are the Strategic Policy Goals identified by the City Council:

Enhance Carlsbad’s coastline to ensure an exceptional experience in all the ways people want to enjoy it.

The Carlsbad coastline is a critical element of the city’s identity. The City Council is committed to making policy decisions that will ensure Carlsbad’s coastline maintains the character the community loves while enhancing access, amenities and mobility to a level consistent with Carlsbad’s high-quality community standards. This includes partnering with State Parks, which currently controls most of Carlsbad’s beaches. This goal also includes physical changes that will enhance natural beauty, better manage traffic flow, expand walking and biking opportunities, improve safety and create a uniquely Carlsbad experience.

Enhance the health and vitality of the Village and Barrio, two neighborhoods that represent the historic heart of Carlsbad.

The city has made significant investments in the revitalization of the Village and Barrio, starting with “Redevelopment” and continuing with public-private partnerships and city funded infrastructure improvements. A new Village and Barrio Master Plan is nearing completion, and achieving the vision developed with the community through the master planning process will require continued policy focus and investment.

Lower the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value.

The busy rail line that runs through the core of the community geographically divides Carlsbad. Railroad traffic, which will increase significantly in coming years, has a number of adverse effects on the City of Carlsbad, especially in the area between the Agua Hedionda and Buena Vista lagoons. With the planned addition of a second, parallel track through the Village and Barrio, the city has an opportunity to lower the tracks below street level, similar to what has been done in other coastal communities. Achieving this goal would result in improved safety and increased coastal access. Without this change, the future quality of life and business climate in the Village would be irreparably harmed, the Barrio would remain cut off from the coast, and public safety would be severely compromised.

PROGRAM: CITY COUNCIL
FUND: GENERAL
PROGRAM GROUP: CITY COUNCIL

PAGE TWO

ACCT NO. 0010110

CITY COUNCIL STRATEGIC POLICY GOALS (continued):

Become a leader in multi-modal transportation systems and creative approaches to moving people and goods through and within Carlsbad.

The City Council expects Carlsbad to become a leader in the broad array of plans and systems that support more efficient and effective means of moving people and goods around and through Carlsbad and the region, including technology that improves traffic signal coordination and vehicle operation. Major regional projects, including the McClellan-Palomar Airport master plan update, double tracking of the railroad, widening of I-5 and reconfiguration of the I-5/78 interchange, require continued policy-level involvement to ensure Carlsbad's interests are reflected in project design and implementation.

Plan for a new city hall that will meet the future workplace and operational needs of the city and the community.

Plan for a new city hall that will be a point of pride for citizens while greatly improving efficiency and effectiveness by centralizing an employee base that is currently spread across many facilities. A strategic approach to locating city operational functions will provide better coordination among city functions and enhanced customer service.

Promote education to increase civic engagement and attract and retain talent in Carlsbad.

The City Council will take a stewardship role in encouraging the development of high quality educational experiences that foster economic development, civic engagement and community leadership. This broad goal includes partnering with local school districts and cultivating a community with life and workplace skills that will support Carlsbad's vision for the future.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CITY CLERK & RECORDS MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: CITY CLERK & RECORDS MANAGEMENT ACCT NO. 0010210
0011610

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$534,015	\$527,609	\$592,310	\$659,119
MAINTENANCE & OPERATIONS	273,190	268,473	465,067	340,464
CAPITAL OUTLAY	1,192	3,102	0	0
GRAND TOTAL	\$808,397	\$799,184	\$1,057,377	\$999,583
FULL TIME POSITIONS	5.00	5.00	5.00	6.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00

PROGRAM GROUP DESCRIPTION:

The City Clerk is an elected, part-time official. Support services for major functions and daily operations are provided by City Clerk’s Office staff.

The office is responsible for the following major functions:

- Election administration
- Minutes preparation and indexing
- Agenda preparation
- Legal noticing and publishing
- FPPC filings
- Maintaining the Carlsbad Municipal Code
- Ensuring Public Records are archived, preserved, and accessible to the public

The Records Management department is responsible for developing and implementing citywide records management and document management programs, and is tasked with maintaining city records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information.

PROGRAM ACTIVITIES:

- Manage the citywide Records Management Program and HP Records Manager (HPRM).
- Maintain city records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.
- Assist the public and city staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.
- Provide research assistance to staff.
- Assist in educating/training staff on the functionality of HPRM.

KEY ACHIEVEMENTS FOR 2016-17:

- Continued to provide greater transparency on the city website under the City Clerk’s Office area by providing access to more public records.
- Continued to evaluate options to automate the Public Records Request process.
- Successfully administered the 2016 General Municipal Election.
- Continued to coordinate efforts to automate processes in the Enterprise Content Management (ECM) system when implemented citywide.
- Digitized archival paper legislative records for placement in the HPRM.
- Implemented HPRM to replace the unsupported Document Management System (DMS).
- Worked with Community & Economic Development to implement a back file conversion process.
- Updated agenda, staff report and resolution templates.
- Updated City Clerk agenda and meetings webpage.

PROGRAM: CITY CLERK & RECORDS MANAGEMENT PAGE TWO
FUND: GENERAL
PROGRAM GROUP: CITY CLERK & RECORDS MANAGEMENT ACCT NO. 0010210
0011610

KEY ACHIEVEMENTS FOR 2016-17 (continued):

- Began managing Future Agenda Items calendar for staff.
- Created Sharepoint page to allow staff to view and add items to upcoming agendas.

KEY GOALS FOR 2017-18:

- Oversee the review and update of the Carlsbad Municipal Code.
- Evaluate agenda automation solutions.
- Provide citywide staff report writing training.
- Provide citywide Public Records Act training.
- Update and finalize revision of the current Records Retention Schedule.
- Continue to implement HPRM to include documents from departments that are not yet digitized.
- Continue to educate key personnel on use of the HPRM.
- Continue to fine-tune HPRM file plan to accommodate departmental processes.
- Continue to provide resource information to the organization via the intranet and to the public via the internet.
- Conduct records audits throughout the organization to ensure compliance with the Records Management Program.
- Review Records Management Program User's Manual for revision.
- Continue to prepare Records Emergency Action Plan for responding to disasters.

SIGNIFICANT CHANGES:

- Addition of a full-time Records Technician position to administer records management training citywide, conduct citywide records audits and to centralize the City's records storage and archive processes.

PROGRAM: CITY TREASURER
FUND: GENERAL
PROGRAM GROUP: CITY TREASURER

ACCT NO. 0010310

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$109,851	\$114,952	\$117,960	\$106,584
MAINTENANCE & OPERATIONS	86,352	92,686	101,603	100,877
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$196,203	\$207,638	\$219,563	\$207,461
FULL TIME POSITIONS	0.75	0.75	0.75	0.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The Office of the City Treasurer is an elected position which has the mission of providing professional cash management for the City of Carlsbad and all of its agencies including the Carlsbad Municipal Water District.

PROGRAM ACTIVITIES:

Cash Management

- Develop projections of cash receipts and cash expenditures from various city and external sources.
- Maintain records of cash receipts and cash disbursements into the Treasury.
- Retrieve daily on-line bank statements and return check listing, verify receipt of anticipated deposits, ensure that all checks paid by the bank were valid city checks.
- Transfer cash daily into or out of the general checking account to ensure that appropriate balances are maintained for the anticipated activity of the next day.
- Execute all electronic wires of funds, ensuring that all are signed by authorized personnel and are supported by proper documentation.
- Develop contracts for cost-effective banking, both retail and custody services.
- Arrange for lines of credit and short-term loans as needed.
- Develop, maintain, and ensure compliance with all Treasury internal controls.

Investment Management

- Develop and maintain the city's Investment Policy and present annually, or as necessary, to the City Council for approval. Incorporate in the Investment Policy any changes in the city's financial requirements that affect investments. Ensure compliance with the California Government Code.
- Develop and maintain a pool of investments for the city and its agencies.
- Research daily international and national financial markets and the financial forecasts.
- Determine daily the type of investments that should be made, considering the current cash position and financial markets. Determine the dollar amount of the investment and the desired maturity date.
- Solicit telephone bids from approved financial institutions/brokers for available investments.
- Evaluate investment alternatives and effect investment purchases. Prepare trade authorizations and arrange for payment, delivery, and safekeeping of all purchases. Verify receipt and correctness of investments made.
- Maintain record for all investments and investment income.
- Reconcile the custodian's monthly report of investments held with Treasury records.
- Arrange for collateral contracts as required.
- Implementation of changes as mandated by the Dodd-Frank Act.

PROGRAM: CITY TREASURER
FUND: GENERAL
PROGRAM GROUP: CITY TREASURER

PAGE TWO

ACCT NO. 0010310

PROGRAM ACTIVITIES (continued):

Reporting and Oversight

- Develop and present to the City Council monthly reports of investment activities.
- In a timely manner, disclose to the City Council any information that could potentially threaten the safety and liquidity of the investment pool.
- Develop and present to the City Council annual reports summarizing and analyzing the financial markets and the portfolio performance for the past fiscal year. Compare the past fiscal year with the four preceding fiscal years to provide perspective.
- Develop investment data for the city's Comprehensive Annual Financial Report.
- Develop investment data for the city's annual financial audit conducted by an independent auditor.
- Develop agenda, convene, conduct, and record proceedings of the Investment Review Committee each quarter, or more frequently as needed.
- Meet frequently with Council and Leadership team to coordinate monetary policy with financial goals.

WORKLOAD STATISTICS:

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Portfolio Balance (millions of \$)	\$628	\$642	\$663	\$700	\$719	\$724

Investment Activity						
Transactions	531	310**	248	390	381	195
Average Buy (millions)	\$2.84	\$2.5**	\$2.85	\$1.80	\$2.23	\$1.98

**Transaction decrease due to fewer calls. Average buy decrease due to CD purchases at \$249,000 maximum.

KEY GOALS FOR 2017-18:

Financial Health

- Anticipate and meet the changing investment needs of the city in order to optimize investment returns, consistent with maintaining safety of principal, and ensuring sufficient liquidity.
- Conclude the analysis of the Request for Proposal (RFP) for treasury services, merchant card services and custody services. Select and award new contracts for these services with assistance of an outside consultant.

Learning, Culture & Arts

- Offer speaking engagements on city cash management and investments.
- Further develop the Treasury page of the city's website, informing the community of the mission of the Office of the Treasury, the city's Investment Policy, and investment activities. Use the website as a forum to receive and respond to community comments and questions.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

ACCT NO. 0011010

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,264,628	\$1,597,752	\$1,572,208	\$1,655,405
MAINTENANCE & OPERATIONS	364,417	338,975	473,079	887,412
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,629,045	\$1,936,727	\$2,045,287	\$2,542,817
FULL TIME POSITIONS	7.00	7.00	8.00	8.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The City Manager is "the administrative head of the government of the city" and reports directly to the City Council. The City Manager is responsible for the efficient administration of the affairs of the city including the hiring of department directors and subordinate officers and employees through the department directors, preparing the annual budget and ensuring the effective implementation of the City Council's policies and goals. The City Manager advises the City Council on strategic direction and on responding to changing community needs. Most importantly, the City Manager provides overall organizational leadership to ensure the effective daily delivery of services, projects and programs in response to the City Council's direction.

The City Manager is focused on ensuring that the City of Carlsbad is a high performing organization, focused on leveraging the city's assets for the public good. This year a significant amount of collaboration will be required to operationalize and implement the City Council's strategic goals.

PROGRAM ACTIVITIES:

Financial

- Promote sound financial practices and a balanced revenue expenditure base.

Administration

- Provide timely and reasonable responses to citizens, customers, and the City Council.

Policy Development

- Assist the City Council in policy development that leads to the achievement of the community's vision.

STRATEGIC FOCUS AREAS AND KEY GOALS:

The following are the Strategic Policy Goals identified by the City Council:

Enhance Carlsbad's coastline to ensure an exceptional experience in all the ways people want to enjoy it.

The Carlsbad coastline is a critical element of the city's identity. The City Council is committed to making policy decisions that will ensure Carlsbad's coastline maintains the character the community loves while enhancing access, amenities and mobility to a level consistent with Carlsbad's high-quality community standards. This includes partnering with State Parks, which currently controls most of Carlsbad's beaches. This goal also includes physical changes that will enhance natural beauty, better manage traffic flow, expand walking and biking opportunities, improve safety and create a uniquely Carlsbad experience.

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

PAGE TWO

ACCT NO. 0011010

STRATEGIC FOCUS AREAS AND KEY GOALS (continued):

Enhance the health and vitality of the Village and Barrio, two neighborhoods that represent the historic heart of Carlsbad.

The city has made significant investments in the revitalization of the Village and Barrio, starting with “Redevelopment” and continuing with public-private partnerships and city funded infrastructure improvements. A new Village and Barrio Master Plan is nearing completion, and achieving the vision developed with the community through the master planning process will require continued policy focus and investment.

Lower the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value.

The busy rail line that runs through the core of the community geographically divides Carlsbad. Railroad traffic, which will increase significantly in coming years, has a number of adverse effects on the City of Carlsbad, especially in the area between the Agua Hedionda and Buena Vista lagoons. With the planned addition of a second, parallel track through the Village and Barrio, the city has an opportunity to lower the tracks below street level, similar to what has been done in other coastal communities. Achieving this goal would result in improved safety and increased coastal access. Without this change, the future quality of life and business climate in the Village would be irreparably harmed, the Barrio would remain cut off from the coast, and public safety would be severely compromised.

Become a leader in multi-modal transportation systems and creative approaches to moving people and goods through and within Carlsbad.

The City Council expects Carlsbad to become a Leader in the broad array of plans and systems that support more efficient and effective means of moving people and goods around and through Carlsbad and the region, including technology that improves traffic signal coordination and vehicle operation. Major regional projects, including the McClellan-Palomar Airport master plan update, double tracking of the railroad, widening of I-5 and reconfiguration of the I-5/78 interchange, require continued policy-level involvement to ensure Carlsbad’s interests are reflected in project design and implementation.

Plan for a new city hall that will meet the future workplace and operational needs of the city and the community.

Plan for a new city hall that will be a point of pride for citizens while greatly improving efficiency and effectiveness by centralizing an employee base that is currently spread across many facilities. A strategic approach to locating city operational functions will provide better coordination among city functions and enhanced customer service.

Promote education to increase civic engagement and attract and retain talent in Carlsbad.

The City Council will take a stewardship role in encouraging the development of high quality educational experiences that foster economic development, civic engagement and community leadership. This broad goal includes partnering with local school districts and cultivating a community with life and workplace skills that will support Carlsbad’s vision for the future.

PERFORMANCE MEASURES:

The City Manager’s Office is measured by the overall success of the organization in accomplishing the organizational priorities of the city. The City Manager’s Office is responsible for implementing City Council’s Strategic Goals and will monitor and measure the performance of these goals in the coming year. The goals are:

- Become a leader in multimodal transportation
- Plan for a new City Hall
- Promote education to increase civic engagement and retain talent in Carlsbad
- Enhance Carlsbad’s coastline
- Enhance the health and vitality of the Village and Barrio
- Lower the railroad tracks through the Village

SIGNIFICANT CHANGES:

- None.

PROGRAM: COMMUNITY OUTREACH AND ENGAGEMENT
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: CITYWIDE/PARKS & RECREATION/
LIBRARY & CULTURAL ARTS
LOCAL CABLE INFRASTRUCTURE FUND

ACCT No. 0011012/
0011013/0011014/1381010

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$769,812	\$747,939	\$840,405	\$838,699
MAINTENANCE & OPERATIONS	719,648	765,533	1,233,593	869,788
CAPITAL OUTLAY	291,260	319,459	5,000	0
GRAND TOTAL	\$1,780,720	\$1,832,931	\$2,078,998	\$1,708,487
FULL TIME POSITIONS	4.75	5.00	5.00	5.00
HOURLY/FTE POSITIONS	3.39	3.39	3.39	3.39
GENERAL FUND	\$1,300,604	\$1,326,449	\$1,843,583	\$1,511,987
SPECIAL REVENUE	480,116	506,482	235,415	196,500
TOTAL FUNDING	\$1,780,720	\$1,832,931	\$2,078,998	\$1,708,487

PROGRAM GROUP DESCRIPTION:

The goal of the city's community outreach and engagement program is to ensure mutually beneficial, two-way communication with internal and external audiences about city issues and services, leading to a more responsive and transparent government. This program is carried out by communicating about issues related to the core values of the community's vision for their city; developing meaningful public involvement programs for city issues that engage the community in city decision making; increasing government transparency and service by providing timely, accurate and easy to understand information about city programs and services; promoting participation in library, cultural arts, parks and recreation programs and services; helping city staff be aware of and understand city issues; providing ongoing communication skills training for city staff; and serving as the communication lead during an activation of the city's Emergency Operations Center.

PROGRAM ACTIVITIES:

Significant work programs include:

- **Informational materials:** Develop fact sheets, fliers, newsletters, Q&A documents, videos and other communication pieces that further understanding of city issues, news, services and events.
- **Online communication:** Manage the city's website, social media presence, email communication and other digital communication technologies.
- **Cable channel:** Enable the community to watch City Council meetings and find out about city issues, news, services and events on a 24/7 channel stream.
- **Community outreach and involvement:** Develop programs that enhance public involvement in city government decision making.
- **Media relations:** Provide accurate, timely information to the media.
- **Advertising:** On a limited basis, purchase advertising to reach the city's audiences with information about city issues, news, services and events.
- **Training:** Provide communication skills training to city staff.
- **Internal communication:** Provide easy access, through a variety of channels, to information of interest to and affecting city employees.
- **Emergency communication:** Maintain a trained team of city staff and updated action plan to ensure the community has access to important information during an emergency.

PROGRAM: COMMUNITY OUTREACH AND ENGAGEMENT PAGE TWO
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: CITYWIDE/PARKS & RECREATION/
LIBRARY & CULTURAL ARTS
LOCAL CABLE INFRASTRUCTURE FUND ACCT No. 0011012/
0011013/0011014/1381010

KEY ACHIEVEMENTS FOR 2016-17:

- Eight in 10 Carlsbad residents (82 percent) are satisfied with the city’s communication efforts.
- Continued to build the city’s social media presence, with nearly 48,000 followers on the city’s Facebook page and 11,500 Twitter followers.
- Produced more than 200 news releases, columns and articles promoting city services, programs and issues.
- Provided updates on city services and issues to all residents via a mailed and online newsletter every other month.
- Produced an award-winning community services guide, supporting record participation in parks, recreation, library and arts programs.
- Launched an online public engagement platform to make it more convenient for residents to provide input to the city on key issues.

KEY GOALS FOR 2017-18:

The city will continue to make communication a priority in FY 2017-18. Goals for the coming year include working with city staff to develop strategic public involvement programs, increasing government transparency, raising awareness of city programs and services, and making it easier for residents and businesses to get the information they need about city issues and services.

To adapt to trends in public behavior and technology, the city is continuing to update its communication methods to provide more information online, through its website and social media sites, in addition to traditional communication channels.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CITY ATTORNEY
FUND: GENERAL
PROGRAM GROUP: CITY ATTORNEY

ACCT NO. 0011210

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,259,429	\$1,272,239	\$1,319,478	\$1,515,555
MAINTENANCE & OPERATIONS	156,888	195,594	195,110	170,092
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,416,317	\$1,467,833	\$1,514,588	\$1,685,647
FULL TIME POSITIONS	7.00	7.00	6.00	7.00
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

PROGRAM GROUP DESCRIPTION:

Provide legal advice, assistance, and guidance in accomplishing and implementing the City Council's strategic goals.

PROGRAM ACTIVITIES:

The City Attorney's Office provides legal advice and representation to the City Council, Community Development Commission, Carlsbad Municipal Water District, City Clerk, City Treasurer, City Manager, Boards and Commissions, and other city offices in order to provide services to the public as required or permitted by law. The City Attorney is also responsible for assisting in the interpretation, administration, and enforcement of laws and regulations and city programs.

This office drafts and reviews all resolutions, ordinances, contracts, bonds, election petitions, and other legal documents. The office is responsible for all litigation on behalf of or against the city, Carlsbad Municipal Water District, Redevelopment Commission, and other city entities.

KEY GOALS FOR 2017-18:

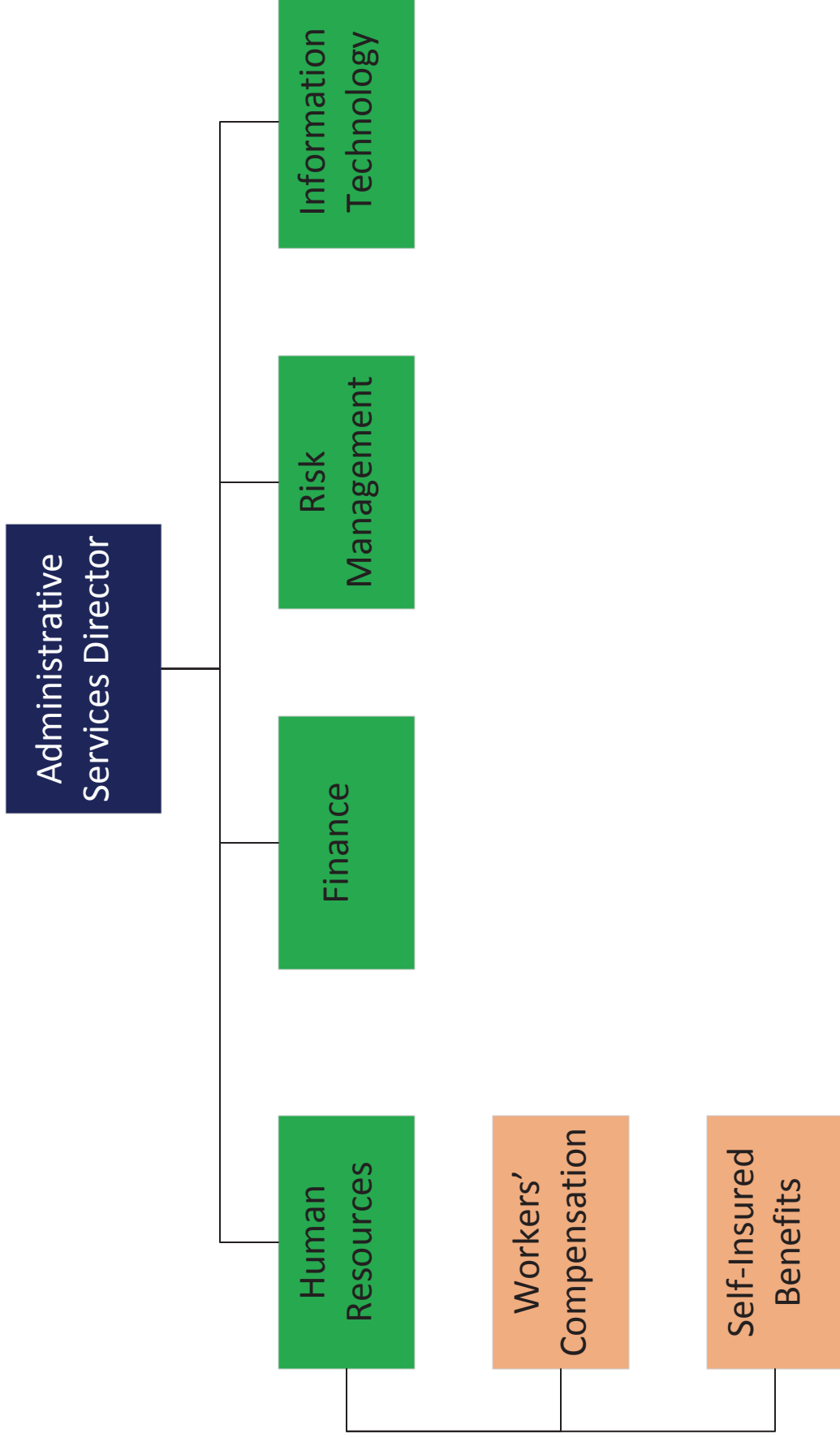
- To provide quality and timely legal advice to all elected and appointed city officials and all major service areas, assisting them in making sound legal decisions to carry out the goals of the City Council.

SIGNIFICANT CHANGES:

- The addition of a full-time deputy city attorney to serve as the city prosecutor and code enforcement attorney.

Administrative Services

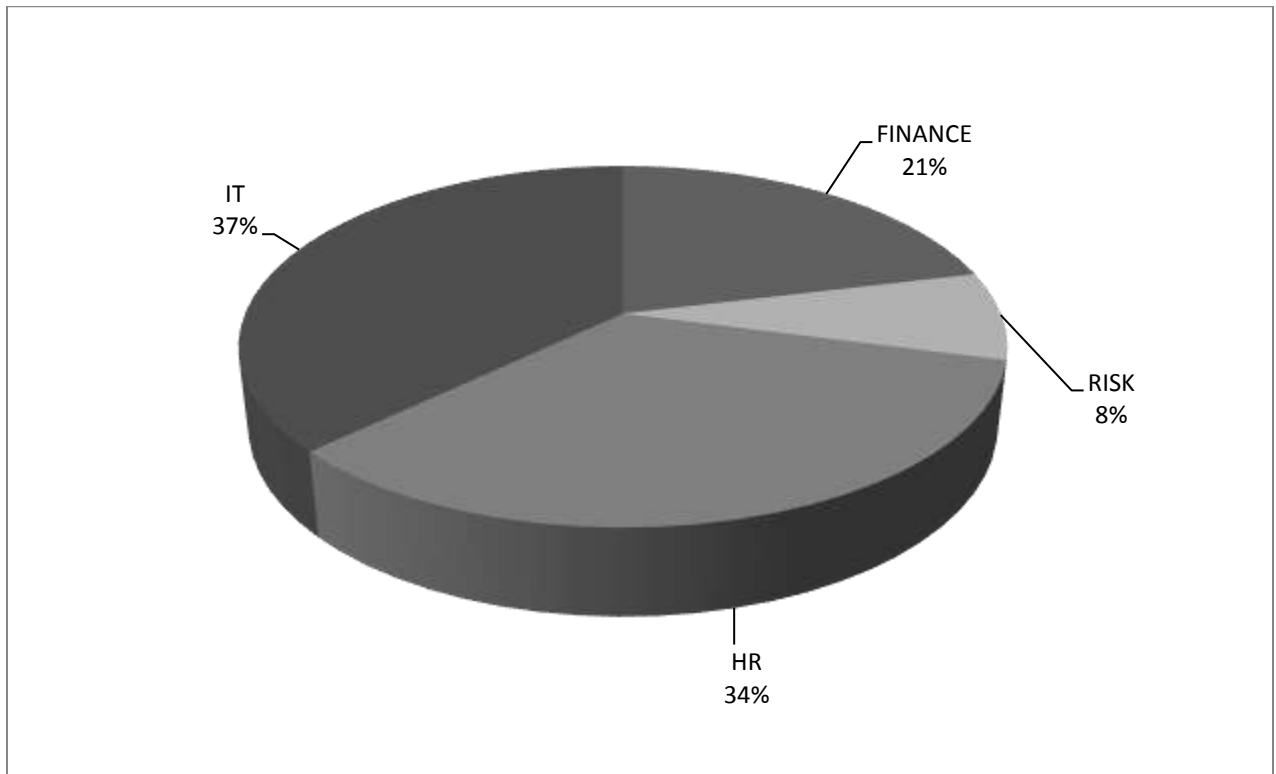
Org Chart by Function



PROGRAM: ADMINISTRATIVE SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$8,235,290	\$8,517,455	\$9,127,191	\$9,630,065
MAINTENANCE & OPERATIONS	\$14,537,181	\$11,928,939	\$15,655,699	\$15,866,195
CAPITAL OUTLAY	\$428,393	\$758,487	\$887,265	\$951,211
GRAND TOTAL	\$23,200,864	\$21,204,881	\$25,670,155	\$26,447,471
FULL TIME POSITIONS	65.00	63.00	64.00	70.00
HOURLY/FTE POSITIONS	2.00	3.20	3.20	3.20



PROGRAM: FINANCE
FUND: GENERAL & ENTERPRISE
PROGRAM GROUP: FINANCE

ACCT NO. 0011310

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$3,192,766	\$3,573,037	\$3,554,006	\$3,523,498
MAINTENANCE & OPERATIONS	1,544,225	1,605,788	1,792,700	2,056,736
CAPITAL OUTLAY	7,870	51,373	0	0
GRAND TOTAL	\$4,744,861	\$5,230,198	\$5,346,706	\$5,580,234
FULL TIME POSITIONS	30.00	31.00	31.00	30.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00
GENERAL FUND	\$3,824,267	\$4,189,451	\$4,203,629	\$4,345,778
WATER ENTERPRISE	598,386	676,485	743,000	802,397
STORM WATER	23,015	26,019	28,577	30,861
SOLID WASTE	23,015	26,019	28,577	30,861
WASTEWATER ENTERPRISE	276,178	312,224	342,923	370,337
TOTAL FUNDING	\$4,744,861	\$5,230,198	\$5,346,706	\$5,580,234

MISSION STATEMENT:

The Finance Department's mission is to ensure that the City of Carlsbad makes sound financial decisions by setting and implementing a strategic financial management plan. The department takes pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team; and consistently striving to go above and beyond expectations.

WORK PROGRAM:

The Finance Department's work program includes the program activities listed below. The total FY 2017-18 budget is allocated to the General Fund and the Water, Storm Water, Solid Waste and Wastewater Enterprise funds as shown in the table above. The allocation of these costs to the Enterprise funds is for the utility billing function performed by the Finance Department.

PROGRAM ACTIVITIES:

Long-Range Financial Planning and Budget Management

- Prepare ten-year operating forecasts incorporating various "what-if" scenarios to facilitate decision-making for the City Council and city departments.
- Prepare and monitor annual capital and operating budgets to allocate resources in a cost-effective manner in alignment with the City Council's goals.
- Perform bi-annual Cost Allocation Plan and the annual review of all city fees.

General Accounting and Reporting

- Accurately bill, collect, record, and report all city revenues including follow-up of delinquent accounts.
- Prepare payments for city employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare the Comprehensive Annual Financial Report (CAFR) in conformity with generally accepted accounting principles.
- Facilitate the various audits of the city's financial records and reports.
- Provide the City Council, city management and the public with timely monthly financial reports.
- Audit accounting systems and procedures to ensure proper internal control and compliance with policies.
- Audit other agencies or companies to determine compliance with city ordinances and contracts as needed.
- Provide staff support for the Successor Agency to the former Redevelopment Agency.

PROGRAM ACTIVITIES (continued):

General Accounting and Reporting (continued)

- Provide sound financial support to all city departments.
- Perform analysis on special projects as needed.
- Provide assistance with grant reporting, compliance and audit activities.

Assessment District/Community Facilities District (CFD)/Special Benefit District Administration

- Assist in the evaluation and formation of new districts and annexations into existing districts.
- Issue bonds for capital projects when required.
- Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs, assessment districts and special benefit districts as required by formation documents and state law.
- Evaluate debt refunding opportunities.

Purchasing

- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist city departments in the creation and administration of contracts.
- Administer citywide procurement card program.

Receiving, Messenger, and Mail Services

- Coordinate shipping and receiving for the Faraday Administration Center.
- Direct disposal of surplus and lost/unclaimed property.
- Collect outgoing city mail and apply postage.
- Sort and distribute all incoming city mail.

Payroll and Human Capital Management System Administration

- Provide full bi-weekly payroll functions.
- Maintain payroll records and documents in conformity with state and federal laws and generally accepted accounting principles.
- Perform all CalPERS, federal tax and state tax reporting and filings.

WORKLOAD AND PERFORMANCE INDICATORS:

	FY 2014	FY 2015	FY 2016
• Average number of days to issue Monthly Financial Status Report	10.5	9.6	9.3
• Awards received for CAFR	GFOA	GFOA	GFOA
• Awards received for Annual Budget	GFOA & CSMFO Excellence in Operational Budgeting	GFOA & CSMFO Excellence in Operational Budgeting	GFOA & CSMFO Excellence in Operational Budgeting
• Number of business licenses processed	10,327	10,735	10,096
• Number of accounts payable checks processed	14,327	14,465	15,301
• Number of electronic accounts payable checks processed	0	11	420
• Number of electronic payroll checks issued	25,183	26,404	26,856
• Outstanding debt issues administered	\$116 million	\$109 million	\$104 million
• Number of purchase orders issued	1,671	1,814	1,954
• Dollar amount of purchase orders issued	\$32 million	\$57 million	\$155 million
• Pieces of mail processed	126,663	125,007	134,200

KEY ACHIEVEMENTS FOR 2016-17:

- Maintained a balanced budget without using city reserves.
- Closely monitored the economy and provided updates to the City Council on the city's Ten-Year Financial Forecast to ensure the General Fund remained in balance throughout the year and into the future.
- Continued rolling out an electronic funds transfer (EFT) program for the city's accounts payable vendors.
- Completed internal audits of citywide cash holdings and the Police buy fund.
- Completed reassessment of cash handling procedures at the city's park sites.
- Completed Park Hyatt transient occupancy tax (TOT) audit.
- Completed efforts for federal and state reimbursement of expenditures associated with the May 2014 Poinsettia fire.
- Implemented the new EnerGov system focusing on the business license component of the system.
- Refunded Improvement Areas No. 1 and No. 2 in CFD No. 3.
- Implemented the TeleStaff Police scheduling and Fire scheduling system interface into the city's timekeeping system. Also implemented an interface to and from the Human Resources system with the Police data to eliminate dual entry of data in systems.
- Updated the city's Computer Purchase Program and related forms.
- Completion of the Fiscal Year 2016-17 Cost Allocation Plan and Cost of Service Study.
- Assisted the Public Works Department with a cost study for potable and recycled water.
- Worked with the Public Works Department to complete a cost of service study for potable and recycled water.
- Worked with the Community and Economic Development Department to simplify the city's fee schedule.
- Called bonds using surplus construction funds in Community Facilities District No. 3.
- Developed a ballot measure that the voters approved in the November 2016 election, for the demolition and construction of a new fire station to replace Fire Station No. 2.
- Received proposals and issued a contract for city auditing services for the next five fiscal years.
- Annexed the Robertson Ranch West development into Street Lighting and Landscaping District No. 3.
- Made final payment and closed out the city's Infrastructure Financing District.

KEY GOALS FOR 2017-18:

- Continue to monitor the economy and its impact to the Ten-Year Financial Forecast to ensure the General Fund remains in balance.
- Continue to explore financing alternatives for College Blvd., Reach A.
- Continue to audit internal operations of the city, as well as external vendors/customers as appropriate.
- Complete a review of the city's cable franchisees.
- Examine the practicality of establishing a comprehensive framework for internal control as recommended by the Committee of Sponsoring Organizations' Internal Control – Integrated Framework.
- Update the city's travel policy and related forms.
- Continue to perform various transient occupancy tax (TOT) audits.
- Work with the Information Technology Department to develop a strategic plan for either an upgrade to the city's current financial information system or a new future Enterprise Resource Planning (ERP) system.
- Implement the leave module component of the Human Capital Management System (HCMS) and automate the Personnel Action Form (PAF) through Management Self Service process flow.
- Continue the roll out of the city's new accounts payable electronic funds transfer (EFT) program.
- Continue to work with Construction Management and Inspection (CM&I) on the refunding of outstanding developer deposits.
- Implement the new accounting standard that will require the city to reflect the value of the city's Other Post-Employment Benefits (OPEB) assets and liabilities on the city's financial statements.
- Address surplus construction funds in the Alga Road assessment district.
- Upgrade the city's utility billing system to new, modern version. This will allow for greater flexibility to meet changing demands, align with current utility technology, and increased citizen visibility to utility data.
- Perform a study on document storage costs, needs and inventory reconciliation for the department.
- Work with the Information Technology and Human Resources departments to upgrade the Lawson and move it to a more sustainable platform.
- Perform an audit of unlicensed businesses in the city.
- Work with the Public Works Department on improving the contracting and purchasing processes.

PROGRAM: FINANCE
FUND: GENERAL & ENTERPRISE
PROGRAM GROUP: FINANCE

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ACCT NO. 0011310

KEY GOALS FOR 2017-18 (continued):

- Get proposals and issue a contract for a vendor to prepare the bi-annual cost of service study and assist with setting fees and interdepartmental charges.
- Upgrade the certification of the Payroll Accountant to a Certified Payroll Professional (CPP) through the American Payroll Association.
- Perform an audit of the city's gas and electric costs (San Diego Gas & Electric).
- Adopt a local debt policy in accordance with State Assembly Bill 1029.

SIGNIFICANT CHANGES:

- Decrease in one full-time position reflects transfer of a secretary to Information Technology.

PROGRAM: RISK MANAGEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: RISK MANAGEMENT

ACCT NO. 6121930

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$192,184	\$196,710	\$262,819	\$267,822
MAINTENANCE & OPERATIONS	2,693,801	307,792	1,765,396	1,800,753
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,885,985	\$504,502	\$2,028,215	\$2,068,575
FULL TIME POSITIONS	1.50	1.50	2.00	2.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney’s Office and outside counsel to monitor, control, and resolve litigated matters; provides recommendations and other assistance to various departments to recover losses and minimize the risk of future losses; and coordinates the ongoing efforts of the city to comply with Title II of the ADA and investigates complaints of violation of Title II.

PROGRAM ACTIVITIES:

Litigation Management

- The fund is used for settlements, costs, and defense expenses incurred as the result of general liability claims against the city and for related administration and insurance expenses. Risk Management works with the City Attorney’s Office and outside counsel to monitor, control, and resolve litigated matters in the areas of property, casualty, and general liability.

Insurance/Self-Insurance

- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program. Administers the general liability self-insurance funds.

Claims Management

- Directs and administers the claims management program for property, and general liability.

Loss Prevention/Training

- Provides recommendations and other assistance to various city departments to recover losses and minimize the risk of future losses.

KEY ACHIEVEMENTS FOR 2016-17:

Top-Quality Services

- Retained vendor to assist contract administration with insurance tracking requirements.
- Working with contractor to rectify ADA construction errors at Alga Norte Park.
- Updated insurance requirements on city agreements.
- Provided on-going insurance training to city staff.
- Obtained separate insurance coverage for the Safety Training Center allowing them to operate more independently.

PROGRAM: RISK MANAGEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: RISK MANAGEMENT

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ACCT NO. 6121930

KEY GOALS FOR 2017-18:

Top-Quality Services

- Assist human resources with RFP process for workers' compensation third party claims administrator.
- Continue to assist public works in the process of removing ADA barriers identified in the transition plan self-assessment.
- Examine feasibility of purchasing claim specific software for data collection and loss runs.
- Continue aggressive follow-up on subrogation efforts to increase city recoveries.
- Continue to assist city attorneys' office with Safety Training Center construction defect litigation.

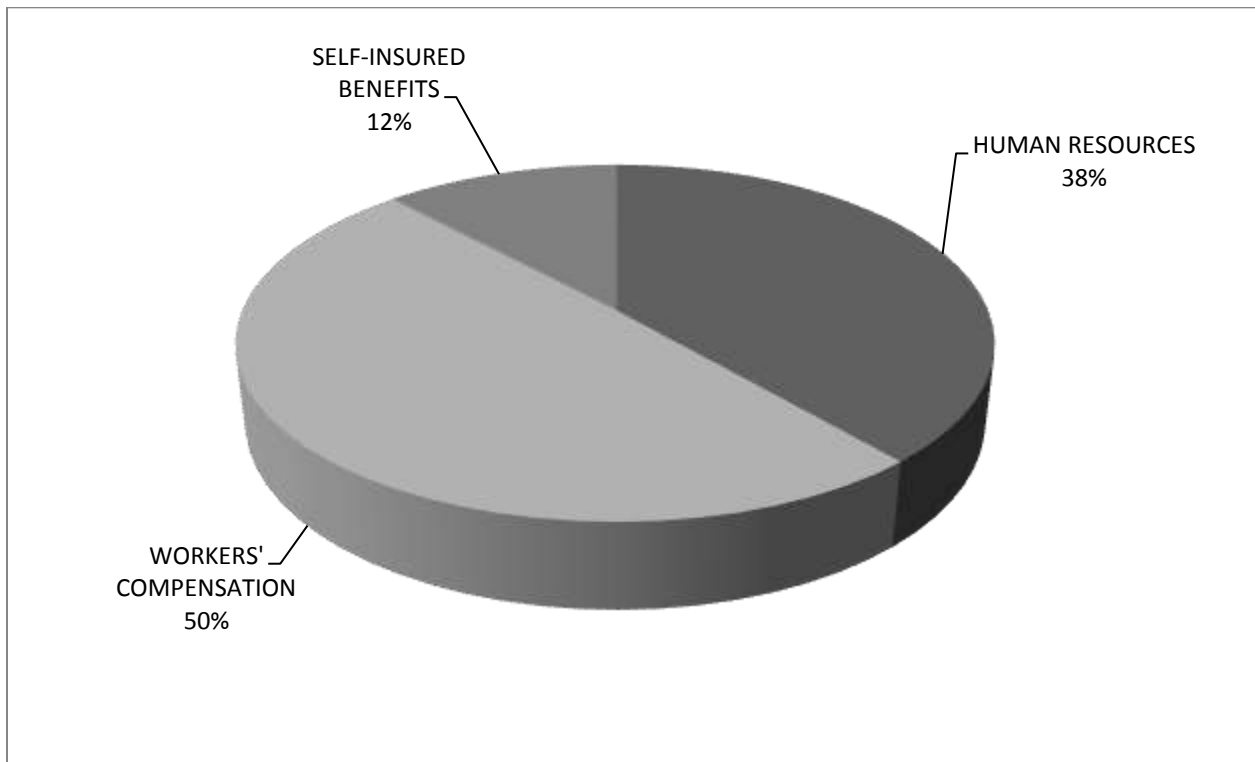
SIGNIFICANT CHANGES:

- None.

PROGRAM: HUMAN RESOURCES
FUND: GENERAL & INTERNAL SERVICE
PROGRAM GROUP: HUMAN RESOURCES

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,457,830	\$1,597,071	\$1,543,051	\$1,547,642
MAINTENANCE & OPERATIONS	6,701,294	6,426,987	7,025,921	7,323,438
CAPITAL OUTLAY	1,561	2,697	0	0
GRAND TOTAL	\$8,160,685	\$8,026,755	\$8,568,972	\$8,871,080
FULL TIME POSITIONS	11.00	11.00	11.00	11.00
HOURLY/FTE POSITIONS	0.00	0.70	0.70	0.70



PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

ACCT NO. 0011510 THRU 0011560

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,304,142	\$1,417,759	\$1,410,679	\$1,409,086
MAINTENANCE & OPERATIONS	1,563,533	1,539,419	1,857,286	2,010,208
CAPITAL OUTLAY	1,561	2,697	0	0
GRAND TOTAL	\$2,869,236	\$2,959,875	\$3,267,965	\$3,419,294
FULL TIME POSITIONS	10.00	10.00	10.00	10.00
HOURLY/FTE POSITIONS	0.00	0.70	0.70	0.70

MISSION STATEMENT:

People are our priority...We take care of the people who take care of Carlsbad.

PROGRAM ACTIVITIES:

Employment & Workforce Planning

- Proactively manage city staffing in alignment with city financial goals.
- Partner with departments in organization design/redesign efforts to facilitate efficiency initiatives.
- Proactively plan and schedule recruitment efforts for anticipated key vacancies.
- Recruit and select exceptional employees.
- Onboard employees.

Employee Development

- Provide employee development opportunities for city staff.
- Identify skill gaps in the workforce and conduct targeted training.
- Provide leadership development programs including coaching, assessment tools, and educational resources.

Benefits and Workers' Compensation

- Administer employee health and welfare programs.
- Monitor claims of occupational injury and illness.
- Assist employees with life event changes.

Classification and Compensation

- Perform classification studies.
- Conduct salary surveys to ensure city employee compensation is aligned with the local labor market.

Labor & Employee Relations

- Oversee city's performance management program.
- Assist departments with employee disciplinary matters.
- Conduct/oversee workplace investigations.
- Participate in labor negotiations in keeping with City Council authority.

Human Capital Management System (HCMS)

- Maintain employee databases and employment related computer applications that drive employee benefits, performance management, leave administration, training tracking, and payroll processes.

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

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ACCT NO. 0011510 THRU 0011560

WORKLOAD STATISTICS:

Measures for Recruitment (full and part-time)	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Number of applicants processed	10904	9527	8551	8037	9513
Number of recruitments processed	93	117	102	118	122
Number of new hires	151	284	299	260	301
Number of promotions (full-time only)	6	47	41	31	58

KEY ACHIEVEMENTS FOR 2016-17:

- Negotiated successor labor contract with CFA.
- Conducted salary survey of all management and CCEA job classifications.
- Implemented additional learning and development offerings, including strategic thinking, contract administration and inspection.
- Implemented employee onboarding program for new hires.
- Participated in management/CCEA task force to address issues associated with performance management process.

KEY GOALS FOR 2017-18:

- Labor contract with CCEA.
- Make improvements to the performance management system as recommended by the performance management task force.
- Recommend changes to the management compensation and benefits plan.
- Assist in major software system upgrade (Lawson).
- Conduct pay range analysis for part-time staff and incorporate changes to minimum wage.
- Coordinate online training to provide internal certification programs.
- Develop leadership academy for senior and mid-level management employees.
- Develop HR dashboard/workplace metrics.

SIGNIFICANT CHANGES:

- None.

PROGRAM: WORKERS' COMPENSATION
FUND: INTERNAL SERVICE
PROGRAM GROUP: WORKERS' COMPENSATION

ACCT NO. 6111520

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$116,992	\$122,310	\$132,372	\$138,556
MAINTENANCE & OPERATIONS	2,289,838	3,963,749	4,128,635	4,273,230
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,406,830	\$4,086,059	\$4,261,007	\$4,411,786
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

Workers' Compensation Claims and Administration

- This fund is utilized to provide payment for medical, indemnity, and defense expenses incurred as the result of occupational injuries and illnesses. It is also utilized to pay for related administrative and insurance expenses.

PERFORMANCE MEASURE:

<u>Workers' Compensation</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>
Average lost days per claim	21.90	17.60	20.30	11.00	8.30	20.00	17.45

KEY GOALS FOR 2017-18:

Top Quality Services

- Continue to improve systems to monitor lost days of work, share data with management, and make recommendations to reduce the number of days an employee is out of the workplace.

SIGNIFICANT CHANGES:

- None.

PROGRAM: SELF-INSURED BENEFITS
FUND: INTERNAL SERVICE
PROGRAM GROUP: SELF-INSURED BENEFITS

ACCT NO. 6131520

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$36,696	\$57,002	\$0	\$0
MAINTENANCE & OPERATIONS	2,847,923	923,819	1,040,000	1,040,000
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,884,619	\$980,821	\$1,040,000	\$1,040,000
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

This fund is used to pay dental and life insurance administration fees and premiums for all employees.

SIGNIFICANT CHANGES:

- None.

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY ACCT NO. 640XXX/6411710

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$3,392,510	\$3,150,637	\$3,767,315	\$4,291,103
MAINTENANCE & OPERATIONS	3,597,861	3,588,372	5,071,682	4,685,268
CAPITAL OUTLAY	418,962	704,417	887,265	951,211
GRAND TOTAL	\$7,409,333	\$7,443,426	\$9,726,262	\$9,927,582
FULL TIME POSITIONS	22.50	19.50	20.00	27.00
HOURLY/FTE POSITIONS	1.00	1.50	1.50	1.50

MISSION STATEMENT:

Connecting Carlsbad by strategically planning, delivering and promoting innovative technologies to internal and external customers.

PROGRAM ACTIVITIES:

Technology Maintenance & Operations Activities:

- Ensure all city computers and city telecommunication networks remain operational with minimum downtime.
- Guarantee availability and security of city network computer resources (staff and public).
- Provide support for all standard city applications.
- Ensure that the city receives the best value for technology goods and services.

Increase Capabilities: Technology Innovation and Implementation Activities:

- Meet the information needs of the users through deployment of effective technology to increase productivity, collaboration and communication.
- Enhance the city's Internet site for improved online access to information and services with residents, business and visitors.
- Maintain a robust, reliable and redundant Information Technology (IT) infrastructure.

KEY ACHIEVEMENTS FOR 2016-17:

During FY 2016-17, Information Technology was focused on increasing the efficiency and effectiveness of IT services, and upgrading the city's network architecture through critical enterprise application upgrades, Infrastructure as a Service (IaaS), capital replacements, software upgrades, and mobile device technologies. This past fiscal year the department has either completed or is in the midst of implementation of several large technology projects. These projects have efficiencies that will reduce costs and streamline workflow.

- Completed the Energov enterprise software implementation (November 2016).
- Upgrade the Energov system (May 2017).
- Completed building out historical databases from Permits Plus.
- Completed the technology upgrade of the audio visual equipment in Human Resources. This pilot project will save city resources by reducing the amount of travel that needs to be done to interview potential new employees.
- Computer replacements for equipment that was at the end of its useful life, including new technology upgrades for the Emergency Operations Center, which received new Lenovo Carbon X1 laptops.
- Completed enhancements to Hewlett Packard Records Manager (HPRM).
- Completed the implementation of a Managed Wide Area Network (WAN) to improve the city's reliability, recoverability and continuity capability during a local or regional disaster by moving connectivity and security systems to a provider facility.
- Library network upgrade (CENIC).
- New hybrid architecture for city's datacenter.
- Citywide telepresence solution implementation (BlueJeans).

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY

PAGE TWO

ACCT NO. 640XXX/6411710

KEY ACHIEVEMENTS FOR 2016-17 (continued):

- Uninterruptible power supply installation and upgrade at 16 citywide locations.
- Emergency operations control center fiber switch upgrade and safety campus fiber upgrade.
- City Hall file server migration.
- Priority one disaster recovery project (Safe Haven).
- Traffic map security deployment (Blue Toad).
- Citywide mobile device management solution deployment.
- Business intelligence position budgeting.
- Fire Department engine iPad deployment.
- Firewall replacements and enterprise firewall upgrade.
- New Internet Explorer deployment.
- Network based firewall deployment.
- Microsoft enterprise agreement assessment.
- Cellular phone cloning solution.
- Completed the technology changes/upgrades for the Cole and Dove Library renovations.
- Completed the upgrade of the Hansen software (Public Works work order management software).

KEY GOALS FOR 2017-18:

During FY 2017-18 Information Technology will focus on the following:

- Continue to migrate all critical systems to an off-premise data center with disaster recovery and failover capability.
- Redesign the HUB/datamart – data transformation.
- Implement ServiceNow service desk management solution and staff an internal help desk to improve service.
- Begin researching smart city and other citywide fiber projects.
- Upgrade the HPRM system to improve document search capability.
- Start the utility billing software upgrade process.
- Upgrade the city's payroll, human resources and performance review systems.
- City intranet website upgrade and internet search engine upgrade.
- Start on implementation of E-Care customer portal and Mcare mobile work orders.
- Implement water meter remote reading automation solution.
- Upgrade the city's financial system software.
- Infor IPS Hansen Bar Code Project to improve asset management in Public Works.
- Implement business license capabilities with customer self-service (CSS) for Energov.
- Core software upgrade for payment processing (PCI and EMV chip compliance).
- Citywide Voice over IP (VOIP).
- Technical support and assistance with new construction.
- Upgrade the GIS platform to ArcGIS 10.5.1.
- Implement ArcGIS for Portal as a Web GIS solution to allow city staff to access GIS information from any device.
- Citywide Local Area Network equipment upgrade.
- Citywide wireless service upgrade
- Core switch upgrade in Faraday Data Center.
- Data center equipment refresh.
- Upgrade city firewalls and antivirus software to minimize current cybersecurity threats.
- Upgrade city facility door access controls.
- Research and start pilot implementation of Windows 10 operating system.
- City Council Chambers equipment upgrade, which includes the installation of an uninterruptible power supply unit.
- Upgrade the city's database solution.
- Fire Department workforce Telestaff software and migration.
- City's data transformation and control solution (Control M).

SIGNICANT CHANGES:

- Implementation of an internal service desk and eliminating the outsourced model – this will result in the addition of 3.0 full-time Client Systems Associate Administrators and 1.0 full-time Service and Release Manager.
- Addition of 1.0 full-time Senior Applications Analyst, 1.0 full-time Senior Network Engineer, and transfer of 1.0 full-time Secretary from the Finance Department.

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL
 FUND: GENERAL
 PROGRAM GROUP: NON-DEPARTMENTAL

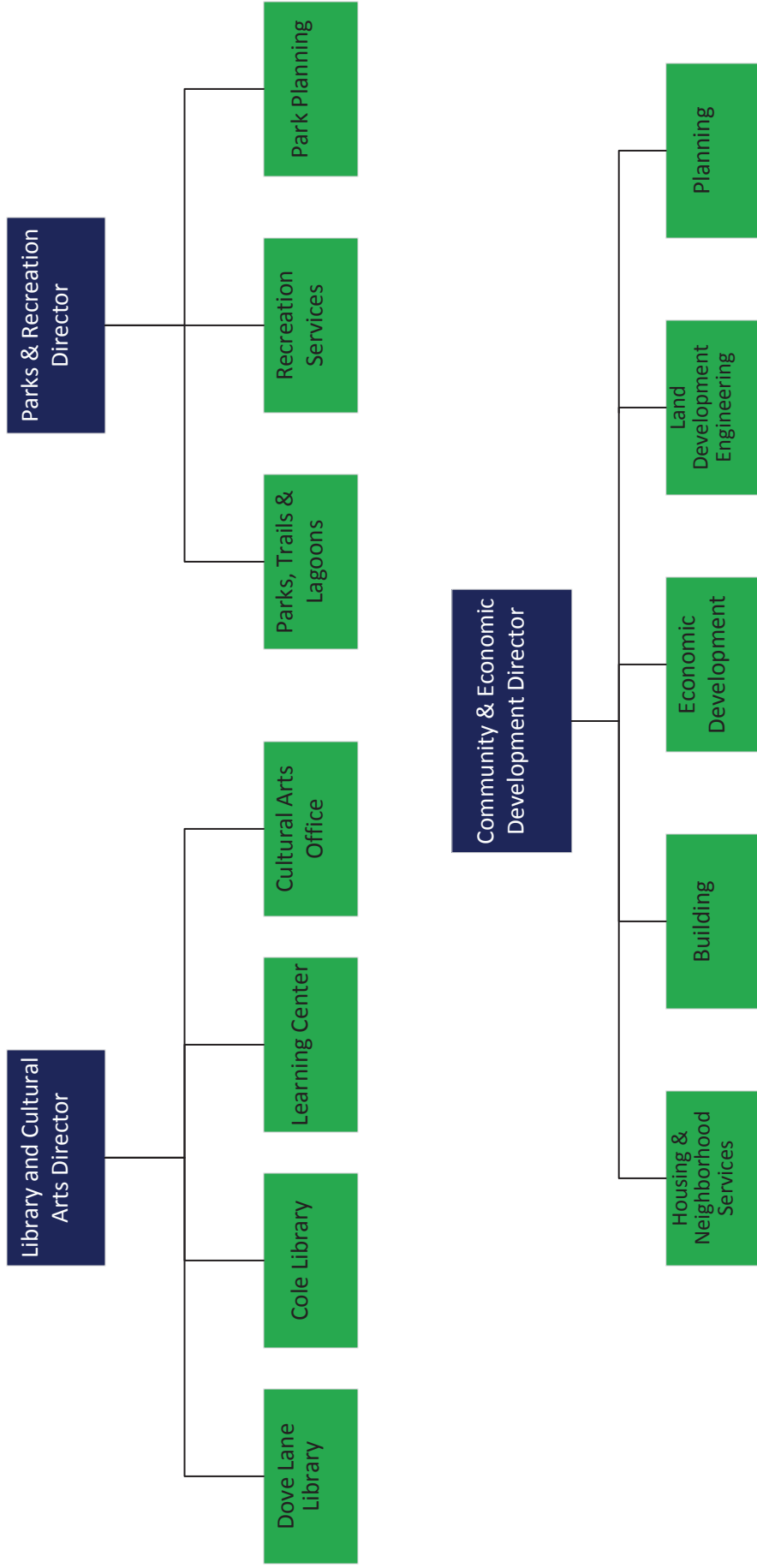
ACCT NO. 001-90XX

GENERAL FUND	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED BUDGET	2017-18 ADOPTED BUDGET
<i>Miscellaneous Non-Departmental Expenditures</i>				
Legal Services	315,370	145,755	300,000	300,000
Community Contributions	40,707	27,795	0	0
Other Personnel	117,608	160,691	1,155,000	1,030,000
Professional Services	382,394	972,211	282,500	88,000
Property Tax and Other Administration	549,747	617,125	737,000	720,000
Dues and Subscriptions	49,740	50,493	55,000	55,000
2014 Fires	864,188	45,939	0	0
Innovation Fund	1,592,120	1,396,086	0	0
Total Miscellaneous Non-Departmental Expenditures	3,911,874	3,416,095	2,529,500	2,193,000
<i>Transfers</i>				
Infrastructure Replacement Fund	8,302,000	8,952,000	9,460,000	9,970,000
Transfer to Golf Course: Debt Service	1,031,240	1,049,795	0	0
Transfer to LLD #1 (Medians & Trees)	539,000	860,000	500,000	750,000
Transfer to Storm Water Program	232,334	190,402	224,000	235,000
Miscellaneous Transfers Out	829,750	1,500,000	1,500,000	1,500,000
Total General Fund Transfers	10,934,324	12,552,197	11,684,000	12,455,000
<i>Council Contingencies</i>				
Contingencies (Adopted budget)	0	0	1,500,000	1,500,000
TOTAL GENERAL FUND NON-DEPARTMENTAL	\$14,846,198	\$15,968,292	\$15,713,500	\$16,148,000



Community Services

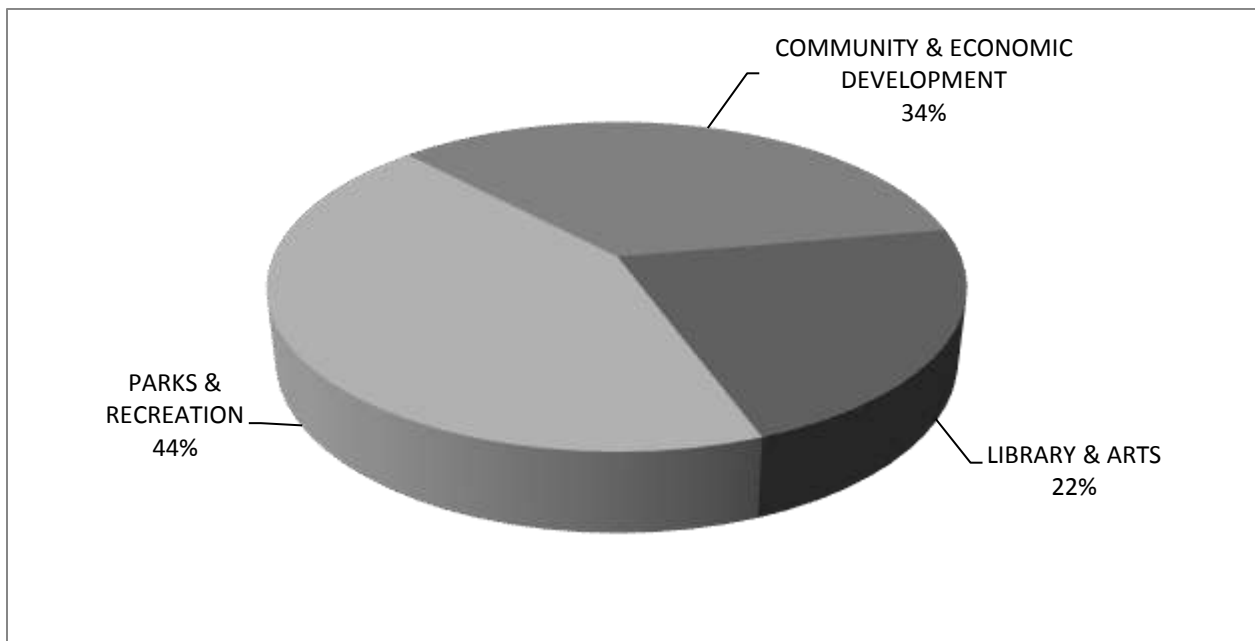
Org Chart by Function



PROGRAM: COMMUNITY SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

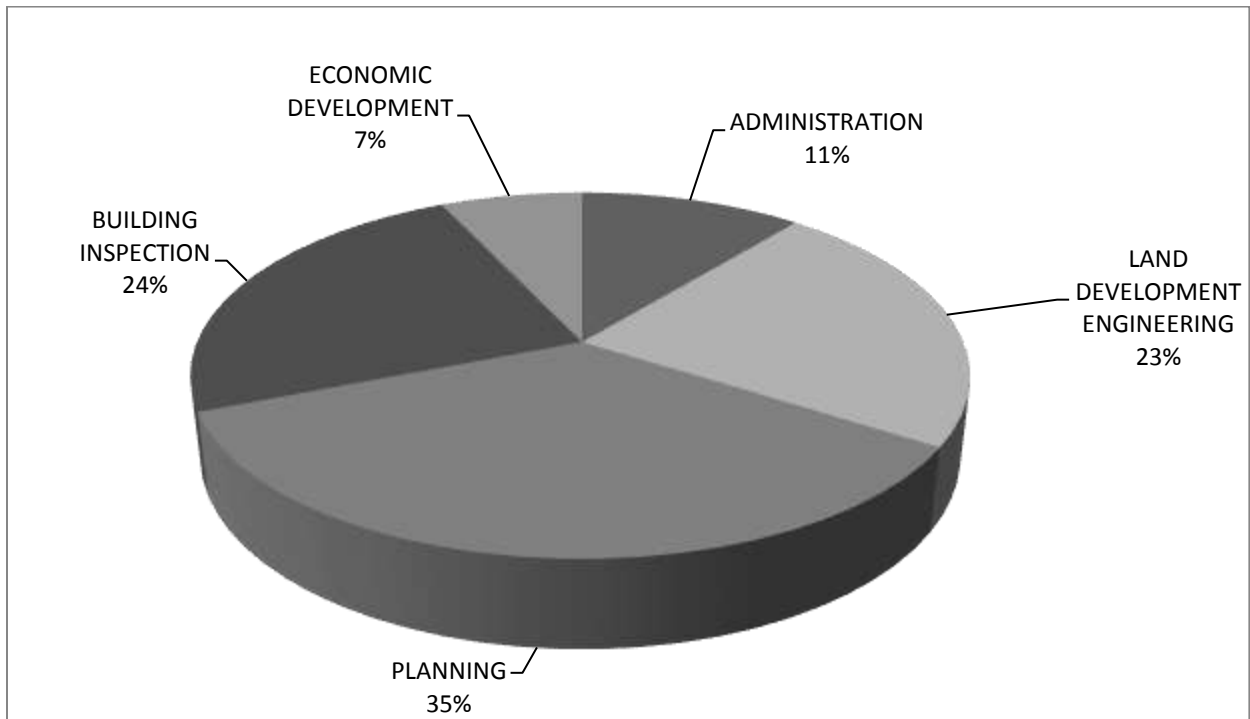
	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$21,006,203	\$22,458,900	\$24,063,933	\$24,548,289
MAINTENANCE & OPERATIONS	30,753,208	34,448,548	33,032,103	33,404,555
CAPITAL OUTLAY	249,107	1,168,713	188,158	548,400
GRAND TOTAL	\$52,008,518	\$58,076,161	\$57,284,194	\$58,501,244
FULL TIME POSITIONS	167.85	169.40	171.40	170.25
HOURLY/FTE POSITIONS	141.12	142.17	142.67	154.00



PROGRAM: COMMUNITY & ECONOMIC DEVELOPMENT
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$5,555,519	\$6,202,451	\$6,454,129	\$6,455,915
MAINTENANCE & OPERATIONS	2,770,216	3,340,610	3,236,634	3,405,341
CAPITAL OUTLAY	4,265	12,315	0	0
GRAND TOTAL	\$8,330,000	\$9,555,376	\$9,690,763	\$9,861,256
FULL TIME POSITIONS	44.00	47.75	50.75	48.75
HOURLY/FTE POSITIONS	3.00	2.00	2.00	2.00



PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013010

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$808,740	\$858,648	\$760,216	\$786,682
MAINTENANCE & OPERATIONS	268,750	737,338	391,267	270,779
CAPITAL OUTLAY	724	11,863	0	0
GRAND TOTAL	\$1,078,214	\$1,607,849	\$1,151,483	\$1,057,461
FULL TIME POSITIONS	6.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	0.50	1.00	1.00	0.50

MISSION STATEMENT:

We build and sustain an extraordinary community. We do this by guiding and facilitating high quality projects, preserving the environment, and maintaining a strong economic and employment base, with a staff that is dedicated, knowledgeable and passionate about providing legendary service.

PROGRAM ACTIVITIES:

The Community & Economic Development Department (CED) administration assists divisions within the department in accomplishing goals by liaising with city hall, removing roadblocks, coordinating between divisions, managing budgets, resource allocation and training budgets, and other support efforts.

KEY ACHIEVEMENTS FOR 2016-17:

- Supported CED divisions and coordinated with other departments in processing scores of development requests, issuing hundreds of permits and performing thousands of next-day inspections, supporting community residents and businesses in providing a thriving economy while protecting the community character.
- Supported key economic development initiatives including the award-winning Bio, Tech and Beyond life sciences incubator, Life in Action™ talent attraction website, Mira Costa Technology Career Institute and the Innovate 78 regional collaboration model.
- Devoted significant staff resources to improving the customer usability of major IT strategic projects: Enterprise Content Management (ECM) and Managed Print.
- Went live with EnerGov, which crosses multiple departments and business lines.
- Continued to modernize and streamline operations, including scanning building plan prints and project files, to make them available in digital form and free up physical storage space.

KEY GOALS FOR 2017-18:

- Contribute resources to the inter-departmental team implementing the Climate Action Plan, and positively engage to make the compliance understandable and less onerous for new businesses.
- Coordinate with Public Works in updating the Engineering Standards, project conditions, and impact fees to be consistent with the General Plan and Mobility Plan.
- Continue to drive revitalization of the Village and Barrio through completion of the parking study, adoption of the Village and Barrio Master Plan and a robust Village/Barrio component in the CIP.
- Continue to digitize historical documents for ease of customers and internal users.
- Continue implementation of the EnerGov permitting system, including upgrades and documentation, and start implementation of the next phase.
- Continue staff training and development with North Star Consulting.

SIGNIFICANT CHANGES:

- None.

PROGRAM: ECONOMIC DEVELOPMENT
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013020

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$174,663	\$307,276	\$428,313	\$420,133
MAINTENANCE & OPERATIONS	203,594	236,977	292,802	299,288
CAPITAL OUTLAY	1,449	0	0	0
GRAND TOTAL	\$379,706	\$544,253	\$721,115	\$719,421
FULL TIME POSITIONS	1.00	2.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Strengthen the city's robust and diverse economy, support businesses, attract new businesses in targeted industries, partner with regional economic developers and solidify the city's position as a key employment hub.

PROGRAM ACTIVITIES:

The Economic Development Division administers the city's economic development activities relative to the City Council's goal of supporting the expansion and retention of businesses. This is implemented through Economic Development's programs of attracting talent, expanding, attracting and retaining businesses, and leveraging regional partnerships. Economic Development develops and maintains robust business-supporting programs, implements promotional and marketing materials, provides economic and demographic information, and acts as the city's liaison to the business community to remove barriers to business growth and vitality.

KEY ACHIEVEMENTS FOR 2016-17:

- Implemented strategic programs and support for economic diversity. Provided chamber support including monthly articles for the Carlsbad Business Journal.
- Monitored performance and supported achievement of goals for Bio, Tech and Beyond, the life sciences incubator, which completed its fourth year of operations with 23 tenants and created 50 full time jobs.
- Managed third year of implementing the Life in Action® talent attraction brand by updating website content, meeting with company human resources contacts and preparing up-to-date print and digital marketing materials. The website (www.carlsbadlifeinaction.com) has experienced more than 140,000 page views by more than 29,000 unique viewers.
- Maintained a social media strategy report and online presence for both Facebook and Twitter to drive engagement and exposure to Carlsbad businesses. Facebook "likes" for CarlsbadBiz are at approximately 1,400 and Twitter followers for @CarlsbadBiz exceed 650.
- Worked with north county cities to implement the 78 Corridor comprehensive economic development collaborative campaign (Innovate 78) and project.
- Addressed inquiries and meetings related to business expansion, attraction and retention efforts and assisted businesses through the development review process. In addition, economic development responded to many prospective businesses with information about relocating to Carlsbad.
- Maintained effective communication materials for business and citizen awareness including electronic newsletters, web posts on industry related topics, and current infographics showing overall economic indicators and industry-specific information on the city's strongest clusters.
- Continued collaboration and regular monthly meetings with the Carlsbad Chamber of Commerce, the 78 Corridor and the San Diego Regional Economic Development Corporation.

KEY ACHIEVEMENTS FOR 2016-17 (continued):

- Participated in the organization and execution of regional events such as Manufacturing Day.
- Applied for and received an outstanding achievement in innovation award from the Alliance for Innovation for the partnership with MiraCosta on the Technology Career Institute.

KEY GOALS FOR 2017-18:

- Continue to grow the economic development talent attraction presence online with a strengthening of economic development- focused social media that drive connections and visitors to the Life in Action® website and implementing an active ambassador’s initiative as part of this program.
- Continue to provide excellent data and information to existing Carlsbad businesses and those looking to relocate to Carlsbad through direct communication, as well as through the website, online news posts, presentations and involvement in local business organizations.
- Continue to help implement the 78 Corridor economic development plan for North County that will promote regional prosperity and economic growth and administer the contract on behalf of the five cities.
- Host events that support the collaboration and cross integration of Carlsbad’s industry clusters.
- Hire a Senior Program Manager for the Village and Barrio to strengthen advocacy and representation to this unique city asset.
- Complete a retail study in the Village to inform decision making.
- Perform data driven analyses that evaluates and benchmarks Carlsbad’s economy and economic development program against comparative cities throughout the United States.
- Leverage partnerships with existing co-working spaces to promote Carlsbad’s innovation economy.
- Support Carlsbad veteran small business owners through a quarterly programming administered through Carlsbad’s Veterans Business Outreach Center.

SIGNIFICANT CHANGES:

- None.

PROGRAM: LAND DEVELOPMENT ENGINEERING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013110

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,142,473	\$1,358,038	\$1,355,545	\$1,486,096
MAINTENANCE & OPERATIONS	548,719	414,689	642,945	802,127
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,691,192	\$1,772,727	\$1,998,490	\$2,288,223
FULL TIME POSITIONS	9.00	10.75	10.75	10.75
HOURLY/FTE POSITIONS	0.50	0.00	0.00	0.50

MISSION STATEMENT:

To serve Carlsbad residents, business owners and developers by encouraging robust and creative engineering solutions on development projects, and serving as a resource to other departments on engineering, storm water, geotechnical, flood hazard, mapping and title issues.

PROGRAM ACTIVITIES:

Discretionary Review of Development Projects

- Provide technical support in a timely and efficient manner. Assist applicants and their engineers in complying with the city's engineering standards and subdivision ordinance, state stormwater ordinances and Map Act requirements, and good engineering practices.

Planchecking of Development Projects

- Provide plancheck services for grading plans, improvement plans, final maps, parcel maps, building plans, easements and other construction drawings. Check for consistency with engineering standards. Coordinate with other departments and divisions to provide comprehensive multi-disciplinary review.

Manage Development Projects

- Manage the various engineering-related aspects to projects as construction drawings are developed. Review conditions of approval, prepare securities, improvement agreements, deeds, hold harmless and other agreements. During construction, serve as a resource to the project inspector. Coordinate post-construction project closeout.

Customer Service/Public Information

- Provide the highest level of customer service at the Development Services counter when providing engineering information, conduct plancheck of building plans for engineering issues, prepare development fee estimates, and process administrative permits.

Maintain City Engineering Standards

- Practice continuous incremental improvement of standards and procedures, always looking for ways to identify additional efficiencies in procedures. Draft code changes to reflect revised procedures or to clarify existing best practices. Monitor changes in state laws pertaining to development and implement these changes in city standards.

KEY ACHIEVEMENTS FOR 2016-17:

- Implemented a new permitting software (EnerGov) as part of the ICDS system.
- Implemented an engineering permit for right-of-way use for curb and sidewalk cafes and outdoor displays.
- Provided enhanced training for engineering staff and inspectors for storm water inspections.
- Initiated a citywide street and pedestrian light study.
- Participation in the city's Transportation Demand Management ordinance adoption.
- Completed over 250 discretionary reviews and conditioned over 170 discretionary projects.
- Processed approximately 1,300 engineering related permit applications.
- Completed over 500 individual plan check cycles comprising over 2,000 plan sheets and issued hundreds of grading permits
- Exceeded customer service goals for turnaround time and number of reviews.
- Monitored changes to storm water regulations:
 - ✓ Provided updates to Land Development-Planning section of Jurisdictional Runoff Management Plan (JRMP).
 - ✓ Attended meetings and participated in development of Countywide Model BMP Design Manual.
 - ✓ Attended Co-permittee meetings regarding Watershed Management Area Analysis (WMAA).
 - ✓ Updates to Prior Lawful Approval language and Alternative Compliance Program options.
 - ✓ Participated in Co-permittee sharing on TCBMP tracking processes.
 - ✓ Contributed to the Co-permittee Land Development Workgroup.
 - ✓ Ongoing in-house training on new regulations for other divisions.

KEY GOALS FOR 2017-18:

- Complete TDM ordinance adoption and implement TDM practices.
- Update engineering standards to be consistent with the General Plan Mobility Element and the Village/Barrio Master Plan.
- Continue to refine all procedures and systems to increase the efficiency of project approvals.
- Continue to prepare engineering technicians and inspectors to perform storm water inspections.
- Complete the citywide street and pedestrian light study and update the engineering standards.

SIGNIFICANT CHANGES:

- None.

PROGRAM: LAND USE PLANNING & PLANNING COMMISSION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013210, 0013215,
0013220

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$2,477,105	\$2,542,353	\$2,608,454	\$2,607,955
MAINTENANCE & OPERATIONS	902,782	1,081,662	1,271,343	833,037
CAPITAL OUTLAY	2,092	452	0	0
GRAND TOTAL	\$3,381,979	\$3,624,467	\$3,879,797	\$3,440,992
FULL TIME POSITIONS	21.00	20.00	20.00	20.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

The Planning Division's mission is to help guide the planned physical development of the city in a manner that enhances the quality of life for its citizens.

PROGRAM ACTIVITIES:

Review of Development Projects

- Provide technical support to the Planning Commission and City Council in a timely and efficient manner and ensure consistency of all development proposals with the city's general plan, zoning, subdivision, Local Coastal Program, and environmental ordinances. Update development standards as needed. Ensure the efficient processing for city CIP projects, including environmental clearance.

Preparation of Special Studies and Policy Review

- Prepare special studies relating to land use as directed by the City Council. Provide advice to the City Council and Planning Commission regarding policy matters related to planning and development in the city. Represent the city in regional planning matters at SANDAG and advise the City Council representative to the SANDAG board and committees.

Implementation of General Plan and Growth Management Plan

- Ensure that all new planning programs and development projects are consistent with the goals, policies and objectives of the General Plan, as well as the performance standards of the Growth Management Plan. Update the General Plan as needed to comply with state requirements and to address local issues.

Customer Service/Public Information

- Provide the highest level of customer service at the Development Services Counter when providing planning and zoning information, reviewing building permits, and processing administrative permits.

KEY ACHIEVEMENTS FOR 2016-17:

- Completed negotiations with Coastal Commission staff on revisions to the Proposition D Cannon Road Agricultural/Open Space Zone. The amendments were recommended for approval by the Planning Commission and adopted by the City Council.
- Conducted a Planning Commission public workshop to confirm areas of the second draft of the Village and Barrio Master Plan that should be revised or studied for potential revision.
- Developed a request for proposals to obtain consultant assistance with the third draft of the Village and Barrio Master Plan. A consultant was recommended by staff and approved by the City Council.
- Continued work on the Village, Barrio and Beach Area Parking Study and presented phase 1 findings to the Planning Commission.
- Prepared and processed code amendments related to Housing Density Bonus and Recycling.

KEY ACHIEVEMENTS FOR 2016-17 (continued):

- Worked with the California Coastal Commission and SANDAG Service Bureau on projects listed on the annual work plan developed as part of the pilot program staffing agreement. Obtained City Council confirmation to complete the full term of the agreement.
- Assisted the staff of the California Coastal Commission in the review of Local Coastal Program Amendments for a number of local projects including the Marja Acres land use amendments from the General Plan Update. Continued monthly coordination meetings with Coastal Commission staff on various policy and project specific issues.
- Prepared and submitted Local Coastal Program Amendment applications for the Density Bonus and Recycling Requirements Ordinances. Also prepared and submitted were applications for the implementation of Proposition D and the Poinsettia 61 project.
- Processed development permits for the LEGOLAND Hotel California II and employee parking structure.
- Completed the Final EIR and public hearings for the Uptown Bressi and Poinsettia 61 projects.
- Reviewed plans and completed permit processing for the Viasat Bressi Ranch Campus.
- Completed the update to the 2013-2021 Housing Element as required by state law.
- Processed permits for city capital projects (park, sewer, water, drainage, and road projects).
- Continued to work with the Agricultural Conversion Mitigation Fee Committee and grant recipients.
- Completed entitlements for numerous private development projects requiring administrative permits or approvals from the Planning Commission or City Council.
- Continued to work with numerous parties on revitalization efforts in the Village Area and processed permits for administrative and discretionary review.
- Performed the environmental review on all private developments and city capital projects.
- Reviewed and approved the environmental section of all City Council staff reports.
- Completed the recruitment process for an Administrative Secretary, Senior Office Specialist, Associate Planner, Senior Planner, and Principal Planner positions.

KEY GOALS FOR 2017-18:

Top Quality Services

- Meet or exceed the following Planning Division Performance Measures:
 - Process all applications for a decision within California Permit Streamlining Act timeframes.
 - Obtain a customer satisfaction rating of 90 percent or better as measured by the annual BW Research Planning Division Customer Satisfaction Survey.
- Complete the third draft of the Village & Barrio Master Plan.
- Complete a Sea Level Rise Vulnerability Assessment and a draft of the updated Local Coastal Program (LCP) Land Use Plan in accordance with the requirements of the California Coastal Commission and Ocean Protection Council Grants awarded to the City of Carlsbad.
- Complete the draft of the updated Zoning Ordinance.
- Prepare the energy conservation ordinances identified in the Draft Climate Action Plan.
- Update the Cultural Resource Guidelines with the assistance of a qualified consultant. Coordinate with interested parties such as local tribal governments and other stakeholders.
- Continue to revise procedures and policies to ensure the efficient processing of all projects.
- Provide strategic advice regarding land use and long-term planning in the city to the Planning Commission and City Council.
- Process all private development permits in a timely manner and ensure a high level of project quality.
- Process required permits for the revitalization of The Shoppes at Carlsbad.
- Continue to participate on the project team for the Carlsbad Coastal Corridor Project.
- Assist in the planning and approval process for the Chestnut Avenue Railroad Crossing and the NCTD/SANDAG Railroad Double-tracking project.
- Review and process environmental reports and related documents.
- Implement terms of the General Plan Lawsuit Settlement Agreement assigned to the Planning Division.
- Develop the annual Comprehensive Work Plan required as part of the staffing agreement with the California Coastal Commission and SANDAG Service Bureau.
- Participate in the implementation of the EnerGov Permitting software.

SIGNIFICANT CHANGES:

- None.

PROGRAM: BUILDING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013610

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$952,538	\$1,136,136	\$1,301,601	\$1,155,049
MAINTENANCE & OPERATIONS	846,371	869,944	638,277	1,200,110
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,798,909	\$2,006,080	\$1,939,878	\$2,355,159
FULL TIME POSITIONS	7.00	10.00	12.00	10.00
HOURLY/FTE POSITIONS	2.00	1.00	1.00	1.00

MISSION STATEMENT:

The Building Division reviews applications for building permits, routes applications to applicable departments, issues permits, and inspects structures under construction for compliance with California Building Code Regulations.

PROGRAM ACTIVITIES:

- Receive and process building permit applications; coordination of other city departments for building permit approval and issuance. Field inspection of construction for all new or remodeled residential, commercial and industrial structures.

KEY ACHIEVEMENTS FOR 2016-17:

- Issued over 4,500 permits valued at approximately \$185 million for various types of construction projects.
- Performed over 27,000 combination building inspections the next working day following an inspection request.
- Performed final building inspections on over 600 dwelling units and 95,000 square feet of commercial development.
- Issued over 1,400 Photovoltaic (PV) energy systems permits and performed over 1,800 PV system inspections.
- Issued over 300 separate storm water permits and performed over 1,900 storm water pollution prevention inspections.
- Implemented California Green Code Waste Reduction Requirements and Recycling Requirements for all projects.
- Went live in November with new land management software (EnerGov) and equipped inspectors with mobile applications.
- Continued migration with metadata of historical files into HPRM for future public access.

KEY GOALS FOR 2017-18:

Top Quality Services

- Respond to 98 percent of requests for field inspections the next working day by using EnerGov IG inspect application, a priority-based system for inspection requests based on geographic routing. Provide storm water NPDES proactive inspection scheduling and effective project management.
- Hire an intern building inspector, through program cooperation at local technical colleges, as part of succession planning.
- Manage third party Building Permit Plan Check Reviews to achieve excellent turnaround times for business and residential projects.
- Update Building Division Records Management Program and continue to digitally store and retrieve permanent records. Complete conversion of 150,000 pages of stored plans into a digital format and migrate to the HPRM document management system.
- Provide specific staff development training for each employee on the California Building Codes, Storm Water regulations and accessibility for our disabled community.

PROGRAM: BUILDING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

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ACCT NO. 0013610

KEY GOALS FOR 2017-18 (continued):

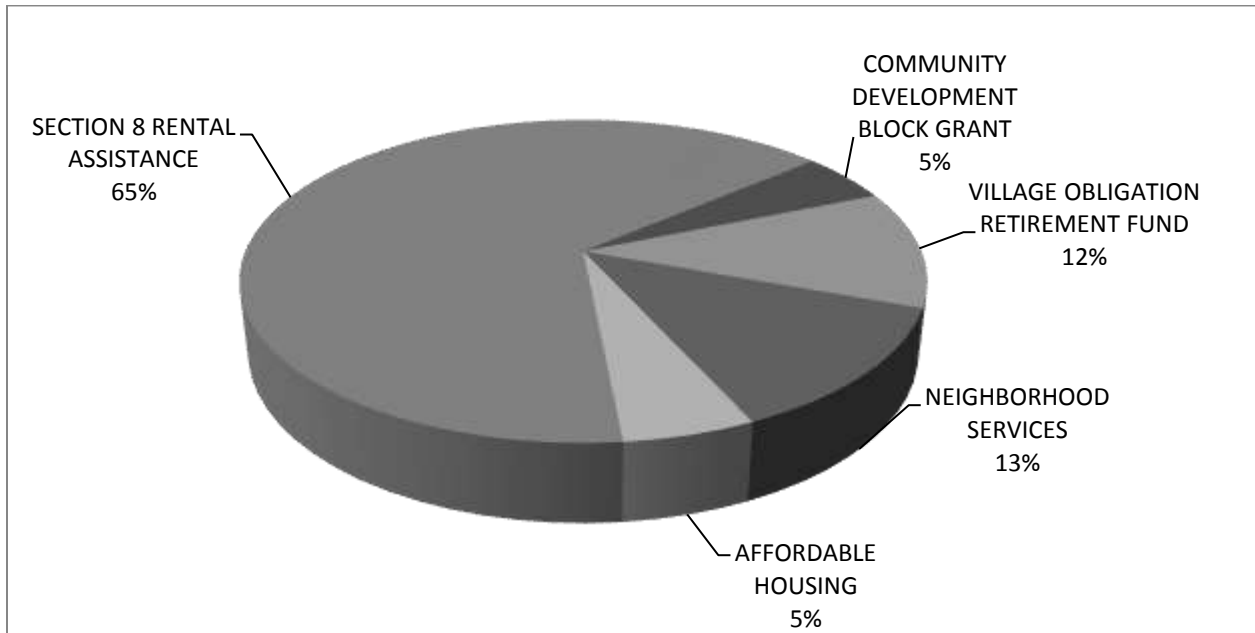
- Continue to collaborate with Construction Management Inspection and Building Inspection staff for storm water compliance to ensure a more efficient use of time and resources. Provide structural plan review for retaining walls shown on grading plans.
- Monitor customer service satisfaction surveys to improve Building Division's effectiveness and performance.

SIGNIFICANT CHANGES:

- Reduction of 1.0 limited-term Building Inspector position and 1.0 limited-term Building Technician position.

PROGRAM: HOUSING & NEIGHBORHOOD SERVICES
FUND: VARIOUS
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,183,325	\$1,481,348	\$1,553,161	\$1,635,336
MAINTENANCE & OPERATIONS	8,057,592	11,160,666	7,938,129	8,604,139
CAPITAL OUTLAY	61,441	43,859	0	0
GRAND TOTAL	\$9,302,358	\$12,685,873	\$9,491,290	\$10,239,475
FULL TIME POSITIONS	12.00	13.00	13.00	13.00
HOURLY/FTE POSITIONS	0.34	0.34	0.84	2.34



PROGRAM: NEIGHBORHOOD SERVICES
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT ACCT NO. 0012510/
0012520/0012910/
0012530/1502810

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$356,378	\$487,133	\$544,089	\$722,847
MAINTENANCE & OPERATIONS	296,444	265,317	442,822	569,384
CAPITAL OUTLAY	868	27,174	0	0
GRAND TOTAL	\$653,690	\$779,624	\$986,911	\$1,292,231
FULL TIME POSITIONS	3.78	4.48	4.48	5.45
HOURLY/FTE POSITIONS	0.34	0.34	0.84	1.84
GENERAL FUND	\$646,202	\$769,624	\$976,911	\$1,282,231
SPECIAL REVENUE	7,488	10,000	10,000	10,000
TOTAL FUNDING	\$653,690	\$779,624	\$986,911	\$1,292,231

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Code Enforcement

- Assist residents and provide expertise regarding zoning, housing, building and miscellaneous Municipal Code inquiries.

Community Funding Program

- Assist community organizations, winning teams and special events that benefit the residents of Carlsbad.

Community Relations Program and Neighborhood Liaisons

- Coordinate programs to meet the needs of our diverse community.
- Provide a central point of contact between residents and city government.
- Coordinate neighborhood service interdepartmental response teams.

Employment Hiring Center

- Administer contract to provide a hiring center that assists day laborers in obtaining employment.

Neighborhood Organization and Engagement Initiative

- Assist residents and business owners to create neighborhood organizations/associations to assist with enhancement and/or problem-solving.
- Engage neighborhood leaders in enhancement efforts.
- Assist residents and business owners to address neighborhood issues and concerns.
- Manage the Nextdoor social media platform.

Volunteer Program

- Recruit and coordinate volunteer services.
- Match volunteers with appropriate programs and projects to allow for community problem solving and extension of city services.
- Encourage an environment of volunteerism throughout the community.
- Manage Mediation program.
- Manage the CityStuff program.

PROGRAM: NEIGHBORHOOD SERVICES
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

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**ACCT NO. 0012510/
0012520/0012910/
0012530/1502810**

KEY ACHIEVEMENTS 2016-17:

- Via Nextdoor, staff now connects with over 20,000 residents (18 percent of households) weekly. Nextdoor is a social media effort to strengthen connections between neighbors and neighborhoods, and continue marketing and recruitment efforts for community functions.
- In partnership with the YouSchool and Servant Leadership Institute, the city successfully implemented the Carlsbad Student Leader Academy. This program enabled the city to connect with 78 youth leaders in the community and develop their leadership skills.
- In September of 2016, the Code Enforcement staff transitioned from a traditional five day service division to now providing service to the community seven days a week. This shift has raised the level of customer service and has been well received by the community.

KEY GOALS 2017-18:

- Continue to modernize Code Enforcement and increase education campaign for programs.
- Establish and continue strong neighborhood connections through various mediums.
- Establish community liaison programs and relationships.
- Continue dissolution actions for the Carlsbad Redevelopment Agency.

SIGNIFICANT CHANGES:

- Reallocation of full-time and part-time staff within the Housing and Neighborhood Services department to better reflect workload. Addition of 1.0 FTE part-time positions to support expanded Code Enforcement activities.

PROGRAM: AFFORDABLE HOUSING
FUND: SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 1332621

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$274,299	\$414,359	\$386,997	\$332,354
MAINTENANCE & OPERATIONS	198,132	153,220	185,616	214,535
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$472,431	\$567,579	\$572,613	\$546,889
FULL TIME POSITIONS	3.27	3.40	3.00	2.60
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Affordable Housing Programs

Provide staff support to implement the various affordable housing programs as set forth within the city's housing element, including:

- Mortgage Credit Certificate Program (MCC).
- Provide staff support to the Housing Commission.
- Participate in the San Diego Regional Housing Task Force.
- Down Payment and Closing Cost Assistance Program.
- Minor Home Repair Program.
- Develop new opportunities for affordable housing.

Affordable Housing Financial Assistance

- Negotiate and prepare financial assistance and loan documents for construction of single-family and multi-family affordable housing projects.

Inclusionary Housing

- 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.
- Monitor the development and operation of affordable housing projects.
- Assist with development of affordable housing projects from concept to construction.

KEY ACHIEVEMENTS 2016-17:

- Partnered with municipalities throughout San Diego County to successfully support furthering fair housing choices for all residents.

KEY GOALS 2017-18:

- Continue to work with inclusionary housing developers to produce additional homes affordable to low income housings. The goal is to support the start of construction for at least 100 new affordable homes.

SIGNIFICANT CHANGES:

- Addition of 0.50 FTE part-time position to assist with inclusionary housing program. Reallocation of full-time staff within Housing and Neighborhood Services to better reflect workload.

PROGRAM: RENTAL ASSISTANCE
FUND: SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 190XXXX

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$371,280	\$403,134	\$422,688	\$388,410
MAINTENANCE & OPERATIONS	5,878,623	5,710,768	5,590,382	6,298,030
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$6,249,903	\$6,113,902	\$6,013,070	\$6,686,440
FULL TIME POSITIONS	3.60	3.60	4.00	3.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Section 8 Tenant-Based Rental Assistance

- Provide federal funding to subsidize rents for extremely low-income and very low-income households.
- Assist low-income households in the community to access rental housing that is decent, safe, and sanitary.
- Ensure program is being administered in compliance with federal regulations, federal guidelines, the Carlsbad Administrative Plan, and the Public Housing Agency (PHA) Plan.
- Achieve and maintain a lease rate that effectively and fully utilizes funding allocation.

Family Self-Sufficiency

- Enable unemployed, under-employed or under-educated low-income families achieve economic independence from welfare.
- Assist families identify barriers to becoming self-sufficient.
- Provide guidance to families for establishing a five-year goal and plan.
- Coordinate needed support services and act as an advocate on behalf of the client.

PERFORMANCE/WORKLOAD MEASURES:

- Maintain a Section Eight Management Assessment Program (SEMAP) ranking which is at a minimum "Standard Performer" and with a goal of "High Performer."
- Achieve and maintain a lease rate utilizing 98 percent of allocated funds.
- Update and revise Administrative Plan to adopt changes in federal regulations.
- Expand rental assistance knowledge by conducting community workshops, providing owner and participant educational opportunities, and conducting owner outreach presentations.

KEY ACHIEVEMENTS 2016-17:

- Provided monthly rental assistance to approximately 600 very low and extremely low-income households.
- Received "High Performer" ranking under SEMAP (seventh consecutive year, due to outstanding job performance).

KEY GOALS 2017-18:

- Implement a new software program to improve operational efficiency and reduce the need for paper file storage and increase the ability for electronic file storage.

SIGNIFICANT CHANGES:

- Reallocation of full-time staff in Housing and Neighborhood Services to better reflect workload.

PROGRAM: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)
FUND: SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 391XXXX

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$73,434	\$68,495	\$81,885	\$72,477
MAINTENANCE & OPERATIONS	530,881	254,335	436,286	435,319
CAPITAL OUTLAY	60,573	16,685	0	0
GRAND TOTAL	\$664,888	\$339,515	\$518,171	\$507,796
FULL TIME POSITIONS	0.50	0.67	0.67	0.60
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Working in partnership with the community to provide tools and resources that promote and sustain vibrant, thriving neighborhoods.

PROGRAM ACTIVITIES:

- Provide staff support to the CDBG Funding Advisory Committee and City Council in the selection process for identifying activities to be included in the consolidated funding plan for the CDBG Program.
- Prepare a consolidated funding plan for submittal to U.S. Department of Housing and Urban Development (HUD).
- Ensure that documentation is maintained to meet guidelines established by HUD for continued CDBG funding.
- Monitor activities of grant sub-recipients to ensure that HUD and city requirements are met.
- Prepare Annual Performance and Evaluation Report for review and approval by City Council and HUD.

PERFORMANCE MEASURES:

- Hold at least 2 public meetings/hearings to review and obtain comments on the city's CDBG Program.
- Conduct selection process to identify those programs and projects that will provide the maximum benefit to low income residents of Carlsbad.
- Monitor grant sub-recipients and maintain documentation necessary to meet federal guidelines, resulting in no uncorrected audit findings from HUD.

KEY ACHIEVEMENTS 2016-17:

- Provided funding assistance to 6 nonprofit, non-city organizations and assisted over 1,700 low income Carlsbad residents.
- Provided \$168,329 to provide direct ADA enhancements to the Barrio Area to improve neighborhood accessibility.
- Provided \$600,000 in funding to assist a nonprofit in the acquisition of property for a service center for low income residents of Carlsbad.

KEY GOALS 2017-18:

- Successful completion and submission of the FY 2016-17 Consolidated Annual Plan Evaluation Report (CAPER).
- Successful submission and HUD approval of the Annual CDBG Action Plan for FY 2017-18.
- Project identification and related expenditure plan for CDBG funds for additional affordable home project(s).
- Review and consideration of modifications for annual CDBG funding plan and selection process.

SIGNIFICANT CHANGES:

- Reallocation of full-time staff within Housing and Neighborhood Services to better reflect workload.

PROGRAM: SUCCESSOR AGENCY (REDEVELOPMENT) OPERATIONS
VILLAGE AREA
FUND: TRUST
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT ACCT NO. 8012410

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$107,934	\$108,227	\$117,502	\$119,248
MAINTENANCE & OPERATIONS	1,153,512	4,777,026	1,283,023	1,086,871
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,261,446	\$4,885,253	\$1,400,525	\$1,206,119
FULL TIME POSITIONS	0.85	0.85	0.85	0.85
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM ACTIVITIES:

- Complete various activities associated with dissolution of the Redevelopment Agency.
- Complete any projects set forth within the approved Recognized Obligation Payment Schedule (ROPS) and ensure payment of all debt obligations as set forth by the Oversight Board.
- Coordinate the activities of the Oversight Board, and complete assignments of the Oversight Board.
- Transfer ownership of redevelopment agency property to appropriate agency, or sell said property as set forth by the Oversight Board.

KEY ACHIEVEMENTS 2016-17:

- Successfully completed all of the required financial audits for the sunset of the program.
- Partnered and worked collaboratively to reach approval by the State of California’s Department of Finance.

KEY GOALS 2017-18:

- HNS staff will coordinate with the City Attorney’s Office, Finance Department, the Oversight Board, the State of California and County of San Diego to ensure proper implementation of the Successor Agency and take appropriate actions to continue to dissolve the former redevelopment agency in a timely manner and ensure repayment of all approved debt obligations.
- Complete approved redevelopment projects as set forth within the certified ROPS and submit all required reports on dissolution activities to the State of California and the County of San Diego.

SIGNIFICANT CHANGES:

- None.

PROGRAM: LIBRARY & CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$6,856,861	\$7,191,347	\$7,692,422	\$7,873,598
MAINTENANCE & OPERATIONS	4,066,134	4,119,374	5,043,553	5,070,100
CAPITAL OUTLAY	10,702	991,690	19,368	0
GRAND TOTAL	\$10,933,697	\$12,302,411	\$12,755,343	\$12,943,698
FULL TIME POSITIONS	50.25	50.50	50.50	51.50
HOURLY/FTE POSITIONS	60.11	59.83	59.83	59.83

DEPARTMENT DESCRIPTION:

The Library & Cultural Arts Department provides educational, informational, and cultural arts services for all community members, which contributes to the quality of life by supporting lifelong learning, the pursuit of knowledge, and creating the availability of community gathering places. The Library & Cultural Arts Department operates three public facilities that include the Carlsbad City Library on Dove Lane, the Georgina Cole Library on Carlsbad Village Drive and the Library Learning Center on Eureka Place. The Carlsbad City Library is also home to the Ruby G. Schulman Auditorium and the William D. Cannon Art Gallery, which both offer a variety of visual arts, performing arts, and art education programming and services.

KEY ACHIEVEMENTS FOR 2016-17:

- With the redesign of the Georgina Cole and Carlsbad City Libraries completed, focus turned to advancing new service delivery models and achieving enhanced community gathering, learning and cultural experiences.
- Launched the new Carlsbad City Library Exploration HUB, a community makerspace that invites the public to attend classes and experiment with 3D printing and design, photo and video digitization, coding and electronics, and digital crafting.
- Pursued and implemented new technology innovations including 1 Gigabit high-speed internet, mobile circulation capabilities, upgraded credit card security, and Tap & Go smart phone payment options.
- Evaluated staff skill sets and provided additional cross-training, to improve efficiency and economies of scope.
- Initiated an ongoing program with a local men’s shelter to promote library services and provide on-site instruction on computing skills, resume writing, and reading literacy.

KEY GOALS FOR 2017-18:

- Complete an arts and cultural master plan that responds to community interests and creates a vision and strategies to advance the development of arts and cultural programs and services.
- Continue to evaluate the use of performance measures to focus on outcomes and impact of programs as well as resource allocation.
- Advance succession planning efforts.

SIGNIFICANT CHANGES:

- Addition of 1.0 full-time limited-term Senior Program Manager for succession planning and staff development.

PROGRAM: LIBRARY & CULTURAL ARTS
 FUND: VARIOUS
 PROGRAM GROUP: LIBRARY & CULTURAL ARTS

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 SUMMARY

WORKLOAD STATISTICS:

LIBRARY STATISTICS	FY13-14	FY14-15	FY15-16
System-wide			
Reference questions	271,855	262,798	205,484
Circulation	1,328,734	1,293,282	1,103,090
People count	791,533	804,003	609,679
Computer use	125,185	114,946	84,295
e/Audio book use	38,968	44,164	53,628
Total volunteer hours	25,106	24,078	21,108
Children's programs/Attendance	985/43,061	1,040/45,947	933/34,134
Adult programs/Attendance	473/12,692	567/14,037	373/20,516
Facility rentals/Attendance	925/47,384	892/50,841	519/34,391
Collections & Technical Services			
Items catalogued and processed	31,769	29,888	27,693
Items removed from collection	45,938	43,594	48,590
Literacy Programs			
Literacy learners	144	113	97
Literacy volunteer tutors	122	108	91
Literacy volunteer hours donated	12,996	11,341	10,753
CULTURAL ARTS STATISTICS	FY13-14	FY14-15	FY15-16
Events/Attendance	78/80,381	80/87,000	88/85,000
Community Arts Grants/\$\$\$	18/\$25,000	23/\$50,000	22/\$50,000

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014010

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,521,754	\$1,593,087	\$1,676,372	\$1,812,826
MAINTENANCE & OPERATIONS	986,345	1,122,298	1,249,152	1,324,895
CAPITAL OUTLAY	0	697,134	0	0
GRAND TOTAL	\$2,508,099	\$3,412,519	\$2,925,524	\$3,137,721
FULL TIME POSITIONS	12.00	12.00	12.00	13.00
HOURLY/FTE POSITIONS	3.90	3.39	3.39	3.83

WORK PROGRAM:

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; provides liaison services to Library Board of Trustees, Arts Commission, Historic Preservation Commission; the Friends of the Library, the Carlsbad Library & Arts Foundation, the Carlsbad Friends of the Arts, and the Serra Cooperative Library System.

PROGRAM ACTIVITIES:

- Conduct strategic planning, set programs and services, monitor and respond to industry trends.
- Manage all personnel and volunteer recruitment activities; develop and maintain policies and procedures; provide centralized training services for all staffing and volunteer services.
- Develop and monitor budgets, contract and grant administration, and purchasing and accounting processes.
- Develop and plan technology solutions to effectively deliver Library & Cultural Arts services.
- Participate in and promote public education pertaining to the general history of Carlsbad, historic areas and sites.

KEY ACHIEVEMENTS FOR 2016-17:

- Reorganized the administrative team, improving efficiency, economies of scope and cross-training.
- Selected a vendor through a request for proposal process for public print and copy management.
- Pursued and implemented new technology innovations including 1 Gigabit high-speed internet, mobile circulation capabilities, upgraded credit card security, and Tap & Go smart phone payment options.
- Launched staffing and succession planning efforts and adopted a strategic planning framework to align staffing with evolving services and priorities.

KEY GOALS FOR 2017-18:

- Use data analysis tools to evaluate visitor and collection usage patterns and make appropriate adjustments to staff schedules and resource allocations.
- Implement public print and copy management system which will include wireless capabilities and streamlined payment methods.
- Assess lifelong learning programs and services to ensure they meet the needs of the community.
- Use consultant recommendations to determine the optimal business model for the Carlsbad City Library café space and vet tenant proposals accordingly.
- Advance succession planning efforts.

SIGNIFICANT CHANGES:

- Addition of 1.0 full-time limited-term Senior Program Manager for succession planning and staff development.

PROGRAM: CIRCULATION SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014015

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$901,731	\$977,200	\$1,126,103	\$1,107,795
MAINTENANCE & OPERATIONS	152,809	164,093	188,461	169,360
CAPITAL OUTLAY	0	23,647	0	0
GRAND TOTAL	\$1,054,540	\$1,164,940	\$1,314,564	\$1,277,155
FULL TIME POSITIONS	4.50	4.50	4.50	4.50
HOURLY/FTE POSITIONS	21.40	22.12	22.12	21.08

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

- Issue new and replacement library cards to borrowers and Internet users.
- Circulate print and audio/visual materials.
- Track reserved and overdue items; sort, organize and shelve all library materials.
- Collect fines and fees; reconcile daily money transactions, and oversee collection agency accounts.
- Coordinate Carlsbad's participation in county-wide delivery and return of Serra Cooperative member library materials.
- Collect retired flags from deposit boxes; bundle and deliver to Fire Department for proper disposal.
- Conduct an annual inventory of the collection.
- Maintain accuracy of user records through reports.
- Explain policy and procedures.
- Answer basic collection related questions.

KEY ACHIEVEMENTS FOR 2016-17:

- Improved catalog accuracy by conducting a system-wide collection inventory using newly deployed handheld RFID scanners.
- Improved staffing efficiency through cross-training, resulting in the ability to schedule staff at any library facility.
- Updated internal procedures to support a consistent user experience across all library facilities.
- Adopted mobile device-based checkout and registration tools to enhance outreach at schools and community events.
- Tested and evaluated new service desk model at the Georgina Cole Library and made adjustments as necessary to best serve the needs of the library patrons.

KEY GOALS FOR 2017-18:

- Continue assessment and redistribution of staff across facilities to better align with customer use patterns.
- Create a catalog of circulation training videos to improve the new employee onboarding process.
- Simplify the ability to locate and reshelve picture books through improved labeling at all locations.

SIGNIFICANT CHANGES:

- None.

PROGRAM: REFERENCE SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014016

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,597,006	\$1,628,755	\$1,774,614	\$1,809,442
MAINTENANCE & OPERATIONS	722,721	683,043	788,412	806,942
CAPITAL OUTLAY	0	0	19,368	0
GRAND TOTAL	\$2,319,727	\$2,311,798	\$2,582,394	\$2,616,384
FULL TIME POSITIONS	10.75	11.00	11.00	11.00
HOURLY/FTE POSITIONS	15.23	14.79	14.79	15.30

WORK PROGRAM:

Reference 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 reader's advisory assistance. The Genealogy & Carlsbad History Division 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, a partner organization of the Carlsbad City Library, to provide educational genealogy programs for the community.

PROGRAM ACTIVITIES:

- Respond to in-person, telephone, email, and text reference questions; provide instruction, classes, and tours; assist the public with access to digital resources; administer services to homebound patrons.
- Manage collection of over 300 magazines, newspapers and related back files; select books, digital resources, and other materials; facilitate book clubs and other programs for adults and teens.
- The Genealogy & Carlsbad History Division manages the selection and organization of a 50,000 volume collection, digital resources, over 40 archival collections and provides instruction and assistance to the public.

KEY ACHIEVEMENTS FOR 2016-17:

- Opened the Exploration HUB at the Carlsbad City Library, reallocating staff time to provide instruction on 3D printing and design, photo and video digitization, coding and electronics, and digital crafting.
- Tested and evaluated new service desk model at the Georgina Cole Library and made adjustments as necessary to best serve the needs of the community.
- Offered new adult and teen programs including mindfulness workshops, board game sessions, gardening events, open mic nights, and ukulele classes.
- Collaborated with the Carlsbad Municipal Water District (CMWD) to digitize a library-held collection of CMWD materials to archival standards. This project initiated development of new searchable metadata standards, quality-control procedures and a plan for future access to digital collections.
- Aligned and refreshed Genealogy & Carlsbad History programs, including utilizing the Library Learning Center Computer Lab to teach hands-on classes on electronic genealogy resources and collaborating with other divisions to offer coordinated programming.
- Designed and purchased book bike with budget enhancement funds for increased outreach opportunities.

KEY GOALS FOR 2017-18:

- Work with other divisions to offer Books-To-Go book bike service and programming citywide.
- Purchase equipment, develop and implement programming for Mobile Maker Space to serve the northern portion of the Carlsbad community.
- Increase the number of digitized archival materials, available online and accessible to the community.
- Recruit and onboard for a new Senior Librarian following the retirement of 30-year employee.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CHILDREN'S SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014035

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$867,593	\$913,831	\$958,977	\$955,862
MAINTENANCE & OPERATIONS	302,308	290,438	315,842	320,669
CAPITAL OUTLAY	0	27,302	0	0
GRAND TOTAL	\$1,169,901	\$1,231,571	\$1,274,819	\$1,276,531
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	6.00	5.79	5.79	5.55

WORK PROGRAM:

The Children's Services Division supports the educational, literacy, informational, cultural and recreational needs of young patrons from infants through teens, as well as their parents, caregivers and teachers.

PROGRAM ACTIVITIES:

- Design curriculum for, and present, developmental programs for children year-round. This includes weekly early literacy story time programs that cover the various developmental stages of babies through preschoolers.
- Design weekly educational and cultural programs for school-age children that promote a love of reading and learning by pairing stories with hands-on activities that support science, technology, engineering, arts and math.
- Develop and manage reading incentive programs for youth of all ages, including the division's signature annual event, the Summer Reading Program (SRP).
- Promote reading by connecting children with books through readers' advisory and the careful selection of materials.
- Answer reference questions and provide assistance in using internet computers for research and homework.
- Manage the Homework Zone program which offers children in grades 1-12 personalized homework assistance.
- Provide library instruction and tours for children, teens and other youth-related groups.
- Offer age-appropriate technology classes on topics students need to achieve digital literacy.
- Provide leadership opportunities and community service hours for hundreds of teens during the SRP.
- Connect with residents through calendars, website and targeted enewsletters.

KEY ACHIEVEMENTS FOR 2016-17:

- Updated collection management guidelines for assigned areas of the Juvenile collection.
- Successfully migrated all Summer Reading Program volunteer activities to Better Impact, the city's online volunteer management software.
- Tested and evaluated new service desk model at the Georgina Cole Library and made adjustments as necessary to best serve the needs of children and their families.

KEY GOALS FOR 2017-18:

- Understand and better meet the needs of the community by:
 - Analyzing and developing effective survey tools for program planning.
 - Building partnerships and strengthening support for local students and educators.
 - Evaluating and implementing changes in staffing and points of service at the Georgina Cole Library.
- Recruit and onboard new children's services librarian to fill the vacancy left through retirement.

SIGNIFICANT CHANGES:

- None.

PROGRAM: **COLLECTIONS & TECHNICAL SERVICES**
FUND: **GENERAL & SPECIAL REVENUE**
PROGRAM GROUP: **LIBRARY & CULTURAL ARTS** **ACCT NO. 0014040/1454010-11**

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$742,231	\$772,225	\$785,625	\$797,454
MAINTENANCE & OPERATIONS	990,722	1,014,637	1,359,796	1,342,542
CAPITAL OUTLAY	0	37,101	0	0
GRAND TOTAL	\$1,732,953	\$1,823,963	\$2,145,421	\$2,139,996
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	3.00	2.78	2.78	2.93
GENERAL FUND	\$1,689,128	\$1,740,740	\$2,014,421	\$2,029,996
SPECIAL REVENUE	43,825	83,223	131,000	110,000
TOTAL FUNDING	\$1,732,953	\$1,823,963	\$2,145,421	\$2,139,996

WORK PROGRAM:

Collections & Technical Services coordinates the selection of materials and manages collection development for all library facilities. Staff catalogs and prepares library materials for public use, evaluates new content formats, and devises new cataloging procedures as new formats are added.

PROGRAM ACTIVITIES:

- Coordinate selection, ordering, and receipt of print and non-print materials.
- Catalog newly purchased and gift print and non-print materials.
- Provide physical processing of newly added materials; repair damaged materials.
- Generate daily, monthly, and annual statistical and system management reports.
- Plan for new materials formats to add to the collection.
- Prepare division and library-wide materials budgets; monitor expenditures for division and materials.
- Keep collection current by removing outdated and unused materials and associated database records.

KEY ACHIEVEMENTS FOR 2016-17:

- Expedited the availability of new materials for the public by implementing automated order acknowledgment and database item records creation.
- Incorporated enhanced data analysis to align purchasing of new materials with historical and emerging patron demand.
- Increased usage of collection analysis software, allowing materials selection staff to maintain a high-quality collection in a more efficient and cost-effective way.
- Charted technical roles and responsibilities of the division staff and workflow as groundwork for identifying cross-training and efficiency opportunities.
- Updated the library's collection management guideline statements and Collection Development Policy to reflect current community needs.

KEY GOALS FOR 2017-18:

- Make materials easier for patrons to discover by improving labeling, location and organization of materials on the shelves.
- Strategically cross-train division staff on procedures and practices to promote efficiency, staff engagement and a shared understanding of purpose.
- Explore streaming or downloadable media options to better meet patron demand for popular digital content.
- Test, and implement as appropriate, web-based solutions for cataloging newly-acquired materials.

SIGNIFICANT CHANGES:

- None.

PROGRAM: LITERACY/LEARNING CENTER
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS **ACCT NO.** 0014055/0014056

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$387,187	\$442,040	\$477,170	\$479,894
MAINTENANCE & OPERATIONS	445,727	384,771	403,941	421,682
CAPITAL OUTLAY	9,236	12,753	0	0
GRAND TOTAL	\$842,150	\$839,564	\$881,111	\$901,576
FULL TIME POSITIONS	3.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	5.40	5.70	5.70	5.66

WORK PROGRAM:

The Library Learning Center (LLC) serves as a resource to foster lifelong learning through its support of early literacy, family literacy, and adult literacy programs and activities. In addition to providing general library programs and services, the Learning Center provides two user-focused programs, Bilingual Services and Literacy Services. Bilingual Services offers a welcoming and culturally sensitive environment for Spanish-speaking patrons and non-traditional library users. Literacy Services provides tutoring to English-speaking adults who want to improve their reading, writing, and computer skills.

PROGRAM ACTIVITIES:

- Provide access to Spanish language and bilingual Spanish-English print and media collection, bilingual literature-based programs for children, and homework assistance.
- Offer learning assistance in reading, writing, comprehension, math, technology, and life skills to English-speaking adults and students participating from Carlsbad High School.
- Assess new learners to determine literacy needs and recommend a curriculum to help meet learning goals.
- Manage volunteer tutors' orientation, training, and on-going support in their role of promoting learners' practical application of literacy skills in the home, workplace, and community.
- Actively network with community agencies and organizations, and schools to provide outreach, presentations, information about library services, and the promotion of reading and literature.
- Leverage partnerships to expand offerings to the community, for example, Osher Lifelong Learning Institute for Lifelong Learning, AARP® tax assistance, and MiraCosta College Continuing Education English as a Second Language programs.
- Provide computer instruction to meet community needs, particularly across North Carlsbad.

KEY ACHIEVEMENTS FOR 2016-17:

- Established the English as a Second Language instruction as an ongoing program.
- Developed procedures and best practices to expand the Career Online High School program beyond the pilot phase.
- Developed plans for an improved layout of the LLC 1st floor service points to optimize customer service.
- Onboarding of training coordinator.

KEY GOALS FOR 2017-18:

- Evaluate English as a Second Language class offerings to align with community needs.
- Develop a marketing plan for Career Online School leveraging the success of the first graduates in FY 2017-18.
- Complete the LLC 1st floor service-point layout improvement to optimize customer service.
- Recruit and onboard new principal librarian to fill the vacancy left through retirement.

SIGNIFICANT CHANGES:

- None.

PROGRAM: COMMUNITY RELATIONS
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: LIBRARY & CULTURAL ARTS ACCT NO. 0014060/1454013

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$269,608	\$267,470	\$293,396	\$310,359
MAINTENANCE & OPERATIONS	194,344	160,301	293,316	263,242
CAPITAL OUTLAY	0	48,252	0	0
GRAND TOTAL	\$463,952	\$476,023	\$586,712	\$573,601
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	2.35	2.21	2.21	1.95
GENERAL FUND	\$400,384	\$382,699	\$404,706	\$413,601
SPECIAL REVENUE	63,568	93,324	182,006	160,000
TOTAL FUNDING	\$463,952	\$476,023	\$586,712	\$573,601

WORK PROGRAM:

The Community Relations Division supports the library's adult program delivery, develops new programs based on community interest and provides a wide range of event management services and related activities in support of programs staged in the Ruby G. Schulman Auditorium, George and Patricia Gowland Meeting Room and other venues. Responsibilities include overseeing rental facility operations, facility scheduling and providing technical support for community and department-sponsored programs. Services provided include lighting and sound, presentation technology and multi-media support. In addition, the Community Relations Division assists with internal communications and external publicity for the department through managing the content and distribution of newsletters and digital signage, display and stocking of print collateral, and handling in-house reprint projects.

PROGRAM ACTIVITIES:

- Coordinate marketing and publicity with the city's Communications Office for library programs and services. This includes website communications, newsletters and social media initiatives.
- Plan, execute and evaluate programs including special events, author lectures, play readings, film series, poetry readings, writing workshops, and concert series.
- Provide support for city and community use of the Schulman Auditorium and Gowland Meeting Room through facility rentals.
- Provide technical and event support for Library Learning Center and Georgina Cole Library programs.
- Coordinate video and audio production services for department programs.

KEY ACHIEVEMENTS FOR 2016-17:

- Completed final configuration of presentation and performance technology upgrades providing enhanced visual experiences for attendees and users of the Schulman Auditorium and Cole Community Room.
- Increased frequency of in-demand program offerings at Dove, including author talks, concerts and play readings.
- An internal committee examined best practices for assessing community needs and developing programs that address them.

KEY GOALS FOR 2017-18:

- Identify and implement an improved venue management software solution with enhanced reporting, payment and end-user capabilities.
- Analyze and update rental procedures and policies including a rental fee schedule that reflects current market rates.
- Examine customer demand and staffing capacity to establish new rental spaces within existing library facilities.
- Research and deploy outcome-based performance measures to better plan and assess library program offerings.
- Implement relationship and direct marketing campaigns to increase the number of venue rentals for community programs during midweek periods and develop a clientele for any newly established rental spaces.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CULTURAL ARTS
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014062-65, 67
1484010-40/1754010-65

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$569,751	\$596,739	\$600,165	\$599,966
MAINTENANCE & OPERATIONS	271,158	299,793	444,633	420,768
CAPITAL OUTLAY	1,466	145,501	0	0
GRAND TOTAL	\$842,375	\$1,042,033	\$1,044,798	\$1,020,734
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	2.83	3.05	3.05	3.53
GENERAL FUND	\$807,656	\$1,011,242	\$968,798	\$963,198
SPECIAL REVENUE	34,719	30,791	76,000	57,536
TOTAL FUNDING	\$842,375	\$1,042,033	\$1,044,798	\$1,020,734

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

- Produce nine TGIF Concerts in the Parks with accompanying souvenir program.
- Present visual arts exhibitions, performing arts and film programming at the Ruby G. Schulman Auditorium, the William D. Cannon Art Gallery and other Carlsbad locations.
- Administer Community Arts Grant program with the Carlsbad Arts Commission and community arts stakeholders.
- Work closely with Carlsbad Friends of the Arts on building their leadership and fundraising capacity.
- Increase connection to residents through newsletters, website, direct emails, and informational brochures.
- Offer educational programs for youth and adults, including Three-Part-Art, Family Open Studios and arts camps.
- Deepen partnerships with Parks & Recreation Department with art installations at Leo Carrillo Ranch Historic Park California History & Art Program.

KEY ACHIEVEMENTS FOR 2016-17:

- Deployed new mobile stage for TGIF Concerts in the Parks including staff training and leveraged new support (\$25K) to add an improved dance floor to enhance the audience experience.
- Developed and implemented strategies and recommendations for future public art based on the public art vision.
- Increased accessibility and visibility of cultural arts services through relocation of staff to the Carlsbad City Library.
- Managed public art projects as part of enhancements at Aviara Community and Pine Avenue Community Parks.
- Maximized new support for community arts grants (\$30K) by increasing the amount of funding awarded to numerous proposals from arts and education organizations.
- In alignment with the Arts Commission's priorities, utilized new public art funding (\$100K) by enhancing public art in the Dove Library, along with pursuing additional public art at Cole Library.
- Onboarded a new Cultural Arts Manager who was selected following a nation-wide search.

KEY GOALS FOR 2017-18:

- Implement public art as part of enhancements at Pine Avenue Community and Aviara Community Parks.
- Engage the community, Carlsbad Arts Commission and stakeholders in developing a comprehensive arts and culture master plan.
- Collaborate with various local organizations to enhance and broaden arts and cultural experiences in Carlsbad.
- Analyze and develop effective survey tools.
- Develop strategies in multi-generational programming to appeal to a diverse array of community members.

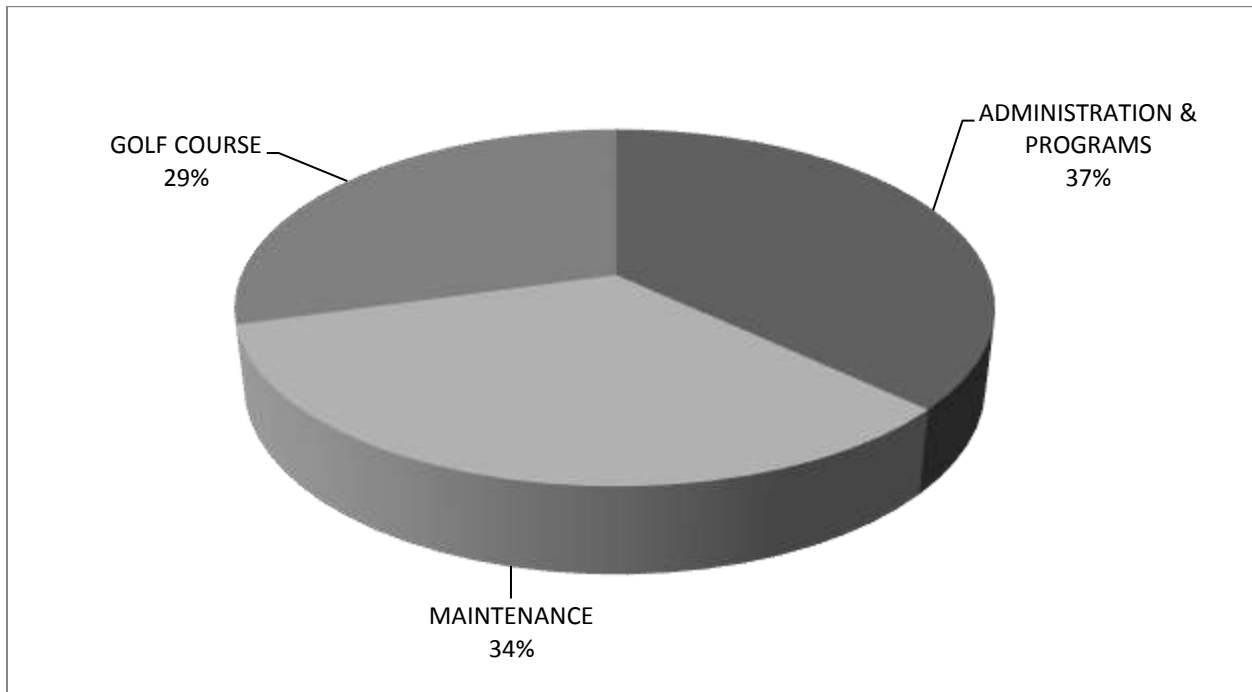
SIGNIFICANT CHANGES:

- None.

PROGRAM: PARKS & RECREATION
FUND: VARIOUS
PROGRAM GROUP: PARKS & RECREATION

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$7,410,498	\$7,583,754	\$8,364,221	\$8,583,440
MAINTENANCE & OPERATIONS	15,859,266	15,827,898	16,813,787	16,324,975
CAPITAL OUTLAY	172,699	120,849	168,790	548,400
GRAND TOTAL	\$23,442,463	\$23,532,501	\$25,346,798	\$25,456,815
FULL TIME POSITIONS	61.60	58.15	57.15	57.00
HOURLY/FTE POSITIONS	77.67	80.00	80.00	89.83



PROGRAM: PARKS & RECREATION ADMINISTRATION
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014510,
0014511, 0014545, 0014635,
1404515, 1494502-149507

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,411,263	\$1,577,210	\$1,642,254	\$1,610,738
MAINTENANCE & OPERATIONS	731,346	598,855	676,945	732,613
CAPITAL OUTLAY	6,187	12,448	0	0
GRAND TOTAL	\$2,148,796	\$2,188,513	\$2,319,199	\$2,343,351
FULL TIME POSITIONS	9.50	10.60	11.70	11.30
HOURLY/FTE POSITIONS	0.50	0.50	1.05	1.78
GENERAL FUND	\$2,118,072	\$2,130,411	\$2,186,249	\$2,192,484
SPECIAL REVENUE	30,724	58,102	132,950	150,867
TOTAL FUNDING	\$2,148,796	\$2,188,513	\$2,319,199	\$2,343,351

WORK PROGRAM:

The Parks & Recreation Department is accredited by the Commission for Accreditation of Park and Recreation Agencies for excellence in operation and service. Parks & Recreation Administration provides department leadership, planning and administrative services to help develop and sustain quality parks and recreation programs and services.

PROGRAM ACTIVITIES:

- Evaluate and monitor business processes to improve operations and performance.
- Develop and monitor department budget and annual Capital Improvement Program.
- Process and issue city special event permits.
- Enhance the citywide trails system through land acquisition, construction, maintenance and volunteers.
- Oversee the management agreement for The Crossings at Carlsbad municipal golf course.
- Monitor recreation programs with participant surveys and community outreach.
- Acquire funding and administer recreation program scholarships to low-income Carlsbad families.
- Design, produce, and distribute Community Services Guides and Summer Camps Booklet.
- Provide liaison services with the Parks & Recreation and Senior Commissions and Beach Preservation Committee.

KEY ACHIEVEMENTS FOR 2016-17:

- Maintained national accreditation from the Commission for Accreditation of Parks and Recreation Agencies.
- Submitted application for Gold Medal agency status with the National Recreation and Park Association.
- Initiated feasibility studies for a multigenerational community center and outdoor adventure park.
- Completed the Lake Calavera Trails Master Plan, including construction of a restroom facility.
- Completed the draft update to the Citywide Trails Master Plan and associated environmental study.
- Refined specifications and commenced public bidding for the Calavera Hills Community Park Gateway project.
- Completed construction documents and commenced public bidding for the Leo Carrillo Ranch Historic Park Master Plan Phase III project.
- Completed construction documents and commenced public bidding for the Aviara & Poinsettia Community Parks' Master Plan projects.
- Completed construction documents for the Pine Avenue Community Park Master Plan project and commenced construction of the community center and gardens.
- Completed construction documents for the Ocean Street Beach Access Improvements project.

PROGRAM: PARKS & RECREATION ADMINISTRATION
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

PAGE TWO

**ACCT NO. 0014510-11,
0014545, 0014635,
1404515 & 1494502-507**

KEY ACHIEVEMENTS FOR 2016-17 (continued):

- Renewed Right of Entry Permit with the State of California Parks & Recreation Department for restoration and maintenance on the Tamarack Upper Picnic Facilities and the Tamarack/Frazee Coastal Bluffs.
- Participated in Carlsbad Coastal Corridor improvement projects, including Terramar Coastal Area, Tamarack Avenue/Carlsbad Boulevard Intersection and South Carlsbad Boulevard Travel Lane Striping.
- Improved communications by providing contractor access to inspection software for park maintenance services.
- Digitalized process for city special event permitting.
- Updated and implemented cash handling procedures.

KEY GOALS FOR 2017-18:

- Obtain Gold Medal agency status from the National Recreation and Park Association.
- Complete feasibility studies for the multigenerational community center and outdoor adventure park.
- Oversee construction of the Calavera Hills Community Park Gateway project.
- Oversee construction of the Pine Avenue Community Park Master Plan project.
- Oversee construction of the Aviara & Poinsettia Community Parks' Master Plan projects.
- Oversee construction of the Ocean Street Beach Access Improvements project.
- Process adoption of the updated Carlsbad Trails Master Plan, associated environmental study and amendment to the General Plan and Local Coastal Program.
- Initiate public outreach for drafting a Robertson Ranch Community Park Master Plan.
- Draft restroom installation and amenities refurbishment plans for Hosp Grove Park.
- Draft restroom installation plans for Cannon Park.
- Reach consensus with the State of California Parks & Recreation Department for a long-term agreement to assume maintenance and operation of California State Parks facilities.
- Participate in the design, review and planning of the Carlsbad Coastal Corridor improvement projects.
- Help coordinate dredging projects for the Agua Hedionda and Buena Vista Lagoons.
- Open new interpretive exhibit in the Kindle Theatre at Leo Carrillo Ranch Historic Park.
- Commence with Phase I recommendations of the Leo Carrillo Ranch Historic Park outdoor interpretive sign plan.
- Upgrade community center digital sign boards to help promote and market parks and recreation activities.
- Research options for a new enterprise activity software program.
- Update section 11.32 Parks and Beaches section of the Carlsbad Municipal Code.

SIGNIFICANT CHANGES:

- Addition of 1.0 full-time Park Planner. Other position reallocations were made within Parks & Recreation.

PROGRAM: RECREATION
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014520-44,
0014547-73/1434567

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$3,332,015	\$3,495,572	\$3,935,489	\$4,122,617
MAINTENANCE & OPERATIONS	2,527,250	2,436,980	2,741,273	2,931,648
CAPITAL OUTLAY	18,461	4,662	0	0
GRAND TOTAL	\$5,877,726	\$5,937,214	\$6,676,762	\$7,054,265
FULL TIME POSITIONS	20.75	19.95	19.85	20.25
HOURLY/FTE POSITIONS	65.83	68.24	67.69	78.32
GENERAL FUND	\$5,851,877	\$5,914,519	\$6,629,262	\$6,965,765
SPECIAL REVENUE	25,849	22,695	47,500	88,500
TOTAL FUNDING	\$5,877,726	\$5,937,214	\$6,676,762	\$7,054,265

WORK PROGRAM:

The Parks & Recreation Department offers a wide range of programs and services including youth and adult sports, instructional classes, camps, aquatics, preschool, teen and senior programs and special events. The department also operates three community centers, a senior center, two aquatic centers, two historic sites, six large community parks, two dog parks, two skate parks and 15 other unique parks.

PROGRAM ACTIVITIES:

- Provide information, enrollment and registration services to the public on recreation programs and facilities.
- Collect and account for program revenue to ensure efficient and cost effective programming.
- Supervise operations and coordinate programs at community centers, parks and other city facilities.
- Process applications and issue permits for use of facilities.
- Promote fair and efficient use of athletic facilities for resident non-profit sports organizations.
- Provide public access to the Agua Hedionda Lagoon via a use agreement with NRG.
- Issue lagoon use permits and distribute information regarding use rules and regulations.
- Offer classes and camps for a wide range of ages and interests.
- Conduct historic park educational and interpretive programming.
- Instill values of good sportsmanship and respect in all recreation activities through T.R.U.S.T (Teaching Respect Unity Sportsmanship and Teamwork).
- Coordinate youth and adult competitive swim instruction and coaching.
- Schedule use of pools for school and club swim, water polo and diving teams.
- Educate and train the general public and city employees in first aid, Cardiopulmonary Resuscitation (CPR), Automated External Defibrillator (AED) and water rescue skills.
- Serve as a certification site for aquatics training programs through the American Red Cross.
- Provide parent participation preschool and toddler programs.
- Provide teen programs dedicated to providing fun, creative and healthy activities in a safe, supervised environment.
- Arrange classes, seminars, professional services and other learning opportunities for seniors.
- Provide transportation services to seniors between community locations to encourage connectivity.
- Provide congregate and home meals to seniors at little or no cost.
- Manage volunteer program which supports the Senior Center, Leo Carrillo Ranch and signature special events.
- Create and offer a variety of special events for the community to enjoy.

PROGRAM: RECREATION
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

PAGE TWO

**ACCT NO. 0014520-44,
0014546-73/1434567**

KEY ACHIEVEMENTS FOR 2016-17:

- Achieved a balanced budget for Alga Norte Community Park with operating revenues covering operating expenses.
- Expanded food and beverage operations at Alga Norte Community Park by renovating a snack bar located by the athletic fields.
- Hosted the USA Swimming Speedo Sectional Championship at Alga Norte Community Park.
- Completed a comprehensive analysis of the Monroe Street Pool to determine existing conditions.
- Increased participation and revenue for instructional classes by 15 percent.
- Increased participation and revenue for senior programs by 65 percent.
- Developed a youth indoor soccer program lead by professional European soccer coaches.
- Expanded the youth basketball program and introduced a new league for kindergartners.
- Relocated the after school teen program during construction of a new teen center.
- Maintained services and programs during renovations at Calavera Hills and Stagecoach Community Centers.
- Partnered with Friends of Carrillo Ranch to offer school busing grants for the California History & Art Program.
- Helped relocate library programs to recreation facilities during renovations at Cole and Dove Libraries.
- Integrated online registration software with ePACT, a network providing emergency contact information.
- Implemented new league registration software.
- Earned statewide award from California Parks and Recreation Society for Joan Kindle, Community Champion.
- Earned statewide recognition for Alga Norte Community Park marketing and communication plan.
- Attained staff certification through the Certified Park and Recreation Professional program.
- Cross trained staff to ensure succession planning, promote professional development and inspire new ideas.

KEY GOALS FOR 2017-18:

- Provide top quality services by listening, engaging and responding to citizens.
- Monitor and evaluate all program offerings and fees to remain competitive within the market.
- Prepare and implement program plans for new amenities at Pine Avenue, Aviara and Poinsettia Community Parks.
- Monitor and alter the business model at Alga Norte Community Park to maximize cost recovery.
- Increase participation and revenue for instructional classes.
- Increase participation in senior programs and classes to better serve this growing population.
- Offer new instructional classes at Leo Carrillo Ranch for sewing, cooking, archaeology, reptiles, and native animals.
- Implement recommendations from a comprehensive analysis of the Monroe Street Pool.
- Conduct aquatic operational auditing at the Alga Norte Aquatic Center and Monroe Street Pool.
- Implement recommendations of the Leo Carrillo Ranch Historic Park Outdoor Interpretive Sign Plan.
- Collaborate with Library & Cultural Arts to open a new photography exhibit at Leo Carrillo Ranch.

SIGNIFICANT CHANGES:

- Added 9.93 FTE part-time positions to support new programs, services and amenities for completed capital improvement projects.

PROGRAM: PARKS AND TRAIL MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION ACCT NO. 0014610, 0014620, 0014630

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$2,303,308	\$2,092,723	\$2,295,791	\$2,336,201
MAINTENANCE & OPERATIONS	4,361,960	4,421,309	4,440,647	4,519,591
CAPITAL OUTLAY	1,612	0	0	0
GRAND TOTAL	\$6,666,880	\$6,514,032	\$6,736,438	\$6,855,792
FULL TIME POSITIONS	27.95	23.10	21.20	21.00
HOURLY/FTE POSITIONS	9.55	9.41	9.41	7.98

WORK PROGRAM:

The Parks & Recreation Department maintains approximately 336 acres of community parks and special use areas, 47 miles of trails and 685 acres of habitat preserves, urban forests and undeveloped land.

PROGRAM ACTIVITIES:

- Manage turf, irrigation, landscaping and contract administration at designated parks, civic facilities, beach accesses and school athletic fields and courts.
- Inspect and maintain restroom facilities and picnic areas.
- Inspect and maintain tennis courts, basketball courts, soccer fields, softball/baseball fields and tot lots.
- Maintain and repair park structures, athletic field lighting, play equipment and other park fixtures.
- Inspect and prune all trees on a 4 year cycle, and a 2 year supplemental cycle for high maintenance trees.
- Maintain existing citywide trails, coordinate development of new trails and manage the trail volunteer program.
- Oversee preservation management of habitat preserves, urban forests and undeveloped lands.
- Coordinate coastal activities with the State of California Parks & Recreation Department and lagoon foundations.

KEY ACHIEVEMENTS FOR 2016-17:

- Completed a Request for Bids process for parks maintenance services, scope of work categories D, E, and F.
- Maintained the Tamarack State Beach Upper Picnic Facilities and the Tamarack/Frazee State Beach Coastal Bluffs.
- Replaced synthetic turf on the soccer field at Pine Avenue Community Park.
- Replaced field scoreboards at Calavera Hills, Poinsettia and Aviara Community Parks.
- Finalized draft update to the Carlsbad Trails Master Plan and corresponding environmental documents.
- Supported Adopt-A-Trail sponsorship and volunteer program on trails maintenance and improvement projects.
- Maintained capital improvements at the Ocean Street Parking Lot, enhancing vehicular entry/exit, pedestrian safety, handicapped accessibility, beach connectivity and general aesthetics.
- Completed the second phase of streetscape enhancement project for the Village and Northern Coastal area.
- Oversaw construction and assumed maintenance of the Lake Calavera restroom facility.
- Coordinated landscape/irrigation enhancements for the Dove and Cole Library remodels.
- Converted existing turf areas to drought-tolerant landscapes at Cole Library and City Hall.

PROGRAM: PARKS AND TRAIL MAINTENANCE **PAGE TWO**
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION ACCT NO. 0014610, 0014620, 0014630

KEY GOALS FOR 2017-18:

- Implement new contracts for parks maintenance services, scope of work categories D, E and F.
- Assume ongoing maintenance of the Pine Avenue Community Park Phase II Improvements.
- Assume ongoing maintenance of the Aviara Community Park Phase II Improvements
- Assume ongoing maintenance of the Poinsettia Community Park Phase III Improvements.
- Assume ongoing maintenance of the Calavera Hills Community Park Gateway Improvements.
- Assume ongoing maintenance of the Leo Carrillo Historic Ranch Stables and Restroom Improvements.
- Assume ongoing maintenance of the Ocean Street Beach Access Improvements.
- Assist in the implementation of the updated Carlsbad Trails Master Plan.
- Support Adopt-A-Trail sponsorship and volunteer program on trails maintenance and improvement projects.
- Maintain the Tamarack State Beach Upper Picnic Facilities and the Tamarack/Frazee State Beach Coastal Bluffs.

SIGNIFICANT CHANGES:

- Return 0.15 full-time position to Public Works, since Hansen software support is no longer provided to the department. Eliminated 1.0 full-time Maintenance Worker position. Other positions were reallocated within Parks & Recreation.

PROGRAM: STREET TREE MAINTENANCE
FUND: SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 1605023

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$189,819	\$233,723	\$269,388	\$267,965
MAINTENANCE & OPERATIONS	330,554	307,303	300,994	304,416
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$520,373	\$541,026	\$570,382	\$572,381
FULL TIME POSITIONS	1.90	2.75	2.60	2.45
HOURLY/FTE POSITIONS	0.95	0.97	0.97	0.88

WORK PROGRAM:

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 Village.

PROGRAM ACTIVITIES:

- Inspect and prune all city street trees on a 4 year cycle, and a 2 year supplemental cycle for high maintenance street trees.
- Respond to approximately 600 street tree service requests, and provide storm or other emergency assistance as necessary.
- Replant street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.
- Assume maintenance responsibility of new street trees within approved development projects.

SIGNIFICANT CHANGES:

- None.

PROGRAM: MEDIAN MAINTENANCE
FUND: SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 1615024

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$174,093	\$184,526	\$221,299	\$245,919
MAINTENANCE & OPERATIONS	623,892	650,391	832,311	896,068
CAPITAL OUTLAY	0	0	19,440	0
GRAND TOTAL	\$797,985	\$834,917	\$1,073,050	\$1,141,987
FULL TIME POSITIONS	1.50	1.75	1.80	2.00
HOURLY/FTE POSITIONS	0.84	0.88	0.88	0.87

WORK PROGRAM:

The median maintenance assessment district provides landscape and irrigation maintenance for approximately 68 acres of median planters and 9 acres of developed parkways, including the Downtown Village.

PROGRAM ACTIVITIES:

- Administer and oversee landscape and irrigation maintenance for all city median planters and developed parkways which includes litter control, weed abatement, pruning, shrub/tree refurbishment and irrigation repairs/adjustments.
- Inspect and prune median trees on a 4 year cycle, and a 2 year supplemental cycle for high maintenance trees.
- Perform plan checks, conduct inspections and assume maintenance responsibility for new median planters and developed parkways constructed from city capital improvement projects and private development.

KEY ACHIEVEMENTS FOR 2016-17:

- Reassumed maintenance of approximately 1 acre of median planters along Faraday Avenue.
- Assumed ongoing maintenance of approximately 3 acres of median planters along El Camino Real.
- Assumed ongoing maintenance of approximately 1 acre of developed parkway along Palomar Point Way.

SIGNIFICANT CHANGES:

- None.

PROGRAM: THE CROSSINGS GOLF COURSE
FUND: ENTERPRISE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 5724580

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	7,284,264	7,413,060	7,821,617	6,940,639
CAPITAL OUTLAY	146,439	103,739	149,350	548,400
GRAND TOTAL	\$7,430,703	\$7,516,799	\$7,970,967	\$7,489,039
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Crossings at Carlsbad is an 18-hole championship municipal golf course and event facility offering visitors a magnificent setting in a relaxed California coastal environment. Amenities for public use and enjoyment include a 6,835 yard par 72 golf course, a clubhouse complete with a golf shop, players' lounge, banquet facilities, spacious fireplace-lit dining room, full-service kitchen, outdoor deck with ocean views and a three mile stretch of beautiful hiking trails which connect to Veterans Memorial Park. Kemper Sports Management, Inc. manages this facility via a contract with the Carlsbad Public Financing Authority.

PROGRAM ACTIVITIES:

- Administer contract with Kemper Sports Management, Inc.
- Maintain and renovate turf, landscaping 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, Canyons Restaurant and snack bar.
- Manage sales and marketing for golf and non-golf activities, special events and gatherings.
- Train and oversee volunteer marshals, greeters and assistants servicing the course and clubhouse.
- Respond to special projects and requests from various departments.

KEY ACHIEVEMENTS FOR 2016-17:

- Installed new water conservation and beautification landscape along Palomar Airport Road.
- Retrofitted two drainage devices for improved flow capacity during significant storm events.
- Replaced aging fleet of golf carts and ancillary carts.
- Replaced selective Toro Workman MDX utility vehicles.
- Repaired and replaced mainline irrigation at various locations.
- Repaired slope along College Boulevard that eroded due to flood damage.
- Completed irrigation coverage analysis and implemented adjustments to improve course conditions.
- Implemented a water conservation and turf replacement plan for areas out of play along Palomar Airport Road.
- Purchased banquet equipment and 6 top burner oven.
- The outstanding Revenue Bonds in the amount of \$14.8 million were paid off.

KEY GOALS FOR 2017-18:

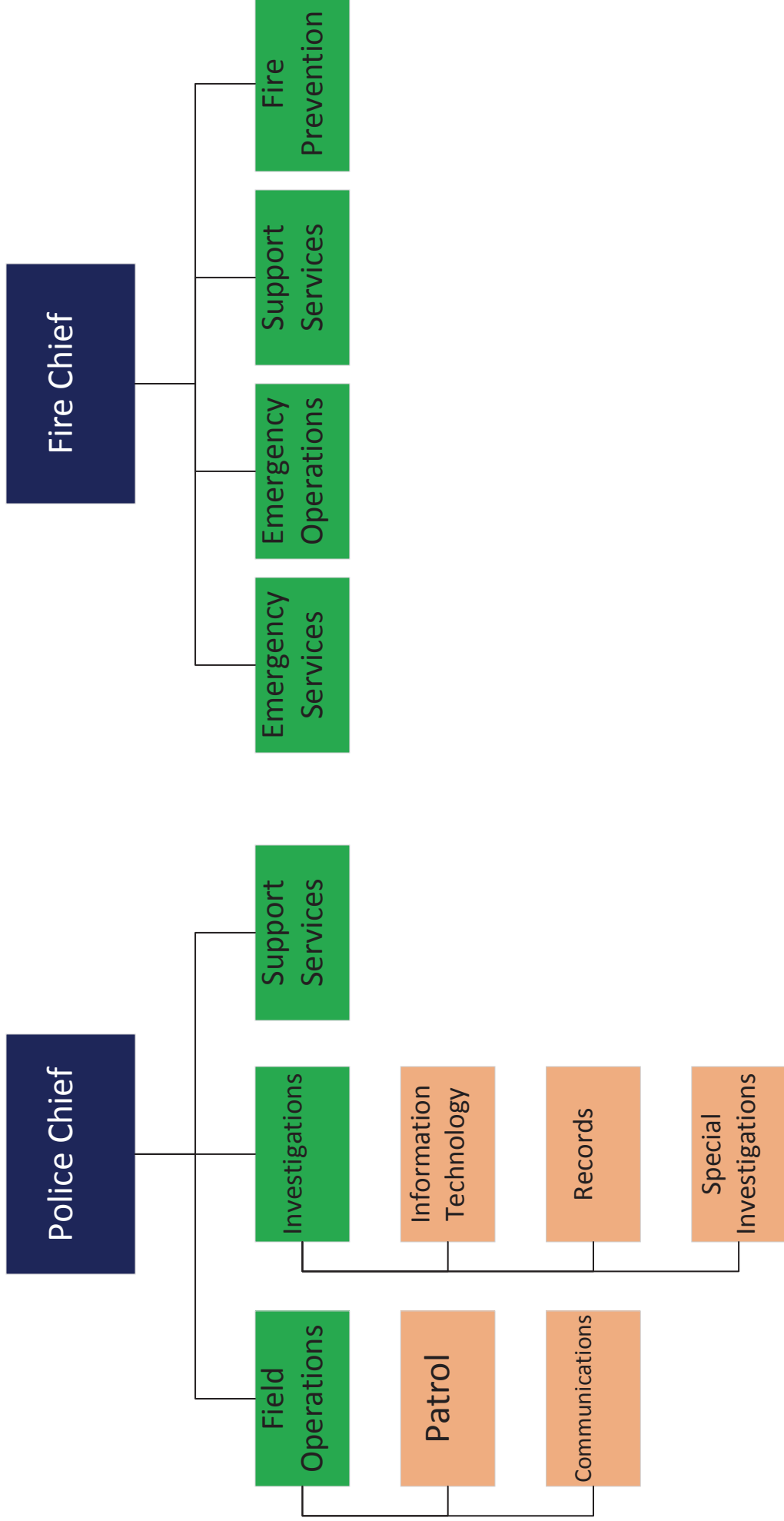
- Procure and install audio-visual system for the Sunset Patio of the Players' Lounge.
- Convert office space into a bridal preparation suite and restroom.
- Replace flooring in the Players' Lounge and Canyons Restaurant.
- Replace one of two pumps used to aerate the detention pond.
- Process a Request for Proposal for golf course and food and beverage operations.

SIGNIFICANT CHANGES:

- None.

Public Safety

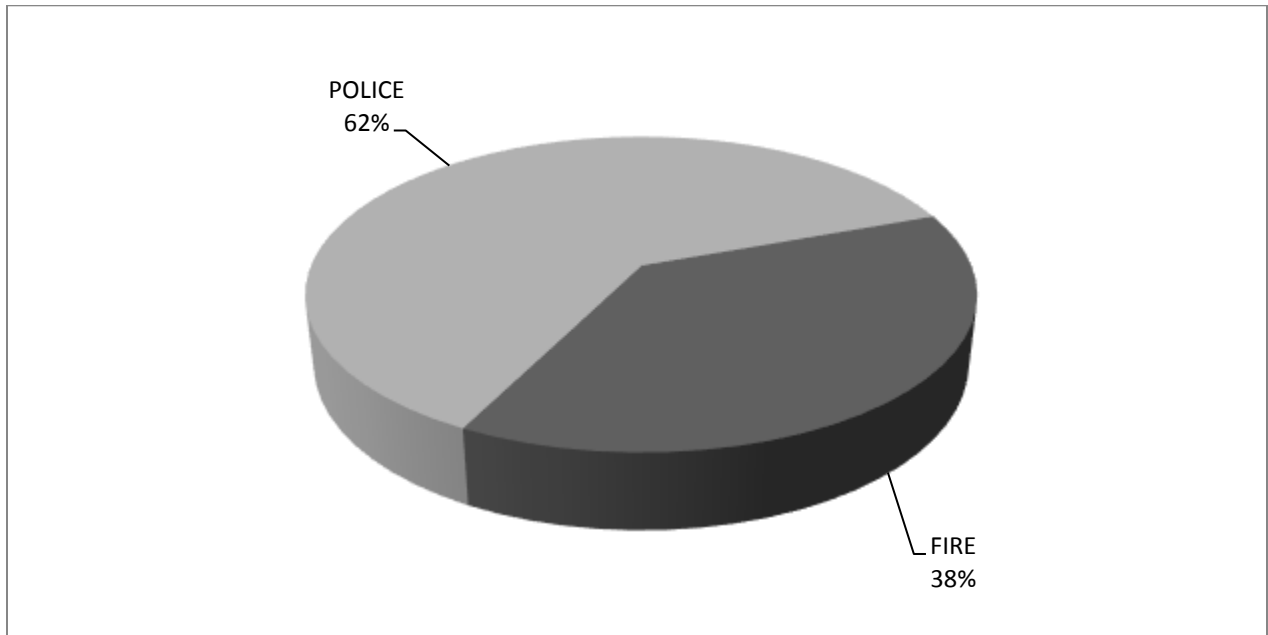
Org Chart by Function



PROGRAM: PUBLIC SAFETY
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: VARIOUS

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$38,954,551	\$40,457,695	\$44,150,298	\$45,978,541
MAINTENANCE & OPERATIONS	9,643,681	10,865,457	11,313,846	11,355,368
CAPITAL OUTLAY	400,494	982,149	130,078	64,614
GRAND TOTAL	\$48,998,726	\$52,305,301	\$55,594,222	\$57,398,523
FULL TIME POSITIONS	251.00	257.00	258.00	260.00
HOURLY/FTE POSITIONS	4.00	4.00	4.00	4.00



PROGRAM: FIRE
FUND: GENERAL
PROGRAM GROUP: FIRE

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$15,242,701	\$16,213,109	\$16,718,800	\$17,305,640
MAINTENANCE & OPERATIONS	3,671,592	4,322,444	4,327,210	4,405,919
CAPITAL OUTLAY	120,449	191,523	92,660	44,213
GRAND TOTAL	\$19,034,742	\$20,727,076	\$21,138,670	\$21,755,772
FULL TIME POSITIONS	89.00	89.00	90.00	90.00
HOURLY/FTE POSITIONS	1.17	1.17	2.00	2.00

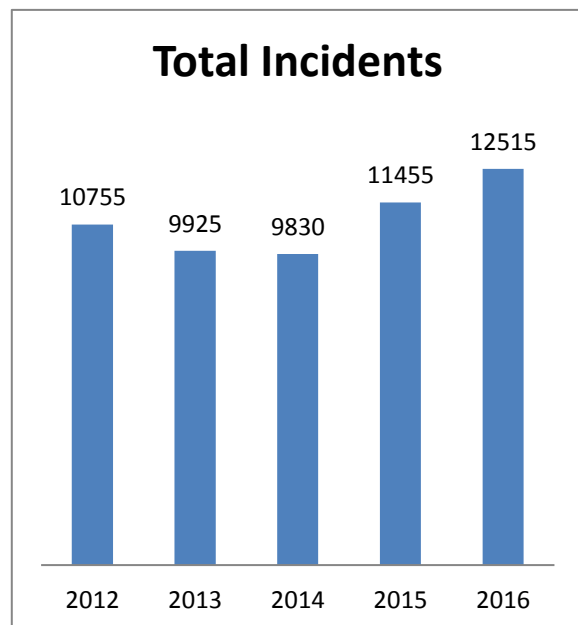
PROGRAM GROUP DESCRIPTION:

The Fire Department's mission is to enhance the quality of life in our community by delivering exceptional services in safeguarding lives, property, and our environment. We measure our success in accomplishing our mission through customer surveys, comparative analysis, operational effectiveness, and goal accomplishment.

WORKLOAD STATISTICS:

911 Dispatcher	99%
Response Time	98%
Competence	98%
Courtesy	98%
Procedures Explained	97%
Pain Relieved	94%
Overall Satisfaction	98%

(As rated on a five-point scale of very poor, poor, fair, good, and excellent.)



Customer Service Ratings: The above chart shows our customer satisfaction level for emergency medical services. The results show that our paramedics continue to live up to the department's values for "treating all patients as we would want our own family treated."

Incidents & Response Times: The Fire Department responded to 12,515 incidents and reached the scene in six minutes or less, 64 percent of the time.

PROGRAM: FIRE
FUND: GENERAL
PROGRAM GROUP: FIRE

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SUMMARY

KEY ACHIEVEMENTS FOR 2016-17:

- Completed the purchase of next generation 800 mhz radios so that the Fire Department is P25 compliant with the new Regional Communication System by January 1, 2018.
- Continued participation in the state-wide Community Paramedicine pilot program.
- Increased training levels and added those programs which are necessary for our department to continue to deploy as “all-threat” and “all-risk.”
- Completed a strategic plan, standards of coverage assessment, and management staffing assessment.
- Began data collection in order to complete department accreditation for fire services.

KEY GOALS FOR 2017-18:

- Increase professional development opportunities for administration and management staff.
- Maintenance and replacement of firefighting equipment.
- Firefighter health and wellness.

Fire Protection and Emergency Medical Services Performance Measures

Service Delivery/Benchmark	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
All Emergency Responses <u>first</u> unit on scene in 06:00 minutes or less from the time of dispatch/90% of the time	63%	64%	64%	64%
All Emergency Responses <u>second</u> unit on scene in 09:00 minutes or less from the time of dispatch/90% of the time	75%	76%	77%	77%
Carlsbad Resident Survey-Fire/90% or greater satisfaction	93%	95%	95%	95%
Overall Emergency Medical Service/90% or greater satisfaction	99%	97%	98%	98%

SIGNIFICANT CHANGES:

- None.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012210

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$500,618	\$524,304	\$551,851	\$532,156
MAINTENANCE & OPERATIONS	13,628	6,094	6,424	159,246
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$514,246	\$530,398	\$558,275	\$691,402
FULL TIME POSITIONS	3.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.83	0.00

WORK PROGRAM:

The Administration Division is the office of the Fire Chief, and coordinates the overall operation of the Fire Department. It provides strategic planning to carry out the mission and vision of the organization.

PROGRAM ACTIVITIES:

Coordination

- Provide program direction and planning for all divisions.
- Implement and support Fire Department specific values, mission, and vision.
- Support and facilitate department managers in accomplishing their goals.
- Facilitate team-building programs for all members of the management team.
- Promote increased communication and participation at all levels within the department.

Planning

- Provide a planning interface with other city departments and regional agencies in order to facilitate improved Fire services.
- Participate in the San Diego County Unified Disaster Council, Hazardous Materials Response and North County Dispatch JPAs.
- Participate in regional planning activities, including cooperation and coordination of dispatching, training, recruitment, and facilities.

SIGNIFICANT CHANGES:

- None.

PROGRAM: EMERGENCY OPERATIONS
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012220-28

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$13,578,533	\$14,383,400	\$14,677,810	\$15,205,714
MAINTENANCE & OPERATIONS	768,037	813,980	872,033	939,333
CAPITAL OUTLAY	113,546	191,523	92,660	44,213
GRAND TOTAL	\$14,460,116	\$15,388,903	\$15,642,503	\$16,189,260
FULL TIME POSITIONS	78.00	78.00	78.00	78.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Respond to requests for assistance in a timely manner with appropriate equipment and properly trained personnel.

PROGRAM ACTIVITIES:

Administration

Provide operational oversight for all services delivered by Emergency Operations.

Communications

Provide fire personnel with inter-agency communication capabilities utilizing state of the art technology.

Suppression

Extinguish fires and prevent spread to threatened property.

Technical Rescue

Provide all fire personnel equipment and training to enable "All-Risk" rescue needs.

Hazardous Materials (HazMat)/WMD

Provide training and equipment to handle the initial phases of a HazMat incident.

Training

Provide all fire personnel with state and federal mandated training in order to enhance their personal safety as well as services provided to the community.

Apparatus

Provide supplies to protect and maintain all apparatus.

Personal Protective Equipment

Provide state of the art protective clothing and equipment for all safety personnel.

Uniforms

Provide station uniforms with added Nomex fire protection to all fire personnel.

SIGNIFICANT CHANGES:

- None.

PROGRAM: WEED ABATEMENT
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012235

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$0	\$0	\$35,779	\$35,395
MAINTENANCE & OPERATIONS	48,485	40,759	102,661	103,045
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$48,485	\$40,759	\$138,440	\$138,440
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.50	0.50

WORK PROGRAM:

Manage the potential for grass and brush fires on unimproved property by means of a selective hazard abatement program.

PROGRAM ACTIVITIES:

Hazard Identification

- Identify and serve notice to owners of properties on which fire hazards exist or are likely to exist.
- Survey vacant lots and parcels for clearance.
- Obtain City Council approval for abatement.
- Mail notices to property owners.

Hazard Abatement

- Ensure effective abatement of identified hazards.
- Inspect all noticed property.
- During May through July, clean all property not previously abated by owners.
- Manage contractor performance and payment.
- Obtain City Council approval to place abatement costs onto property owners' property tax roll in July.
- Submit charges to County Auditor for recovery through property tax billing by August.
- Provide vegetation fire hazard reduction public education programs in urban wildlife interface zones.
- Provide computerized analysis of expected fire behavior in wildland areas adjacent to developed regions of the community.
- Coordinate vegetation hazard abatement on city owned vacant properties.

SIGNIFICANT CHANGES:

- None.

PROGRAM: EMERGENCY PREPAREDNESS
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012240-43

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$149,432	\$159,020	\$150,943	\$152,143
MAINTENANCE & OPERATIONS	61,916	69,338	146,959	144,733
CAPITAL OUTLAY	6,903	0	0	0
GRAND TOTAL	\$218,251	\$228,358	\$297,902	\$296,876
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Develop and manage emergency management programs that reduce the impact of natural and man-made disasters. Emergency management programs include: prevention/mitigation, preparedness, response and recovery.

- The Emergency Preparedness Program strategic goals include: strengthen city preparedness programs, develop community relationships, strengthen mutual aid partnerships, and meet federal and state preparedness requirements. The major components of the city’s emergency management program include:
 - Emergency preparedness, hazard mitigation, continuity of operations planning, and incident response and recovery planning;
 - Emergency Operations Center (EOC) readiness;
 - Disaster Service Worker, Incident Command System and the National Incident Management System (NIMS) training;
 - CPR/First Aid/AED training; and
 - Public outreach, including Community Emergency Response Team (CERT) classes and maintenance of CERT readiness standards, and training and administrative support for Chamber of Commerce Ready Carlsbad Business Alliance.

PROGRAM ACTIVITIES:

Planning

- Direct and manage City of Carlsbad Emergency Management Administrative Team.
- Develop and manage EOC facility, staffing, equipment and supplies to ensure incident response readiness.
- Develop and maintain city mass care and sheltering capability.

Training and Education

- Conduct classroom and simulation training sessions for city staff.
- Conduct EOC training and exercises.
- Conduct city staff shelter training.
- Provide basic emergency response training to city employees.
- Conduct emergency preparedness public outreach and education in the community.
- Ensure city compliance with training and implementation of NIMS.

Inter-Agency Coordination

- Represent the interests of the city on the County Unified Disaster Council.
- Promote Federal Emergency Management Agency’s *Whole Community Approach to Emergency Management*, including those with access and functional needs.

SIGNIFICANT CHANGES:

- None.

PROGRAM: SUPPORT SERVICES
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012250-53

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$498,604	\$489,435	\$546,074	\$598,540
MAINTENANCE & OPERATIONS	2,716,173	3,287,542	3,051,277	2,839,567
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,214,777	\$3,776,977	\$3,597,351	\$3,438,107
FULL TIME POSITIONS	3.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	1.17	1.17	0.67	1.50

WORK PROGRAM:

Support Services provides internal support and logistic services to all Fire Department divisions. This includes recruitment, promotional testing, facilities' requests, and equipment purchasing.

PROGRAM ACTIVITIES:

Provide program support services including:

- Assessment and selection of new probationary employees.
- Probationary training and testing.
- Annual promotional testing.
- Facilities management.
- Contract services management.
- Apparatus/Fleet management services.
- Procurement services (equipment and supplies).
- Department directives, policy and procedure management.
- Oversee the Fire Prevention Bureau.
- Participate in the development and administration of the department's budget.
- Computer program management.
- Provide coordination for fire and life safety public education programs.

SIGNIFICANT CHANGES:

- None.

PROGRAM: PREVENTION
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012260

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$515,514	\$656,950	\$756,343	\$781,692
MAINTENANCE & OPERATIONS	63,353	104,731	147,856	219,995
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$578,867	\$761,681	\$904,199	\$1,001,687
FULL TIME POSITIONS	4.00	4.00	5.00	5.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Reduce the potential for fire and property loss in the community through Fire Code enforcement, Fire Protection Engineering, Fire Investigation, Public Education and Community Risk Reduction.

PROGRAM ACTIVITIES:

Enforcement and Engineering

- Provide code enforcement occupancy inspections in existing public buildings and those under construction.
- Conduct periodic fire inspections in commercial, industrial, and multi-family residential buildings.
- Perform code compliance reviews on construction plan submittals within 15 days.
- Perform new construction inspections within 48 hours of request.
- Conduct code compliance inspections in State Fire Marshal mandated facilities (public assemblies, schools, care facilities, hotels and motels, apartment complexes and hazardous materials handling facilities).
- Respond to citizen hazard inquiries and complaints.
- Conduct cause and origin investigations for suspicious or large loss fires.
- Manage contractor performance and payment.

SIGNIFICANT CHANGES:

- None.

PROGRAM: POLICE
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: POLICE

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$23,711,850	\$24,244,586	\$27,431,498	\$28,672,901
MAINTENANCE & OPERATIONS	5,972,089	6,543,013	6,986,636	6,949,449
CAPITAL OUTLAY	280,045	790,626	37,418	20,401
GRAND TOTAL	\$29,963,984	\$31,578,225	\$34,455,552	\$35,642,751
FULL TIME POSITIONS	162.00	168.00	168.00	170.00
HOURLY/FTE POSITIONS	2.83	2.83	2.00	2.00

MISSION STATEMENT:

To protect and serve the community with integrity, professionalism, and valor.

PERFORMANCE/WORKLOAD MEASURES:

Response Time

The Police Department compares its average response time to different priority calls to the national average. The national average response time for priority 1 calls is less than six minutes. The average response time for priority 1 calls in Carlsbad is 5.9 minutes. Sixty percent of priority one calls are answered in less than six minutes.

Crime Rate

The FBI Index is used to measure crime in Carlsbad. The FBI Index includes homicide, rape, robbery, aggravated assault, burglary, larceny/theft, and motor vehicle theft. In 2016, Carlsbad's violent crime rate was 1.9 per 1,000 population and the property crime rate was 19.7 per 1,000 population. The county average for violent crime is 2.7 and for property crime is 16.7.

Community Perception of Crime

The Police Department measures citizens' perceptions of crime by asking, "How safe do you feel walking alone in your neighborhood?" Ninety-eight percent responded "very safe" or "safe" during the daytime, and 91 percent responded "very safe" or "safe" at night, the benchmarks are 89 percent and 74 percent respectively.

KEY ACHIEVEMENTS FOR 2016-17:

- Completion of Telestaff scheduling software program, which will automate shift bidding and scheduling tasks, in order to reduce workload for field supervisors.
- Implementation of NetRMS, records management system that will result in a timelier, accurate, and efficient process of entering reports into the system.
- Implementation of a body worn camera program for all police officers and community service officers.
- Formation of a proactive enforcement team to address the rise in property crimes.

KEY GOALS FOR 2017-18:

- Develop a homeless outreach team to address the transient population issue.
- Continue to work on department's technology foundation to be more effective and efficient, acquire more timely and accurate data, and to support a data driven approach to policing.
- Continue training and professional development for succession planning.
- Review one-year pilot Police Ranger program to determine if the program should become permanent.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012110

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$715,713	\$569,979	\$729,198	\$737,834
MAINTENANCE & OPERATIONS	902,801	921,588	937,748	1,164,387
CAPITAL OUTLAY	8,158	7,291	0	0
GRAND TOTAL	\$1,626,672	\$1,498,858	\$1,666,946	\$1,902,221
FULL TIME POSITIONS	5.00	6.00	5.00	5.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Develop and administer functions and programs that support the city's and the Police Department's statement of values in a manner responsive to the city and its citizens. Provide leadership and support to department divisions. Establish policies and long-range plans to meet department goals and city needs.

Mission Statement: To protect and serve the community with integrity, professionalism and valor.

Values, leading with:

- Commitment: Dedication to duty and responsibility
- Honesty: Sincere and truthful in our endeavors
- Respect: Treat everyone with dignity
- Accountability: Responsible and transparent in our actions and words
- Compassion: Concern and sympathy for others ensures our organizational success
- Vision: Embrace the future and honor the past in pursuit of a safer tomorrow

PROGRAM ACTIVITIES:

Service Programs

- Develop and manage programs that reduce crime, encourage citizen participation, and improve community safety.

Organization

- Assist staff with individual and group development.

Division Support

- Provide support to divisions to assist with meeting goals.

Leadership

- Provide department staff with the knowledge and training necessary to carry out the department's mission.
- Department leadership will focus on the following areas in Fiscal Year 2017-18:
 - Training and professional development.
 - Enhancing information technology to improve service levels and increase efficiency.
 - Collaboration - with other departments, cities, agencies, and community groups.
 - Innovation - using technology to provide the most efficient and effective service.
 - Engagement - using social media to engage the community.

SIGNIFICANT CHANGES:

- None.

PROGRAM: FIELD OPERATIONS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012120

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$10,899,287	\$11,087,111	\$12,981,459	\$14,226,749
MAINTENANCE & OPERATIONS	1,328,103	1,391,617	1,564,222	1,478,090
CAPITAL OUTLAY	93,390	441,835	26,000	0
GRAND TOTAL	\$12,320,780	\$12,920,563	\$14,571,681	\$15,704,839
FULL TIME POSITIONS	71.47	73.60	77.00	82.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Respond to calls for service and provide emergency services, preventative patrol, traffic enforcement, and special enforcement in the community. Enforce laws and ordinances, preserve the peace, and provide for the protection of life and property through proactive programs of enforcement and prevention.

PROGRAM ACTIVITIES:

Calls for Service

- Respond to calls for emergency and non-emergency services.
- Investigate crimes.
- Enforce laws and ordinances.

Reports

- Take reports including crime, arrest, collisions, incident, citation, and field interview.

Response Time

- Respond to priority one calls in less than six minutes.

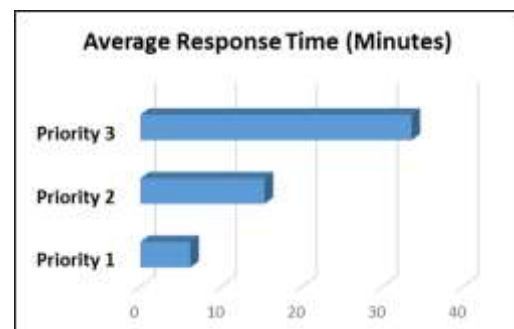
WORKLOAD STATISTICS:

	<u>CY2012</u>	<u>CY2013</u>	<u>CY2014</u>	<u>CY2015</u>	<u>CY2016</u>
Police Activities/Calls for Service	90,122	87,976	91,314	92,061	84,858
Cases	8,314	8,296	8,349	9,253	8,884

PERFORMANCE/WORKLOAD MEASURES:

2016 Average Response Times

Priority one calls are those in which there is an immediate threat to life or property. Our goal is to respond to all priority one calls in an average of six minutes or less. Priority one calls were 3 percent of our total call volume in 2016. Priority two (urgent calls) and priority three (calls for reports) made up 81% percent of our total call volume. The remaining 16 percent were priority four calls.



SIGNIFICANT CHANGES:

- Positions were reallocated within the department to reflect organizational changes. In addition, 2.0 previously unfunded full-time Police Officer positions were funded for the upcoming fiscal year, and 2.0 full-time provisional Police Rangers were added to help patrol open space in the city, including the preserves, trails, lagoons, beaches, and parks.

PROGRAM: COMMUNITY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012119, 2121-23, 2125, 2142

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,636,697	\$1,910,038	\$2,011,045	\$1,815,958
MAINTENANCE & OPERATIONS	414,394	485,252	464,000	505,246
CAPITAL OUTLAY	31,591	0	0	0
GRAND TOTAL	\$2,082,682	\$2,395,290	\$2,475,045	\$2,321,204
FULL TIME POSITIONS	12.00	12.00	12.00	10.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Community Services Division includes the following programs:

Traffic

- Provide traffic enforcement as a means of reducing collisions and hazardous violations in the community. Provide accident investigation and traffic safety programs to make the streets and highways safer.

Volunteer Program

- Provide support to the members of the Police Department and help enhance community safety and security through education and crime prevention.

Reserve Program

- Provide assistance to the patrol and traffic functions, as well as other divisions within the department by assignment as transport, cover, or working with officers.

Lagoon Patrol

- Maintain order in and around Agua Hedionda Lagoon. Provide general coverage and respond to concerns involving Agua Hedionda and the other city lagoons.

Media Relations and Crime Prevention

- Provide information to the media in order to inform the public regarding crime activity in the city.
- Help improve the quality of life for Carlsbad citizens through crime prevention awareness and education, and help reduce the fear of crime through the dissemination of information.

Explorer Program

- Provide volunteer opportunities for youth interested in careers in law enforcement.

PROGRAM ACTIVITIES:

Traffic

- Maintain a high profile of traffic enforcement in order to reduce traffic collisions citywide.
- Conduct accident investigations to document location, time, and cause of traffic collisions in order to provide targeted traffic enforcement.
- Provide data for traffic engineering.

Senior Volunteer Patrol

- Conduct crime prevention patrols.
- Assist with traffic control and special events.
- Conduct education activities in the community.
- Provide regular contact for homebound citizens.

PROGRAM: COMMUNITY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

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ACCT NO. 0012119, 2121-23, 2125, 2142

PROGRAM ACTIVITIES (continued):

In-House Volunteers

- Provide general clerical assistance.
- Provide data entry assistance.
- Contact crime victims.
- Provide assistance with special assignments and projects.

Reserves

- Provide patrol assistance to the Police Department.

Lagoon Patrol

- Monitor recreational boating operation on Agua Hedionda Lagoon.
- Patrol lagoon, trail, and park areas.

Media Relations and Crime Prevention

- Communicate department information to the media in order to keep the public informed.
- Use social media, including Facebook and Twitter, to share crime prevention information with the community.
- Create and implement education and awareness programs that reduce the threat of crime and enhance safety and security.
- Target community groups including businesses, crime victims, and visitors utilizing community forums, the department web site, social media, email subscriptions, and electronic newsletters.

SIGNIFICANT CHANGES:

- Positions were reallocated due to organizational changes within the department.

PROGRAM: CANINE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012124

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$685,761	\$580,238	\$729,316	\$727,144
MAINTENANCE & OPERATIONS	95,213	151,438	174,168	151,591
CAPITAL OUTLAY	22,368	21,131	0	0
GRAND TOTAL	\$803,342	\$752,807	\$903,484	\$878,735
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Augment patrol officers in general law enforcement efforts to deter crime. Enhance department's ability to locate hidden suspects while providing greater officer safety through the use of trained police dogs.

PROGRAM ACTIVITIES:

- Enforce laws throughout the city.
- Provide canine coverage on each patrol watch.
- Provide canine demonstrations to schools and civic groups throughout the year to show the capabilities of police canine teams.

SIGNIFICANT CHANGES:

- None.

PROGRAM: INVESTIGATIONS/FIELD EVIDENCE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012126, 2128, 2130, 2136

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$2,656,975	\$2,921,058	\$2,606,750	\$2,854,188
MAINTENANCE & OPERATIONS	329,329	387,889	310,451	318,648
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,986,304	\$3,308,947	\$2,917,201	\$3,172,836
FULL TIME POSITIONS	15.00	15.00	14.00	15.00
HOURLY/FTE POSITIONS	1.00	0.50	0.00	0.00

WORK PROGRAM:

Investigations

Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of crimes. Provide coordination of the criminal justice process; recover stolen property; process property and evidence.

Violent Crimes Unit

Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of violent crimes.

Field Evidence

Collect and process evidence collected in the field by police employees. Evidence may include fingerprints, photographs, plaster casting, bodily fluids, and other items.

SWAT Team

Assist in the preservation of all life and ensure a safe resolution to critical incidents such as barricaded suspects and armed threats. Serve high-risk search warrants. Ensure the immediate ability of advanced lifesaving treatment to any injured persons with specially trained Fire Department paramedics. Program activities include:

- Conduct monthly training for team members.
- Respond to critical incidents.
- Serve high-risk search warrants.

Crisis Negotiation Team

The team's responsibilities include:

- Negotiate with suicidal, barricaded and hostage taking subjects for a safe and timely resolution.
- Provide intelligence information to the command staff and the SWAT Team.
- Evaluate tactical operations and provide liability related input to command staff.

WORKLOAD STATISTICS:

	<u>CY2012</u>	<u>CY 2013</u>	<u>CY2014</u>	<u>CY2015</u>	<u>CY2016</u>
Violent Crime Clearance Rate	50%	71%	92%	70%	55%
Property Crime Clearance Rate	16%	20%	21%	29%	15%

SIGNIFICANT CHANGES:

- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: VICE/NARCOTICS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012131

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$687,178	\$733,020	\$912,645	\$1,089,740
MAINTENANCE & OPERATIONS	91,436	98,750	75,280	79,492
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$778,614	\$831,770	\$987,925	\$1,169,232
FULL TIME POSITIONS	4.00	4.00	5.00	6.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Enforce the laws relating to vice and narcotics violations. Identify and assist in the prosecution of those responsible for the use, distribution, sale, and proliferation of illegal drugs in the community. Identify and arrest those responsible for the violation of laws concerning prostitution, gambling, liquor laws, and other illegal activities.

SIGNIFICANT CHANGES:

- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: YOUTH/SCHOOL PROGRAMS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012132, 2143

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$557,919	\$554,825	\$607,856	\$491,597
MAINTENANCE & OPERATIONS	88,527	88,679	102,920	106,700
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$646,446	\$643,504	\$710,776	\$598,297
FULL TIME POSITIONS	4.00	4.00	4.00	3.00
HOURLY/FTE POSITIONS	0.33	0.00	0.00	0.00

WORK PROGRAM:

Police School Resource Officers

Maintain order in and around schools to deter crime through enforcement, and to create a positive interaction among students, citizens, and educators.

Juvenile Diversion

Provide juvenile diversion services and programs to all age levels of youth within the City of Carlsbad, both delinquent and pre-delinquent, and within and prior to entering the criminal justice system.

PROGRAM ACTIVITIES:

Police School Resource Officers

- Maintain order and enforce laws on school campuses located within the City of Carlsbad.
- Educate staff and students regarding laws pertaining to schools, child abuse, and law enforcement in general.
- Conduct follow-up investigations on juvenile and school-related crime.
- Serve as a resource for school safety preparedness.

Juvenile Diversion

- Partners with Project Aware, a program which provides a series of workshops to enrollees in juvenile diversion to teach them skills related to emotional literacy, anger management, problem solving and healthy relationships.

SIGNIFICANT CHANGES:

- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: PROPERTY AND EVIDENCE/RECORDS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012133, 2145

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$643,318	\$594,264	\$928,121	\$661,776
MAINTENANCE & OPERATIONS	68,677	76,364	60,660	72,316
CAPITAL OUTLAY	0	0	0	16,470
GRAND TOTAL	\$711,995	\$670,628	\$988,781	\$750,562
FULL TIME POSITIONS	7.47	9.00	8.00	6.00
HOURLY/FTE POSITIONS	0.52	0.35	0.50	0.50

WORK PROGRAM:

Property and Evidence

Responsible for the processing, retention, disposal, and security of all property and evidence obtained or seized by the department.

Records

Provide processing, filing, and maintenance of all department law enforcement official records; responsible for data entry into the Automated Regional Justice Information System (ARJIS) countywide system and statewide system for the purpose of reporting crime information; responsible for public reception, information, fingerprinting services and general access to the department for the public.

PROGRAM ACTIVITIES:

Property and Evidence

- Physically maintain and accurately track all property and evidence.
- Return property to lawful owners.
- Dispose of property according to law.

Records

- Process Police records including arrests, crime cases, citations, traffic collisions, and incident reports.
- Perform data entry on arrests, crime cases, citations, traffic collisions, and incident reports.
- Interact with public and other government/law enforcement agencies.
- Prepare reports for release according to law.
- Provide statistical data to State of California.

WORKLOAD STATISTICS:

	<u>CY2012</u>	<u>CY2013</u>	<u>CY2014</u>	<u>CY2015</u>	<u>CY2016</u>
Police Cases	8,314	8,296	8,349	9,253	8,884

SIGNIFICANT CHANGES:

- Implementation of a new records management system continues this fiscal year. The system, NetRMS, will create paperless reporting and distribution of reports throughout the department, creating new workload efficiencies.
- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: FAMILY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012134

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$940,867	\$955,566	\$1,003,343	\$1,051,663
MAINTENANCE & OPERATIONS	50,926	57,761	37,896	55,968
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$991,793	\$1,013,327	\$1,041,239	\$1,107,631
FULL TIME POSITIONS	6.00	6.00	6.00	6.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide follow-up investigation leading to the identification and apprehension of persons responsible for the commission of crimes relating to juvenile offenders, juvenile victims, elder abuse, and domestic violence incidents. Provide coordination of the criminal justice process as it relates to prevention, education, diversion, and enforcement.

PROGRAM ACTIVITIES:

- Investigate and follow up on crime and incident reports as they relate to all phases of the family.
- Assist in the coordination of diversion, prevention, and education activities offered by the department including Juvenile Justice Panel, Project Aware, parenting skills classes, mentoring at-risk youth, fraud and elder abuse.

SIGNIFICANT CHANGES:

- None.

PROGRAM: **TASK FORCES**
FUND: **GENERAL**
PROGRAM GROUP: **POLICE**

ACCT NO. 0012135

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$334,135	\$302,995	\$360,854	\$244,452
MAINTENANCE & OPERATIONS	46,038	50,093	50,562	48,394
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$380,173	\$353,088	\$411,416	\$292,846
FULL TIME POSITIONS	3.00	3.00	2.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Participate in specialized regional crime-fighting task forces including North County Gang Task Force and the Narcotics Task Force.

SIGNIFICANT CHANGES:

- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: SUPPORT SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012140

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$979,774	\$839,016	\$734,745	\$904,741
MAINTENANCE & OPERATIONS	182,740	196,369	183,665	188,582
CAPITAL OUTLAY	0	15,809	0	0
GRAND TOTAL	\$1,162,514	\$1,051,194	\$918,410	\$1,093,323
FULL TIME POSITIONS	6.00	5.00	4.00	5.00
HOURLY/FTE POSITIONS	0.50	1.00	1.00	1.00

WORK PROGRAM:

Provide support to the Police Department in the form of training, internal affairs, professional standards, and personnel recruitment and hiring.

PROGRAM ACTIVITIES:

- Coordinate all department training.
- Recruit new employees.
- Organize testing programs and conduct Police Officer Standards and Training (POST) and mandated pre-employment investigations.
- Establish, maintain and enforce department professional standards.
- Investigate citizen complaints.

SIGNIFICANT CHANGES:

- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: COMMUNICATIONS CENTER
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012144

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$2,188,468	\$2,216,647	\$2,891,070	\$2,905,835
MAINTENANCE & OPERATIONS	162,731	210,598	192,910	214,040
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,351,199	\$2,427,245	\$3,083,980	\$3,119,875
FULL TIME POSITIONS	19.00	21.00	21.00	21.00
HOURLY/FTE POSITIONS	0.48	0.48	0.50	0.50

WORK PROGRAM:

Provide public safety communication including answering 9-1-1 and other calls and dispatching appropriate emergency personnel.

PROGRAM ACTIVITIES:

Provide routine and emergency public safety communication services.

WORKLOAD STATISTICS:

	<u>CY2012</u>	<u>CY2013</u>	<u>CY2014</u>	<u>CY2015</u>	<u>CY2016</u>
Police Activities	90,122	87,976	91,314	92,061	84,858
9-1-1 calls	26,954	26,901	28,864	29,765	27,410
Total Phone Calls	157,890	139,673	148,400	151,406	145,944

SIGNIFICANT CHANGES:

- None.

PROGRAM: INFORMATION TECHNOLOGY
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012147

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$592,608	\$729,034	\$778,294	\$811,990
MAINTENANCE & OPERATIONS	2,081,724	2,299,888	2,738,356	2,480,092
CAPITAL OUTLAY	40,363	14,734	2,000	0
GRAND TOTAL	\$2,714,695	\$3,043,656	\$3,518,650	\$3,292,082
FULL TIME POSITIONS	4.00	4.00	5.00	5.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide information technology support to the Police Department.

PROGRAM ACTIVITIES:

- Maintain and develop the department's automated systems such as CAD, ARJIS, and the microcomputer network.
- Maintain and develop the department's information technology infrastructure.
- Provide support to department users of information technology.
- Implement and install new technology.

SIGNIFICANT CHANGES:

- None.

PROGRAM: POLICE ASSET FORFEITURE
FUND: SPECIAL REVENUE
PROGRAM GROUP: POLICE

ACCT NO. 1212110, 1222110

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	122,944	90,533	91,928	83,363
CAPITAL OUTLAY	38,816	59,171	9,418	3,931
GRAND TOTAL	\$161,760	\$149,704	\$101,346	\$87,294
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The City of Carlsbad periodically receives forfeited funds and assets as a result of the Police Department's narcotics enforcement efforts. These funds are restricted by statute for use by the Police Department only, and cannot be used to supplant existing budgets.

KEY GOALS FOR 2017-18:

- Planned purchases:
 - Subscription services
 - Vehicle equipment
 - Computer equipment

SIGNIFICANT CHANGES:

- None.

PROGRAM: CITIZENS OPTION FOR PUBLIC SAFETY
FUND: SPECIAL REVENUE
PROGRAM GROUP: POLICE

ACCT NO. 1232150

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$100,026	\$189,282	\$156,802	\$149,234
MAINTENANCE & OPERATIONS	2,260	3,720	1,870	2,540
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$102,286	\$193,002	\$158,672	\$151,774
FULL TIME POSITIONS	1.06	1.40	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

This is the eighteenth year the city has received funding from the Citizens Option for Public Safety (COPS) grant program. This program focuses on front-line police services.

PROGRAM ACTIVITIES:

- Identify problems and causes.
- Develop short-term and long-term solutions.
- Work in cooperation with citizens, community groups and other agencies.

SIGNIFICANT CHANGES:

- None.

PROGRAM: POLICE GRANTS
FUND: SPECIAL REVENUE
PROGRAM GROUP: POLICE

ACCT NO. 124-125XXXX

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$93,124	\$61,513	\$0	\$0
MAINTENANCE & OPERATIONS	4,246	32,474	0	0
CAPITAL OUTLAY	45,359	230,655	0	0
GRAND TOTAL	\$142,729	\$324,642	\$0	\$0
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.50	0.00	0.00

WORK PROGRAM:

At the time of budget adoption, grant funds had not been finalized and appropriated in the budget documents. Estimated budget amounts to be appropriated during the FY 2017-18 are summarized below:

The Police Department has requested approximately \$52,000 from the US Department of Homeland Security Operation Stonegarden grant to reimburse Carlsbad for overtime expenses. Operation Stonegarden is a program to enhance security along the borders of the United States by increasing law enforcement presence. Carlsbad will provide additional patrol to help increase security along San Diego’s coastline and deny coastal egress routes to human and drug smuggling organizations.

The Justice Assistance Grant will provide the department with approximately \$18,000 to purchase needed equipment.

The Police Department also received \$100,000 from the Office of Traffic Safety Grant which will be used to conduct traffic safety enforcement operations.

SIGNIFICANT CHANGES:

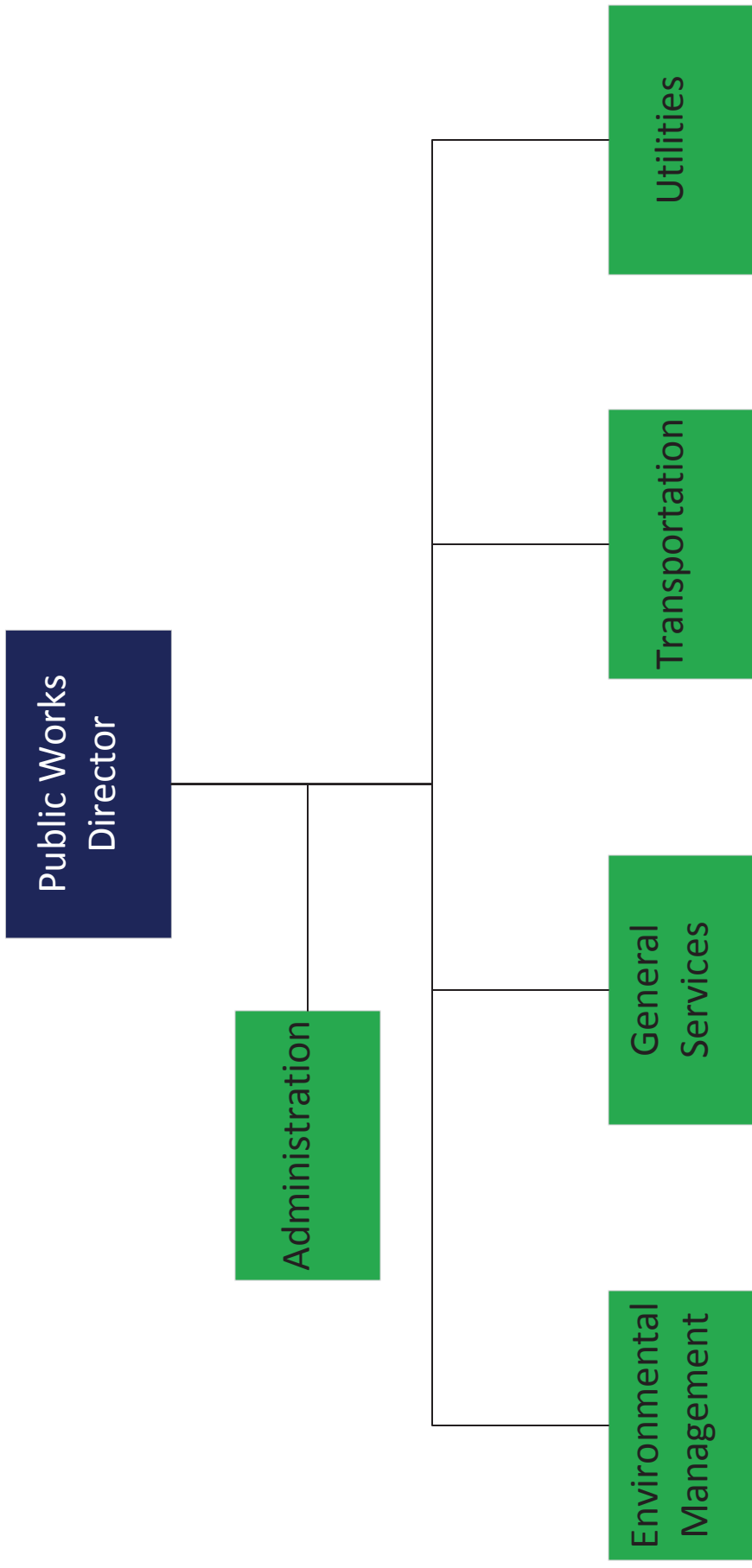
- None.





Public Works

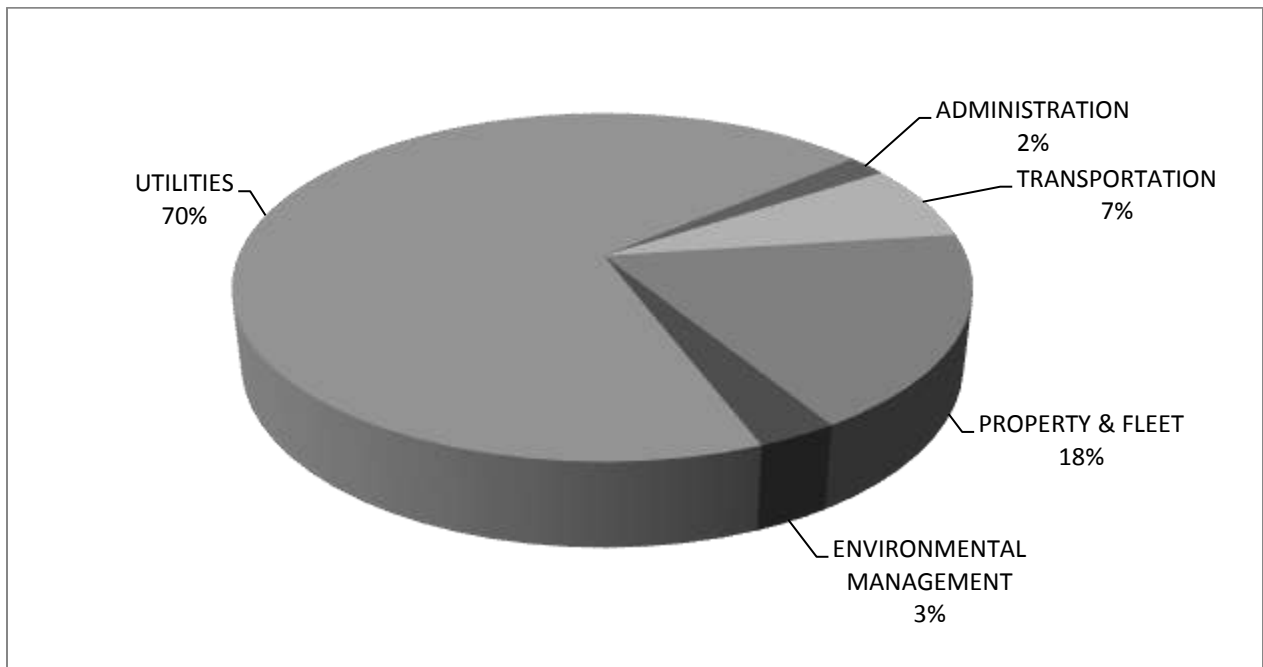
Org Chart by Function



PROGRAM: PUBLIC WORKS
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: VARIOUS

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$16,132,035	\$18,249,420	\$20,004,942	\$20,832,657
MAINTENANCE & OPERATIONS	60,944,994	56,597,575	65,778,302	69,526,793
CAPITAL OUTLAY	1,651,092	3,154,777	3,837,273	2,404,800
GRAND TOTAL	\$78,728,121	\$78,001,772	\$89,620,517	\$92,764,250
FULL TIME POSITIONS	160.40	162.85	163.85	165.00
HOURLY/FTE POSITIONS	5.75	5.25	8.00	13.00



PROGRAM: PUBLIC WORKS ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: PUBLIC WORKS

ACCT NO. 0018310

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$751,188	\$1,264,618	\$1,410,192	\$1,576,318
MAINTENANCE & OPERATIONS	502,987	428,996	349,913	543,578
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,254,175	\$1,693,614	\$1,760,105	\$2,119,896
FULL TIME POSITIONS	6.00	8.05	9.85	10.90
HOURLY/FTE POSITIONS	0.00	0.00	0.00	1.00

WORK PROGRAM:

Public Works is responsible for planning, providing and maintaining the infrastructure to support a high quality of life in Carlsbad. The department also manages the Capital Improvement Program, which encompasses street pavement programs; traffic management; major facilities maintenance, repairs and renovations; water and sewer infrastructure; construction of civic buildings; and other infrastructure projects.

PROGRAM ACTIVITIES:

Public Works Administration provides coordinated administrative support services to the entire Public Works department, with a focus on strategic alignment to the Community Vision and City Council goals. Functional areas include department management, budget oversight, communications and outreach, contract administration, and records management.

KEY ACHIEVEMENTS FOR 2016-17:

- Launched a pilot of the City@Your Service app to provide a more convenient tool for the public to submit service requests.
- Updated Carlsbad Municipal Code to allow for Job Order Contracting.
- Developed Contract Processing Manual and provided contract administration training to approximately 80 staff members citywide.
- Provided a series of business writing workshops to improve communication skills for staff throughout the department.
- Analyzed nearly 200 boxes of records department-wide, and prepared appropriate records to be digitized and imported into HPRM software.
- Prepared reports to City Council on the Capital Improvement Program in coordination with Community and Economic Development, Parks & Recreation and City Manager's office.

KEY GOALS FOR 2017-18:

- Complete a department wide strategic plan.
- Complete a department wide succession plan.
- Implement a Job Order Contracting program.
- Implement a strategy for digitizing and importing department records into HPRM system per the city's records retention schedule.
- Continue to provide enhanced training opportunities for staff at all levels of the department.
- Continue improving systems management for all divisions department wide.

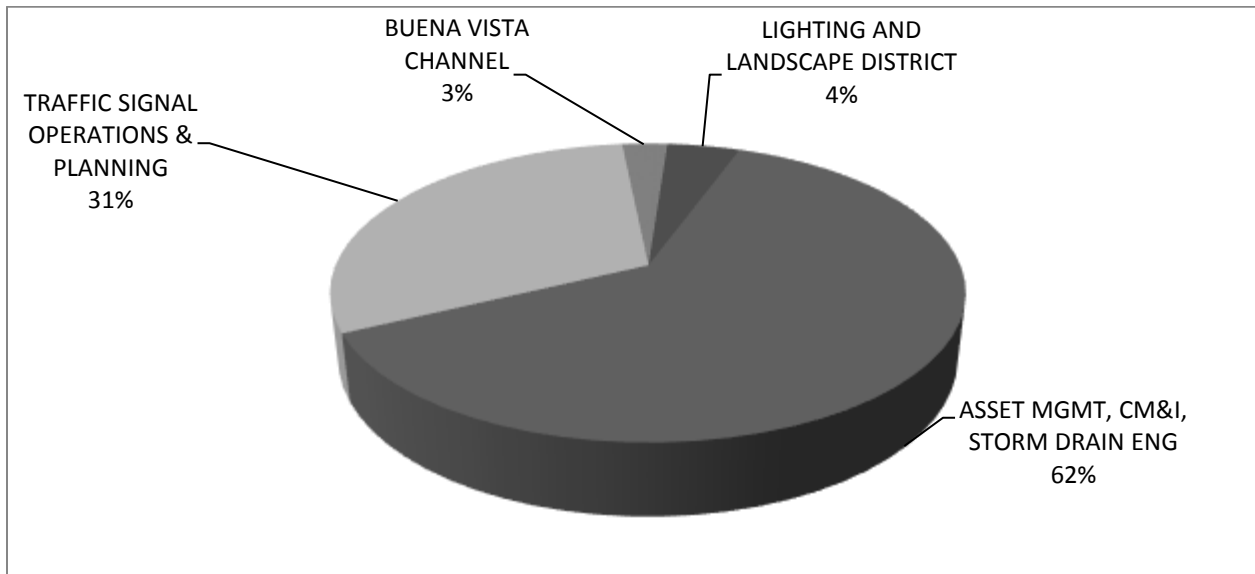
SIGNIFICANT CHANGES:

- Addition of 1.0 full-time Property and Environmental Management Director and 1.0 FTE part-time positions to assist with overall administrative functions within the department.

PROGRAM: TRANSPORTATION
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: TRANSPORTATION

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$3,209,200	\$3,924,536	\$4,480,997	\$4,567,747
MAINTENANCE & OPERATIONS	1,966,253	2,195,442	2,645,011	2,365,401
CAPITAL OUTLAY	30,245	19,253	55,500	0
GRAND TOTAL	\$5,205,698	\$6,139,231	\$7,181,508	\$6,933,148
FULL TIME POSITIONS	28.40	29.75	33.00	32.00
HOURLY/FTE POSITIONS	0.00	0.00	1.50	2.00



PROGRAM: TRANSPORTATION AND STORM DRAIN ENGINEERING,
**ASSET MANAGEMENT, CONSTRUCTION MANAGEMENT
 & INSPECTION**
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION ACCT NO. 0016310, 00185XX, 00187XX

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$2,571,872	\$2,887,235	\$3,407,937	\$3,414,913
MAINTENANCE & OPERATIONS	431,152	611,278	901,600	899,697
CAPITAL OUTLAY	0	0	55,500	0
GRAND TOTAL	\$3,003,024	\$3,498,513	\$4,365,037	\$4,314,610
FULL TIME POSITIONS	20.20	22.60	25.80	24.80
HOURLY/FTE POSITIONS	0.00	0.00	0.50	1.00

WORK PROGRAM:

The Public Works Department supports the City Council's goals by providing high-quality service in transportation engineering, storm drain engineering, asset management, Capital Improvement Program administration and construction management and inspection.

PROGRAM ACTIVITIES:

Transportation and Storm Drain Engineering, Asset Management and Capital Improvement Program Administration
 Design transportation and drainage system Capital Improvement Program projects, prepare master plans, conduct special studies and investigations, and provide as-needed engineering services to the transportation and drainage maintenance and operations divisions. For each project a variety of services are provided including planning, engineering and environmental investigations, preparation of construction plans and specifications, construction engineering assistance, and project management.

Update and maintain the city's asset inventory which includes water, recycled water, sewer, storm drain, transportation, and parks assets. Prepare and deliver mapping products and complete analysis of asset inventory data for various customers. Facilitate the utilization of the asset inventory data in coordination with the city's business systems staff and Geographic Information System Division.

Coordinate the preparation of the annual update to the city's Capital Improvement Program, manage the ongoing implementation of the financing districts and assist developers with the formation of additional financing districts and reimbursement agreements.

Construction Management and Inspection / Storm Water Inspection Services

Perform construction management and inspection for capital improvement projects and private developments. Ensure construction of high quality public improvements. Minimize inconvenience to the public while ensuring safe work sites. Ensure construction project storm water compliance, special event storm water compliance and continue to oversee the Treatment Control Best Management Practices (TCBMP) Inspection Program.

KEY ACHIEVEMENTS FOR 2016-17:

Transportation and Storm Drain Engineering Projects Constructed

- El Camino Real widening – Tamarack to Chestnut
- 2016 Slurry Seal Project
- 2016 Pavement Overlay
- 2016 Concrete Replacement Project
- Faraday Center Parking Lot Seal and Restriping
- Barrio ADA/Pedestrian Improvements
- Trails Roadway Crossing Improvements

PROGRAM: TRANSPORTATION AND STORM DRAIN ENGINEERING, ASSET MANAGEMENT, CONSTRUCTION MANAGEMENT & INSPECTION **PAGE TWO**
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION ACCT NO. 0016310, 00185XX, 00187XX

KEY ACHIEVEMENTS FOR 2016-17 (continued):

Transportation and Storm Drain Engineering Projects Constructed (continued):

- Wayfinding Sign Replacement Program
- Carlsbad Blvd. Emergency Revetment Repairs
- Highland and Hoover Storm Drain Improvements
- Arbuckle and Madison Storm Drain Improvements
- Roosevelt North Storm Drain Improvements
- Monroe Storm Drain Improvements
- Romeria Drainage and La Costa Slope Improvements
- Agua Hedionda Creek Storm Drain Outfall Improvements
- Lake Calavera Palm Grove Removal
- 2016 Agua Hedionda Creek Mitigation/Clearing
- Romeria Drainage Improvements/La Costa Slope Repair
- Recycled Water Phase III Pipeline, Seg 1A & 7
- Dove Library Roof
- Vancouver Emergency Sewer Repair
- Batiquitos Drive Sedimentation Emergency Repair
- Cole Library Remodel
- Tri Agency Water Transmission Pipelines Reach 2 – Phase I
- El Camino Real Widening, Tamarack to Chestnut
- Carlsbad Recycled Water Facility Expansion

Transportation and Storm Drain Engineering Design Completed

- 2017 Slurry Seal Project
- 2017 Overlay Project
- 2017 Concrete Replacement Project
- 2017 ADA Improvements
- Palomar Airport Road and Paseo Del Norte Left Turn Lane
- Palomar Airport Road and Paseo Del Norte Right Turn Lane
- Carlsbad Blvd. over Power Plant Discharge Channel Improvements
- 2017 Bridge Preventive Maintenance Program
- Carlsbad Blvd. CMP Replacement Improvements
- La Costa Storm Drain Improvement Program (La Coruna)
- Roadway Slope Stabilization (Faraday Avenue)

Asset Management and Capital Improvement Program Administration Activities Completed

- Facilitated the preparation of the annual update to the city's Capital Improvement Program.
- Prepared and processed a variety of annual reports to various transportation agencies including SANDAG and Caltrans to secure funding for transportation Capital Improvement Program projects.
- Created asset inventory data associated with new Transportation, Utilities and Parks & Recreation assets.
- Produced a variety of atlas books, mapping products and data analysis for use by the Transportation, Utilities, and Parks design, maintenance and operations staff.
- Completed the first phase of the storm drain condition Assessment program.
- Configured and began using the ArcGIS "data reviewer" tool to provide an additional quality assurance check during the asset inventory creation process.

Construction Management and Stormwater Inspection

- Issued 14 Notice of Completions for Capital Projects - July 2016 through March 2017.
- Issued 10 Notice of Completions for Private Development projects - July 2016 through March 2017.
- Exceeded the required number of inspections for active construction sites.

PROGRAM: TRANSPORTATION AND STORM DRAIN ENGINEERING, ASSET MANAGEMENT, CONSTRUCTION MANAGEMENT & INSPECTION PAGE THREE
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION ACCT NO. 0016310, 00185XX, 00187XX

KEY ACHIEVEMENTS FOR 2016-17 (continued):

- 100 percent of the required treatment control best management practices (TCBMP) inspections were completed prior to the end of the rainy season.
- Conducted inspections for special events as required by the Municipal Permit.
- Worked closely with Energov implementation team during roll-out of the new permitting system.
- Certifications received:
 - Municipal Projects Manager - Certified Professional in Erosion and Sediment Control, Qualified SWPPP Developer (QSD)
 - Construction Inspectors (3) - obtained certification as Certified in Erosion, Sediment, and Storm Water Inspections (CESSWI) professionals.
- Attended major storm water conferences (IECA, StormCon and CASQA), to further skills and understanding of storm water management, the Construction General Permit, BMP effectiveness assessment, regulations and policies, storm water treatment and other related topics.

KEY GOALS FOR 2017-18:

Transportation and Storm Drain Engineering:

- Complete the various ongoing transportation and drainage system Capital Improvement Program projects and provide engineering support service to the transportation and drainage maintenance and operations staff.

Asset Management and Capital Improvement Programs Administration

- Facilitate preparation of the annual update to the city's Capital Improvement Program.
- Continue work that supports the formation of Finance Districts as needed to facilitate the construction of public infrastructure throughout the City.
- Continue the efforts to update of the city's Traffic Impact Fee Program and other related programs that will help implement the City's new General Plan and Climate Action Plan.
- Continue updating and refining the inventory of the city's water, recycled water, sewer, storm drain and transportation assets and implementation of the Local Government Information Model database structure.
- Support implementation of mobile technology and condition assessment solutions that enhance the use of the asset inventory data.
- Draft, develop, and streamline the current practice to address, resolve, and return Developer Deposits, for developer projects that have been closed > 2 years.

Construction Management and Stormwater Inspection Services

- Complete construction of the Agua Hedionda Vista Carlsbad interceptor sewer projects.
- Continue to train staff on stormwater related regulations and support state Qualified Stormwater Practitioner (QSP) certification for several staff inspectors.
- Increase TCBMP verification and maintenance requirements, and enforcement as needed.
- Continue to implement new storm water compliance procedures, forms, and enhancements throughout FY18 to comply with the new Energov permitting system.
- Complete construction of Pine Avenue Community Park and Gardens.
- Continue purging of project files and transition information into HPRM and Energov.
- Develop technical training for newer staff similar to APWA inspector certification training.

SIGNIFICANT CHANGES:

- Increase of 0.50 FTE part-time position to assist with administrative functions of the department. Full-time positions were reallocated to better reflect workload.

PROGRAM: TRAFFIC OPERATIONS, PLANNING AND SIGNALS
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION **ACCT NO. 0018XX**

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$632,572	\$1,030,388	\$1,073,060	\$1,152,834
MAINTENANCE & OPERATIONS	1,274,358	1,232,256	1,251,763	965,156
CAPITAL OUTLAY	30,245	19,253	0	0
GRAND TOTAL	\$1,937,175	\$2,281,897	\$2,324,823	\$2,117,990
FULL TIME POSITIONS	8.20	7.15	7.20	7.20
HOURLY/FTE POSITIONS	0.00	0.00	1.00	1.00

WORK PROGRAM:

The Traffic and Mobility Division is responsible for maintaining a safe and efficient transportation system, as well as addressing the community vision of increasing travel options through enhanced walking, biking and public transportation systems. The division’s focus is to maintain and enhance mobility through increased connectivity and intelligent transportation management in three main areas: transportation planning and mobility, traffic engineering and traffic signal operations.

PROGRAM ACTIVITIES:

- Transportation Planning and Mobility: Conduct strategic long range and implementation planning related to transportation facilities, sustainability, and Climate Action Plan. Responsible for transportation policy development and regional agency coordination. Review environmental documents according to regulations and adopted policies. Review of traffic impact issues related to private development projects.
- Traffic Engineering: Review, investigate, analyze, and resolve a wide variety of transportation issues, concerns, complaints, inquiries, and safety concerns. Maintain records of collision reports, speed surveys and traffic counts. Review and approve traffic control plans for construction and special events. Update the Traffic Monitoring Program annually in accordance with the Growth Management Plan. Manage the Carlsbad Residential Traffic Management Program to reduce speeds and volumes on residential streets through a collaborative public outreach process.
- Traffic Signal Operations: Design, inspection and maintenance related to the installation and modification of traffic signals and telecommunication equipment related to the city’s Traffic Management Center. Assist with marking underground utilities in coordination of the Dig Alert System. Administration of the city’s Traffic Signal Maintenance Agreement. Ensure timely response to traffic signal service requests. Facilitate the Traffic Safety Commission public meetings.

KEY ACHIEVEMENTS FOR 2016-17:

- Assisted Community and Economic Development Department with implementation of the Mobility Element for the General Plan.
- Implemented several strategies of the 2016 Council Goal to become a leader in multi-modal transportation systems
- Completed the Coastal Corridor Mobility Readiness Plan.
- Applied for and received a SANDAG grant for coastal rail trail improvements along Avenida Encinas (\$1.2M).
- Applied for and received a CALTRANS grant for a sustainable mobility plan (\$300K).
- Continued implementation of a 2015 grant for the Tamarack/Carlsbad Boulevard Bicycle and Pedestrian Improvement Plan, which will also incorporate ADA compliance improvements.
- Applied interim Traffic Impact Analysis Guidelines to several proposed development projects, including Carlsbad Village Mixed-Use Development, Legoland Hotel 2, and Uptown Bressi Ranch.
- Continued preliminary engineering and support for public outreach, for the Tamarack/Carlsbad Boulevard intersection.
- Supported the Community and Economic Development division on multiple requests to address neighborhood parking issues.

PROGRAM: TRAFFIC OPERATIONS, PLANNING AND SIGNALS PAGE TWO
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION ACCT NO. 00186XX

KEY ACHIEVEMENTS FOR 2016-17 (continued):

- Installed shared lane markings, bike-lane markings and buffered bike lanes in various locations throughout the city to enhance safety for bikers.
- Installed speed feedback signs on Cassia Road.
- Installed adaptive traffic signal components on a pilot basis, in anticipation of implementing an adaptive signals program citywide to improve non-peak traffic flow.
- Installed the first of two phases of the Blue Toad traffic measurement system which feeds live information to a map that is accessible on the city website to show traffic flow on major roads throughout the city.
- Installed 104 new Conflict Monitors which will improve the flow of traffic and improve safety as part of the Traffic Signals Maintenance Agreement.
- Installed pedestrian lighting and overhead lighting to the State Street roundabout.
- Completed ADA improvements throughout the Barrio, including Rectangular Rapid Flashing Beacons along crosswalks on Chestnut at Roosevelt and Madison. Other Rectangular Rapid Flashing Beacons were installed at various crosswalk locations, including Tamarack Avenue at Valley St., Grand Avenue west of Carlsbad Boulevard, Loker Avenue West, and locations on Carlsbad Boulevard.
- Installed new crosswalk on Gateway Road as part of ViaSat improvement.
- Executed an agreement with SDG&E for unmetered energy sources, primarily in the Village.

KEY GOALS FOR 2017-18:

- Continue to implement the 2017 Council Goal to become a leader in multi-modal transportation systems.
- Implement elements of the Coastal Mobility Readiness Plan, including the Trolley Study and Parking Management Plan.
- Develop a new evaluation and monitoring manual, including Traffic Impact Analysis Guidelines, to guide development review under the new General Plan Mobility Element. Update the annual Traffic Safety Monitoring report.
- Develop and implement a Transportation Demand Management (TDM) program and ordinance in accordance with the Climate Action Plan and the General Plan Mobility Element
- Complete planning documents, including update of the Pedestrian and Bicycle Master Plan, and a Transit and Mobility Hub Blueprint, which will offer guidance on future improvements.
- Continue to develop the Carlsbad Walk/Bike program and facilitate the Bike Share program for local businesses, in conjunction with SANDAG's iCommute program.
- Prepare technical reports for project approval, and public outreach, for the Tamarack/Carlsbad Boulevard intersection.
- Continue to install Rectangular Rapid Flashing Beacons at uncontrolled crosswalks as needed for safety. Continue to install audible pedestrian push buttons at select locations to aid visually-impaired pedestrians and countdown pedestrian heads for safe crossing on busy roadways.
- Support Carlsbad Police Department implement security system for Village events, such as the Village Faire.
- Update the Traffic Calming Program to include neighborhood collector streets.
- Develop a Traffic Signal Master Plan (CIP), to include prioritization of existing CIP projects to install new traffic signals, evaluate and improve the Traffic Signal Maintenance Program. Work with IT, City Attorney's office, Finance, and Community and Economic Development to research fiber optic network, and autonomous vehicle readiness as appropriate.
- Implement Phase Two of the Traffic Signal Program, including adaptive and connected/autonomous vehicle technology. Monitor and adopt state regulations for autonomous vehicles as appropriate.
- Continue to replace deteriorating equipment along the coast with materials better suited for the coastal environment, with an emphasis on deteriorated cabinets and Type III Electric Service Pedestals citywide.
- Work with local colleges/universities to establish an intern program.
- Participate in implementation of Job Order Contracting program.

SIGNIFICANT CHANGES:

- None.

PROGRAM: LIGHTING & LANDSCAPING DISTRICT NO. 2
FUND: SPECIAL REVENUE
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 164XXXX

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	249,208	242,802	305,248	310,420
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$249,208	\$242,802	\$305,248	\$310,420
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Lighting & Landscaping District No. 2 is for newer developments in the city. The maintenance assessment district funds the cost of streetlights, street trees and medians within the district boundaries.

PROGRAM ACTIVITIES:

Each development within District No. 2 is a separate zone, with a separate assessment based on the cost for that particular area of the city. The 13 zones in District No. 2 are Calavera Hills II, Kelly Ranch, the Oaks South, Thompson/Tabata, the Palomar Forum/Raceway, Bressi Ranch, the Greens, the Ridge, the Oaks North Industrial, Robertson Ranch (East Village), the Oaks North Residential, La Costa Town Square and Fair Oaks Valley developments.

SIGNIFICANT CHANGES:

- None.

PROGRAM: BUENA VISTA CREEK CHANNEL MAINTENANCE
FUND: SPECIAL REVENUE
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 1636312

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$4,756	\$6,913	\$0	\$0
MAINTENANCE & OPERATIONS	11,535	109,106	186,400	190,128
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$16,291	\$116,019	\$186,400	\$190,128
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Buena Vista Creek Channel Maintenance Assessment District was created to ensure that adequate funds would be collected to administer and maintain the Buena Vista Creek Channel from Jefferson Street easterly to South Vista Way Bridge. Property owners are assessed annually and the revenues are placed in a fund to cover annual maintenance, mitigation, environmental permitting, monitoring and reporting, and major dredging of the creek.

PROGRAM ACTIVITIES:

- Administration of the Buena Vista Creek Channel Maintenance Assessment District, monitoring revenues and calculating fees.
- Maintaining a healthy channel through monitoring and periodic clearing of the overgrowth and silt within the channel.
- Removal of exotic growth and replanting native vegetation as necessary.
- Removal of trash and graffiti.
- Clearing one-fifth of the north side of the channel every year.
- Compliance with California Environmental Quality Act (CEQA) and environmental permitting and permits.

KEY ACHIEVEMENTS FOR 2016-17:

- Compliance with California Environmental Quality Act (CEQA) and environmental permitting and permits.
- Cleared one fifth of the northern half of the channel length.
- Maintained the drainage outfalls entering the channel from Oceanside.
- Removed exotic plant and trash.
- Prepared and submitted monitoring reports as required by agency permits.

KEY GOALS FOR 2017-18:

- Retain a program manager for this and other long term mitigation sites associated with Capital Improvement Program projects.
- Compliance with California Environmental Quality Act (CEQA) and environmental permitting and begin the process to extend the permits.
- Clear one fifth of the northern half of the channel length.
- Maintain the drainage outfalls entering the channel from Oceanside.
- Continue exotic plant and trash removal.
- Continue monitoring and reporting as required by agency permits.
- Coordinate with the Cities of Oceanside and Carlsbad, Resources Agencies and developer for Inns at Buena Vista Creek.

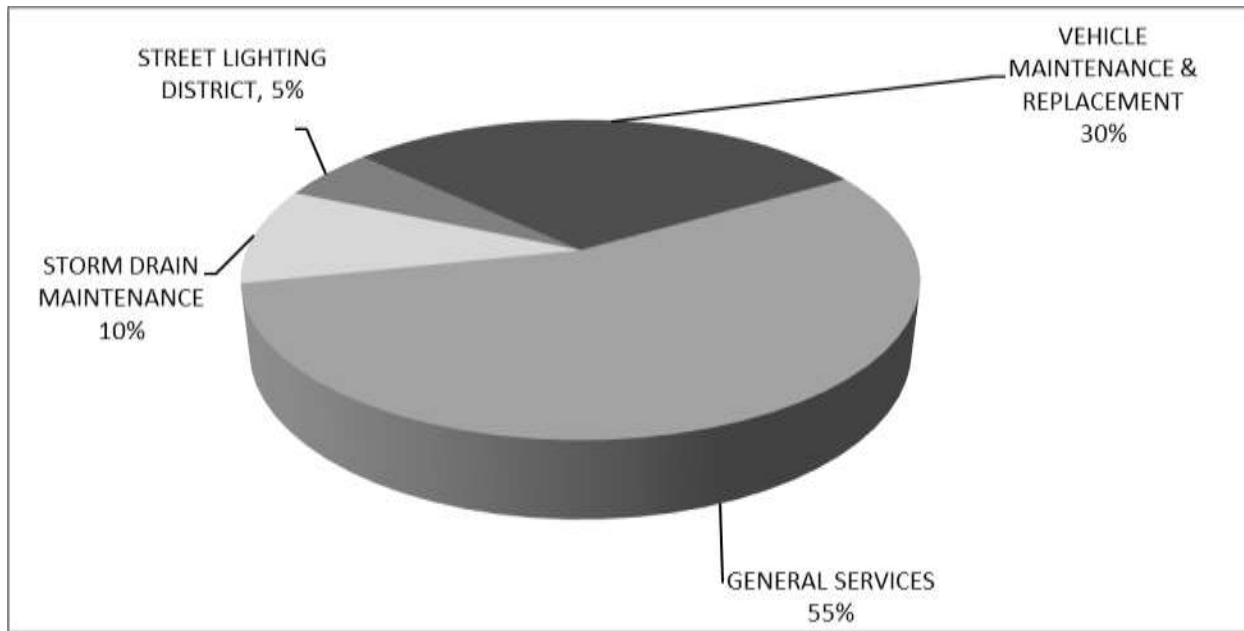
SIGNIFICANT CHANGES:

- None.

PROGRAM: GENERAL SERVICES
FUND: VARIOUS
PROGRAM GROUP: GENERAL SERVICES

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$5,401,974	\$5,308,643	\$5,478,251	\$5,621,670
MAINTENANCE & OPERATIONS	8,145,671	7,184,460	8,606,348	8,727,121
CAPITAL OUTLAY	1,479,587	3,005,023	3,774,773	2,404,800
GRAND TOTAL	\$15,027,232	\$15,498,126	\$17,859,372	\$16,753,591
FULL TIME POSITIONS	59.80	55.70	51.30	52.15
HOURLY/FTE POSITIONS	4.75	4.75	6.00	8.00



**PROGRAM: FACILITIES MAINTENANCE, STREET AND STORM
DRAIN MAINTENANCE**
FUND: VARIOUS
PROGRAM GROUP: GENERAL SERVICES

**ACCT NO. 0015310, 0015320,
0018410, 5216310**

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$4,485,900	\$4,361,004	\$4,374,275	\$4,535,042
MAINTENANCE & OPERATIONS	5,188,972	4,782,909	5,539,483	5,608,639
CAPITAL OUTLAY	47,752	129,102	126,600	75,000
GRAND TOTAL	\$9,722,624	\$9,273,015	\$10,040,358	\$10,218,681
FULL TIME POSITIONS	50.65	45.45	41.05	42.10
HOURLY/FTE POSITIONS	4.25	4.25	5.00	7.00
GENERAL FUND	8,334,136	7,882,987	8,348,834	8,353,243
ENTERPRISE FUND	1,345,587	1,346,696	1,647,524	1,821,438
SPECIAL REVENUE	42,901	43,332	44,000	44,000
TOTAL FUNDING	\$9,722,624	\$9,273,015	\$10,040,358	\$10,218,681

WORK PROGRAM:

This program includes operations and administration of facilities maintenance, streets and storm drain maintenance and incident response, and the management and maintenance of the Safety Training Center.

PROGRAM ACTIVITIES:

Facilities Maintenance

- Perform repairs and alterations as required to maintain and operate city facilities at a professional level.
- Perform emergency repairs to eliminate hazards or unsanitary conditions and reduce liability.
- Remodel and renovate city facilities to accommodate programmatic changes for city departments.
- Provide assistance in the relocation of staff and/or office furnishings as required.
- Provide professional level custodial services for all city facilities by using a combination of city staff and contract services.
- Prepare and manage contracts for all building maintenance services.
- Provide organization-wide consulting services for departmental facility modification and upgrades.

Streets and Storm Drain Maintenance

- Roadside Maintenance: maintain over 900 lane miles of city roadway infrastructure. Weed abatement, debris hauling, brow ditch and drainage facility cleaning and repair, and handrail and guardrail maintenance.
- City Sign Maintenance: fabrication, installation, and maintenance of all traffic, street name and specialty signs throughout the city.
- Asphalt Maintenance: crack sealing, surface patching, trench repair, pavement repairs, and pothole patching.
- Concrete Maintenance: Sidewalk, curb and gutter repair/replacement.
- Paint Maintenance: pavement markings and delineators including long-line striping, crosswalks, stop and yield bars, pavement markings and messages as well as curb painting. Also included are painting retaining walls, handrails, guardrails and graffiti removal on public property.
- Storm Drain Maintenance: responsible for inspection and removal of waste and debris from the city's storm-drain system each year. In addition, the Storm Drain Maintenance Program contracts with outside vendors for citywide street sweeping services, and for removal of solid waste and bulky items citywide. The program is also responsible for managing and monitoring all nonhazardous materials cleanup on public property.

PROGRAM: FACILITIES MAINTENANCE, STREET PAGE TWO
AND STORM DRAIN MAINTENANCE
FUND: VARIOUS
PROGRAM GROUP: GENERAL SERVICES ACCT NO. 0015310, 0015320,
0018410, 5216310

KEY ACHIEVEMENTS FOR 2016-17 (continued):

Safety Training Center

- Provide high quality facilities for city police, fire and public works department training activities staffed by trained professionals.
- Create and enforce use policies and safe training procedures.
- Maximize cost recovery by securing rentals from other public agencies.
- Schedule resources for the various agencies' training requirements.
- Provide facility capability tours and coordinate with agencies for large public safety events.
- Completed refurbishments at the Harding Community Center.
- Completed portions of the Faraday building remodel including new carpet installation.
- Completed interior renovations at Stagecoach and Calavera Community Centers.
- Completed City Hall and Faraday LED lighting installation in accordance with the Climate Action Plan.
- Installed new ADA compliant automated sliding lobby doors on the Faraday building.
- Completed renovation and upgrades for the Communication Department relocation to Elmwood House.
- Completed the Dove and Cole Library remodel and renovations.
- Implemented technical upgrades including security and monitoring at select facilities.
- Completed 2016-2017 road assessments for the engineering department's pavement rehabilitation program.
- Inspected and cleaned 100 percent of the high priority storm-drain inlets
- Completed replacement of all street name signs within the city in order to comply with new mandated standards between July 2016 and March 2017.
- Completed LED light installation to perimeter site lighting on all live fire burn props and outdoor training areas.
- Successfully negotiated 10 law enforcement use agreements for leasing Safety Training Center facilities between July 2016 and March 2017.
- Provided facility tours for international visitors from Chile, Thailand, Vietnam, Canada and Australia between July 2016 and March 2017.
- Expanded facility capabilities with the requisition of the Mobile Police Training Structure modular wall system.
- Completed construction for the installation of acoustical materials on the 100 yard firearms range.
- Hosted quarterly department wide safety training events to increase safety and hazard awareness for staff.

KEY GOALS FOR 2017-18:

- Complete the remodel of the interior and replace roofing and HVAC of City Hall.
- Install facility access control technology at Faraday, Dove and Cole Libraries, Senior Center and the Library Learning Center.
- Complete the refurbishment of the Senior Center.
- Perform regular site inspection in compliance with environmental requirements.
- Complete transition to Hansen work management system.
- Perform safety improvements and upgrades to the Monroe Aquatic Center facility.
- Perform upgrades to the Safety Training Center audio visual systems to enhance training presentations and information.
- Perform upgrades to rappelling platforms and technical rescue systems to enhance law enforcement and firefighting training.
- Complete negotiations on 5 pending use agreements for leasing of the Safety Training Center.
- Perform LED light retrofits in the Safety Training Center classrooms.
- Inspect and clean 100 percent of the high priority storm-drain inlets.
- Participate in implementation of Job Order Contracting program.

SIGNIFICANT CHANGES:

- Increase of 1.0 FTE part-time custodial positions due to the new park facilities which are scheduled to open, and an increase of 1.0 FTE part-time positions to assist with administrative functions and the Capital Improvement Program.

PROGRAM: STREET LIGHTING
FUND: SPECIAL REVENUE
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 1626357

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$171,721	\$108,566	\$175,445	\$167,709
MAINTENANCE & OPERATIONS	629,133	803,997	835,528	836,579
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$800,854	\$912,563	\$1,010,973	\$1,004,288
FULL TIME POSITIONS	1.70	1.70	1.60	1.55
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Maintain the city's street lighting system to maximize the safety and circulation efficiency of the roadway system.

PROGRAM ACTIVITIES:

Street light maintenance activities include the department's timely response to street light repair requests, troubleshooting and repair of underground circuits and associated equipment, marking of underground utilities in coordination with the Dig Alert System, conducting night surveillance to identify and schedule needed repairs, management of contracts of streetlight pole knockdown and repairs as well as the installation of technological advances.

KEY ACHIEVEMENTS FOR 2016-17:

- Completed new LED street lights within Kelly Ranch Village.
- Installed specialty lighting in the downtown redevelopment area.

KEY GOALS FOR 2017-18:

- Update Engineering Standards to allow for LED street light applications.
- Prepare RFP and contract for induction street light conversion program.
- Extend specialty decorative lighting in the village.
- Participate in implementation of Job Order Contracting program.

SIGNIFICANT CHANGES:

- None.

PROGRAM: VEHICLE MAINTENANCE & REPLACEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 6205460, 6215461

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$744,353	\$839,073	\$928,531	\$918,919
MAINTENANCE & OPERATIONS	2,327,566	1,597,554	2,231,337	2,281,903
CAPITAL OUTLAY	1,431,835	2,875,921	3,648,173	2,329,800
GRAND TOTAL	\$4,503,754	\$5,312,548	\$6,808,041	\$5,530,622
FULL TIME POSITIONS	7.45	8.55	8.65	8.50
HOURLY/FTE POSITIONS	0.50	0.50	1.00	1.00

WORK PROGRAM:

The Fleet Vehicle Maintenance program funds labor, parts, services, fuel and oil necessary to maintain the city's fleet of vehicles and equipment. It is responsible for fleet preventative and breakdown maintenance, fuel system, accident and body work, as well as associated quality control, administrative, contract management and value-added services such as 24/7 road calls for emergency vehicles. This program manages all facets of vehicle repair, maintenance, and parts and ensures that adequate supplies of fuel and oil are available to operating departments.

The Fleet Vehicle Replacement program funds the replacement and outfitting of the city's fleet assets. Adequate fleet assets enable client departments to achieve their operational mission in a safe, efficient manner. Cost-effective vehicle procurement is achieved through cooperative purchasing agreements, and formal and informal bidding processes. Policies and procedures for the vehicle replacement program are outlined in Administrative Order No. 3, which includes guidelines for vehicle replacement and a recommended replacement schedule by vehicle class.

The Fleet Vehicle Replacement program is funded through a replacement charge for each vehicle or piece of equipment in service. Charges are collected from client departments on a monthly basis once a vehicle has been placed in service. Monthly charges are calculated using the actual costs of vehicle procurement divided by the expected life of the vehicle. At the end of the vehicle's life the funds collected from the client department, along with interest earned by the replacement fund, become available for purchase of a replacement vehicle. Additional revenue is collected from the sale of retired city fleet assets at auction.

PROGRAM ACTIVITIES:

- Provide safe and appropriately maintained vehicles for use by city staff; inspect vehicles per requirements of the Biannual Inspection of Terminals (BIT) and smog programs.
- Perform timely repairs to city vehicles, and maintain 24/7 road call services for emergency vehicles.
- Provide cost-effective fleet maintenance and repair services through a combination of in-house and contracted services, and cooperative purchasing agreements that allow procurement at lower pricing.
- Comply with relevant regulations.
- Provide reliable, cost-effective fuel management by maintaining sufficient fuel supplies for emergencies, continuing to support the agreement between the city and Encina Wastewater Authority, and monitoring fuel tanks in accordance with state and county regulations.
- Maintain critical records related to fleet asset inventory and work order history through management of the Assetworks fleet maintenance database.
- Improve data integrity of Assetworks fleet maintenance database to more accurately report labor time, cost and work order information.
- Evaluate the city fleet on an annual basis to identify units eligible for replacement in accordance with Administrative Order No. 3 and calculate estimated acquisition costs.
- Manage the Fleet Replacement Committee, comprised of city staff from various client departments, to make recommendations for unit replacement, retention or disposal.
- Establish the replacement charge for each vehicle or piece of equipment in service and charge back departments on a monthly basis.

PROGRAM: VEHICLE MAINTENANCE & REPLACEMENT PAGE TWO
FUND: INTERNAL SERVICE
PROGRAM GROUP: GENERAL SERVICES ACCT NO. 6205460, 6205461

PROGRAM ACTIVITIES (continued):

- Advise on development of specifications for the purchase of replacement units that satisfy client department performance requirements while optimizing life cycle return on investment in alignment with the Climate Action Plan.
- In partnership with the Finance Department, purchase replacement units through the public bid process or in cooperation with other public agencies through cooperative purchasing programs.
- Arrange for the public auction of replaced units or sell them to other interested public agencies or special districts.

KEY ACHIEVEMENTS FOR 2016-17:

- Purchased and outfitted 15 city vehicles and prepared replaced units for auction.
- Replaced 11 additional standard gasoline vehicles with hybrid vehicles in alignment with the Climate Action Plan.
- Achieved increased efficiency in maintenance of larger vehicles through modification of facility.
- Provided advising services to various departments such as Fire to reduce vehicle breakdowns and significantly decreased vehicle downtime.
- Supported Police Department with research, development, modelling and testing of new equipment and configurations.
- Transitioned from standard number two diesel fuel to High Performance Renewable (HPR) diesel in alignment with the city's Climate Action Plan to reduce emissions.

KEY GOALS FOR 2017-18:

- Continue professional development of technicians to ensure a well-trained, responsive work force.
- Continue to provide cost-effective and regulatory compliant maintenance and fueling services for the city's fleet of vehicles and equipment.
- Maintain 75 percent or greater time spent performing vehicle maintenance for all equipment technicians.
- Ensure preventative maintenance is conducted within 30 days as scheduled for all city vehicles.
- Evaluate electric hybrid vehicle options and increase hybrid count in fleet to comply with the city's Climate Action Plan.
- Continue to evaluate emissions controls and green house gas reduction tools
- Replace and outfit approximately 34 city vehicles and equipment meeting replacement criteria and sell replaced assets at auction
- Per Climate Action Plan mandate, contract consulting services to meet requirements for electric and hybrid vehicles.
- Research incentive program for technical certifications.

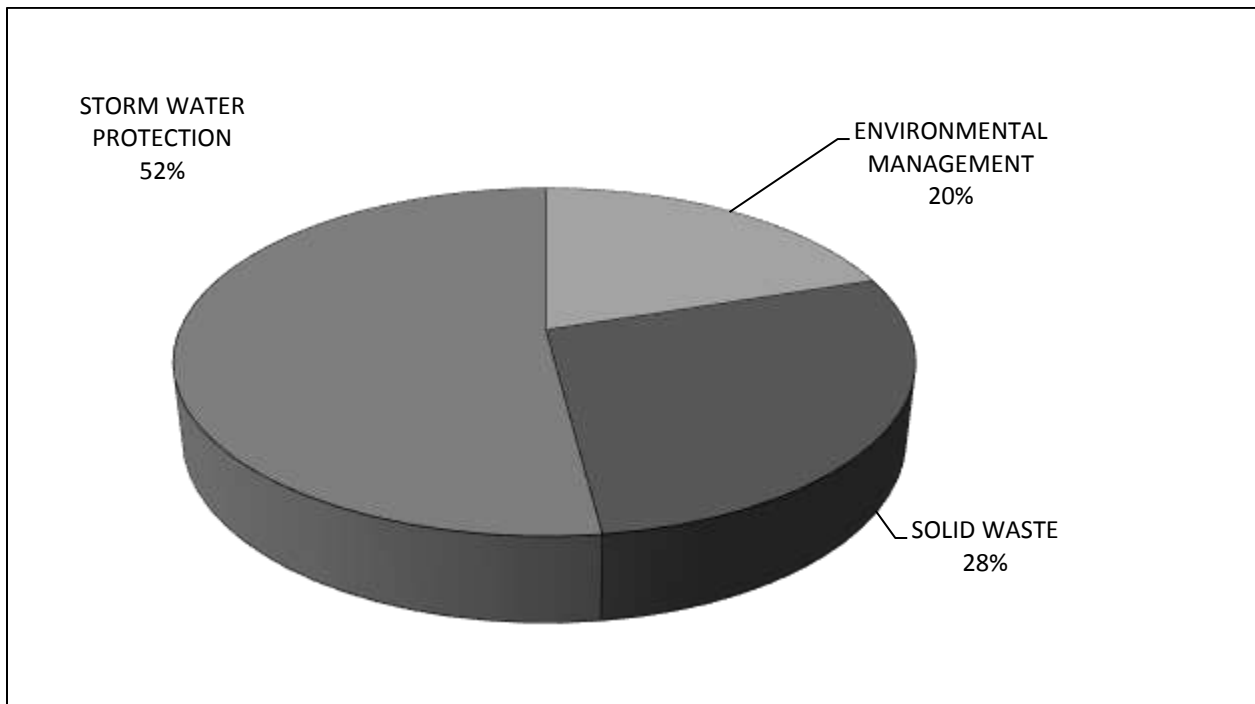
SIGNIFICANT CHANGES:

- None.

PROGRAM: ENVIRONMENTAL MANAGEMENT
FUND: GENERAL & ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$819,221	\$951,757	\$1,253,832	\$1,232,628
MAINTENANCE & OPERATIONS	1,083,104	1,109,677	1,611,419	1,578,794
CAPITAL OUTLAY	58,139	51,241	7,000	0
GRAND TOTAL	\$1,960,464	\$2,112,675	\$2,872,251	\$2,811,422
FULL TIME POSITIONS	7.80	8.50	9.50	9.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	1.50



PROGRAM: ENVIRONMENTAL MANAGEMENT,
HABITAT MANAGEMENT, NPDES-MUNICIPAL,
SUSTAINABILITY, CLIMATE ACTION PLAN
FUND: GENERAL
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT ACCT NO. 0015110, 0015130

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$199,575	\$279,328	\$407,372	\$380,034
MAINTENANCE & OPERATIONS	129,722	102,986	284,273	182,451
CAPITAL OUTLAY	0	0	7,000	0
GRAND TOTAL	\$329,297	\$382,314	\$698,645	\$562,485
FULL TIME POSITIONS	1.45	1.95	2.75	2.55
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

WORK PROGRAM:

The General Fund portion of the Environmental Management Division budget includes the habitat management plan program, NPDES storm water permit municipal program coordination and. These programs support the community vision areas of open space and the natural environment, sustainability, and access to recreation and active, healthy lifestyles.

The city’s Climate Action Plan (CAP) was approved by the City Council in September 2015 with approval of the General Plan Update. It contains various measures that, when implemented, are intended to reduce greenhouse gas (GHG) emissions within Carlsbad in accordance with State of California emissions reductions targets. Each of these measures has specific actions that the city needs to complete, such as adopting ordinances, preparing plans and conducting public outreach and stakeholder involvement.

PROGRAM ACTIVITIES:

Habitat Management Plan

- Provide leadership and coordination citywide related to compliance with Habitat Management Plan (HMP) regulations.
- Coordinate with Planning Division to ensure that projects are implemented in a manner consistent with the HMP.
- Support internal city departments with HMP compliance and mitigation issues.
- Oversee Preserve Steward contract.
- Oversee preserve managers to ensure proper biological management, monitoring, and reporting for privately owned habitat preserves.
- Coordinate with Parks Department to ensure proper biological management, monitoring, and reporting for city-owned habitat preserves.
- Act as city liaison with regulatory agencies, community stakeholders, preserve managers and city staff to ensure HMP compliance.
- Participate regionally in SANDAG’s Environmental Mitigation Program Working Group and San Diego Management and Monitoring Program.
- Participate in public outreach opportunities to provide information about the importance of land stewardship.

NPDES-Municipal

- Support municipal compliance activities related to the municipal facilities including:
- Inventory and inspections
- Training
- Storm Water Pollution Prevention Plans

PROGRAM: ENVIRONMENTAL MANAGEMENT, HABITAT MANAGEMENT, NPDES-MUNICIPAL, SUSTAINABILITY, CLIMATE ACTION PLAN **PAGE TWO**
FUND: GENERAL
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT **ACCT NO. 0015110, 0015130**

Sustainability Initiatives

- Assist the city in implementing the Sustainability Guiding Principles as resources allow, such as working with the Chamber of Commerce and Cleantech San Diego, and participating in the Beacon Program for recognition of sustainability initiatives.

Climate Action Plan

- Coordinate and oversee implementation of the CAP through an interdepartmental matrix team.
- Collect CAP implementation monitoring data and prepare an annual report.
- Coordinate the preparation of a community wide GHG inventory and forecast on a biannual basis.
- Perform outreach and education related to CAP activities and respond to public inquiries.
- Participate in regional groups such as SANDAG Regional Energy Working Group, San Diego Regional Climate Collaborative, and the North Coast Energy Action Collaborative.
- Coordinate and promote commercial and residential Property Assessed Clean Energy (PACE) programs.
- Research and monitor upcoming regulations and activities related to energy initiatives.
- Monitor regional climate change preparedness activities.
- Provide training opportunities.

KEY ACHIEVEMENTS FOR 2016-17:

- Conducted Year 2 quantitative habitat recovery monitoring in the Poinsettia Fire burn area.
- Established a multiagency team including North County Transit District, San Diego Association of Governments, California Coastal Commission, and California Department of Fish and Wildlife to provide long-term management for the vernal pool preserve adjacent to Poinsettia Station.
- Continued to pursue options for obtaining coastal California gnatcatcher core area credit to meet compliance requirements in the HMP permit.
- Continued monitoring potential barriers to wildlife movement and prioritized areas for future adaptive management.
- Continued participating in regional efforts to implement efficient and scientifically based species and habitat monitoring and management.
- Formalized the CAP Interdepartmental Implementation Team and conducted meetings.
- Hired contractor to assist with preparation of CAP Implementation Team.
- Coordinated with California Department of Fish and Wildlife, Batiquitos Lagoon Foundation and Climate Science Alliance – South Coast to begin stakeholder involvement phase of Batiquitos Lagoon Resiliency Plan.
- Filled the CAP Administrator position.
- Coordinated with SDG&E to use Emerging Cities Program to fund Center for Sustainable Energy to assist in preparation of energy efficiency ordinances and outreach and education program.
- Coordinated with SANDAG to use their consultants to continue Energy Roadmap program and assist in energy efficiency in city facilities and climate planning.
- Participated in and contributed to local meetings, collaborations, conferences and symposia regarding best practices of Energy Efficiency, Renewable Energy, Climate mitigation and climate resiliency (e.g. SANDAG Energy Working Group, North County Energy Action Collaborative, Climate Collaborative, Climate Science Alliance and SEEC Statewide EE Best Practices, CA Adaptation Forum, National Adaptation Forum).
- Presented CAP implementation status report to City Council.
- Achieved membership in San Diego Regional Climate Collaborative.
- Achieved membership in Cleantech San Diego.
- Partnered with Carlsbad Chamber of Commerce Sustainability Committee to include assistance with CAP implementation in their 2017 goals and action plans.

KEY GOALS FOR 2017-18:

- Participate in regional collaborations, such as SANDAG's Environmental Mitigation Program and the San Diego Management and Monitoring Program, to maximize opportunities for grant funding, stay informed of best management practices, and coordinate with other relevant entities.
- Maintain collaborative relationships with U.S. Fish and Wildlife Service, California Department of Fish and Wildlife, and California Coastal Commission staff to ensure solutions-oriented HMP implementation.

PROGRAM: ENVIRONMENTAL MANAGEMENT, PAGE THREE
HABITAT MANAGEMENT, NPDES-MUNICIPAL,
SUSTAINABILITY
FUND: GENERAL
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT ACCT NO. 0015110, 0015130

KEY GOALS FOR 2017-18 (continued):

- Coordinate with community stakeholders and participate in public outreach opportunities to support HMP-related issues.
- Coordinate with Planning Department, Department of Parks and Recreation, and Public Works staff to ensure that projects are implemented in a manner consistent with the HMP.
- Pursue HMP coverage of vernal pool species by establishing long-term management of vernal pool preserve next to Poinsettia Station.
- Pursue options to obtain the remaining acreage of coastal California gnatcatcher core area credit to meet compliance requirements in the HMP permit.
- Continue to collaborate with regional partners to further analyze wildlife movement through HMP preserves and into and out of adjacent conserved lands outside the city boundary.
- Pursue options to implement adaptive management at wildlife movement pinchpoints (barriers), including coordinating with CIP program (maintenance of drainage structures).
- Identify strategy to incorporate “climate-smart” conservation standards into HMP preserve management plans.
- Work with NPDES Municipal Coordinator contractor to improve implementation of municipal stormwater activities amongst city departments.
- Continue coordination with California Department of Fish and Wildlife, Batiquitos Lagoon Foundation and Climate Science Alliance – South Coast on preparation the Batiquitos Lagoon Resiliency Plan.
- Complete CAP Implementation Plan.
- Complete 2016 community greenhouse gas emissions inventory.
- Prepare CAP Annual Report and present findings to City Council.
- Continue to administer CAP Interdepartmental Implementation Team and provide assistance in their respective CAP implementation responsibilities.
- Continue to manage SANDAG funded contracts for energy efficiency in city facilities and climate planning.
- Continue to manage SDG&E funded contracts for energy efficiency ordinances and outreach and education programs.
- Continue to participate in and contribute to local meetings, collaborations, conferences and symposia regarding best practices of Energy Efficiency, Renewable Energy, Climate mitigation and climate resiliency (e.g. SANDAG Energy Working Group, North County Energy Action Collaborative, Climate Collaborative, Climate Science Alliance and SEEC Statewide EE Best Practices, CA Adaptation Forum).
- Continue to partner with industry organizations in CAP implementation (Carlsbad Chamber of Commerce, Cleantech San Diego, Building Industry Association).
- Continue to research grant funding opportunities.

SIGNIFICANT CHANGES:

- Increase of 0.50 FTE part-time position to assist with administrative functions within the department.

PROGRAM: SOLID WASTE MANAGEMENT
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

ACCT NO. 5206375

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	90615	188442	242776	241509
MAINTENANCE & OPERATIONS	\$361,805	\$404,527	\$508,259	\$543,679
CAPITAL OUTLAY	56,061	51,241	0	0
GRAND TOTAL	\$508,481	\$644,210	\$751,035	\$785,188
FULL TIME POSITIONS	1.00	1.60	1.80	1.80
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

WORK PROGRAM:

This budget includes oversight and coordination of the city's recycling and trash program. Consistent with the General Plan, the Environmental Management Division of Public Works coordinates the citywide recycling and trash program and helps the city maintain compliance with state regulations AB939, AB341, AB2176, AB1826 and SB1016 diversion and disposal requirements. The Environmental Management Division also administers and monitors the Coast Waste Management contract for recycling and trash services, the Palomar Transfer Station agreement, composting service contract and household hazardous waste service contracts.

PROGRAM ACTIVITIES:

- Maintain city's compliance with AB939 Integrated Waste Management Act of 1989, AB341 Mandatory Commercial Recycling, AB2176 Recycling at Large Events, AB1826 Mandatory Commercial Organics Recycling, SB1383 Short lived Climate Pollutants; Methane Emissions; Organic Waste; Landfills and SB1016 Solid Waste per Capita Disposal Measurement Act.
- Represent the city at meetings with the State of California regulatory agency, CalRecycle, businesses, residents, regional partners and other stakeholders.
- Oversee contract management for residential and commercial recycling and trash services, composting programs, and household hazardous waste program.
- Work with city facilities, custodial, library, and parks staff to improve the city's municipal recycling and waste diversion operations.
- Prepare state and county grant applications with Council approval, appropriate funds, implement grant activities, track financials, and submit reports.
- Coordinate outreach and education targeted to increase recycling for residents, businesses, municipal employees and the general public.
- Hold the annual special collection event for Household Hazardous Waste while using grant funding for promoting and volunteers to help staff the event.
- Conduct annual rate analysis to determine cost effective practices and adhere to contract requirements.
- Prepare and submit required annual recycling, composting, and disposal reports to CalRecycle as required by SB 1016 (Solid Waste per Capita Disposal Measurement Act).
- Participate in regional activities with the countywide Technical Advisory Committee.
- Research innovative environmental stewardship best practices to improve diversion rates for all materials including organic waste.
- Actively promote innovative methods to engage businesses and residents to increase recycling and waste diversion.

KEY ACHIEVEMENTS FOR 2016-17:

- Coordinate first Earth Month activity events for the City of Carlsbad including participation from various city departments.
- Developed effective contract management monitoring measures with contractors ensuring accountability and best value on agreed-upon services.

PROGRAM: SOLID WASTE MANAGEMENT
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

PAGE TWO

ACCT NO. 5206375

KEY ACHIEVEMENTS FOR 2016-17 (continued):

- Held the eleventh annual Household Hazardous Waste event funded with grant money to encourage residents to properly dispose of their hazardous waste.
- Participated in Food Recovery and Organics Recycling Conferences to learn about best practices for successful program implementation.
- Increased outreach and education by developing a multi-family guide, commercial organic and recycling brochures and other outreach materials.
- Coordinated with Palomar Transfer Station and Waste Management to improve construction and demolition recycling at Palomar Transfer Station.
- Continued to collaborate with city departments to enhance municipal recycling.
- Maintained positive working relationships with state regulators, contractors and regional stakeholders.
- Responded to CalRecycle's compliance questions related to previous year's annual report of existing programs activities and statistics.
- Actively promoted innovative methods to engage businesses and residents to increase recycling and waste diversion.
- Reviewed special event applications for compliance with recycling and trash best practices.
- Conducted a workshop for businesses on the new AB1826 regulations and assisted the Chamber of Commerce with a similar workshop for their members.
- Prepared a presentation to Council on the new AB1826 organics regulation.

KEY GOALS FOR 2017-18:

- Coordinated Earth Month activities and events for the City of Carlsbad including participation from various city departments.
- Improve commercial recycling program by implementing outreach to targeted high trash generating businesses with low diversion rates.
- Continue outreach and education of businesses by developing a recycling guide and other outreach materials.
- Continue outreach and education of residents to increase recycling rates.
- Develop a comprehensive commercial recycling guide to include organics recycling.
- Review, prioritize, and implement improvements needed based on feedback from CalRecycle in the mandatory commercial recycling and construction/demolition recycling programs.
- Continue monitoring and evaluating outcomes of the trash services contract agreement with Coast Waste Management.
- Conduct a franchise fee assessment to determine accuracy of charges.
- Continue tracking disposal rate (pounds per person per day) to verify accuracy and/or adjustments needed.
- Evaluate household hazardous waste program participation.
- Ensure grant monies are appropriated and utilized to maximum efficiency.
- Conduct outreach and education programs to support SB1383 and AB1826, prioritizing the top two tiers of the food recovery hierarchy (reduction and recovery for people).
- Conduct workshops for businesses and multifamily dwellings to provide technical information and resources related to food reduction and recovery for people and green waste recycling.
- Research opportunities to pilot a commercial organics program.

SIGNIFICANT CHANGES:

- Increase of 0.50 FTE part-time position to assist with administrative functions within the department.

PROGRAM: STORM WATER PROTECTION
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

ACCT NO. 5215110

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	529031	483987	603684	611085
MAINTENANCE & OPERATIONS	\$591,577	\$602,164	\$818,887	\$852,664
CAPITAL OUTLAY	2,078	0	0	0
GRAND TOTAL	\$1,122,686	\$1,086,151	\$1,422,571	\$1,463,749
FULL TIME POSITIONS	5.35	4.95	4.95	5.15
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

WORK PROGRAM:

This budget includes leadership and stewardship of the city's resources, specifically protecting our creeks, lagoons and ocean. The Environmental Management Division of Public Works coordinates the citywide Storm Water Protection Program and helps the city maintain compliance with the Existing Development section of the Municipal Storm Water Permit issued by the San Diego Regional Water Quality Control Board.

PROGRAM ACTIVITIES:

1. Watershed Principal and Participation – The Storm Water Protection program personnel participate in watershed activities with neighboring cities in the Carlsbad Watershed and act as the Principal Copermitee. Activities are focused on implementing water quality protection programs to improve water quality and reporting on the implementation progress of goals and strategies identified in the Water Quality Improvement Plan (WQIP) for the Carlsbad Watershed Management Area. As the Principal Copermitee for the Watershed, the city serves as a liaison with the San Diego Regional Water Quality Control Board, ensures the submittal of annual reports and participates in the San Diego County Copermitees Regional Program Planning Committee.
2. City Representation – The Storm Water Protection Program personnel represent the city at meetings with the Environmental Protection Agency, the Regional Water Quality Control Board, San Diego County Copermitees, Carlsbad Watershed, environmental non-profit groups, and other related stakeholders.
3. Water Quality Monitoring – The Storm Water Protection Program staff implement a monitoring program to evaluate Municipal Separate Storm Sewer (MS4) discharges. Required monitoring programs include Receiving Water monitoring, MS4 outfall discharge monitoring, Sediment Quality monitoring and various Special Studies.
4. Education/Outreach and Public Participation – The Storm Water Protection Program staff implement a public outreach and educational program to promote and encourage behavior changes that reduce the discharge of pollutants into the MS4 and protect water quality in our receiving waters. Outreach to municipal staff is conducted to inform and educate employees and city contractors on the requirements for municipal facilities and operations.
5. Business Program – Businesses are assessed using either a property-based method or as a single entity to ensure the use of proper Best Management Practices and Pollution Prevention activities, to prevent discharges into the MS4 and protect receiving waters. Follow-up visits, targeted education, or enforcement may be required.
6. Illicit Discharge Detection and Elimination (IDDE) – The permit requires an IDDE program to detect and eliminate illicit discharges into the MS4. This program includes the response to, and investigation of, potential illicit discharges in the city, field screening at major outfalls and the management of a public hotline.
7. Annual City Report Writing – Program personnel are responsible for compiling the annual Jurisdictional Runoff Management Program (JRMP) report. In addition, program personnel coordinate preparation of the new program documents at the beginning of each permit cycle.
8. Inter-departmental Support – The Storm Water Protection Program continues to work inter-departmentally on storm water and other environmentally-related activities, such as with the Carlsbad Fire Department during emergency response, Land use Engineering, the Construction Management Division, and the Transportation, Facilities and Utilities Departments.
9. Total Maximum Daily Load (TMDL) Regulation Management - In the past few years, the Regional Water Quality Control Board has issued several draft and final TMDL orders that affect the City of Carlsbad. The Storm Water Protection Program has proactively spent resources to track pending regulations, review drafts, comment, coordinate watershed or Hydrologic Area (HA) communication and meetings, gather water quality information, and submit formal de-listing applications. To date, the program has successfully processed three de-listings: a) the Pacific Ocean from the Buena Vista Lagoon mouth south to Pine Street for bacteria, b) Agua Hedionda Lagoon for sediment, and c) Agua Hedionda Lagoon for bacteria. The program is currently analyzing other 303(d) impaired water bodies for availability and accuracy of water quality data.

KEY ACHIEVEMENTS FOR 2016-17:

- Worked inter-departmentally to implement the National Pollutant Discharge Elimination System Municipal permit.
- As the Carlsbad Watershed principal, managed the contract for a Watershed Coordinator to assist the watershed agencies with developing the Water Quality Improvement Plan to optimize the watershed's compliance with the new permit.
- The Carlsbad Watershed Management Area WQIP was accepted by the San Diego Regional Water Quality Control Board.
- Completed a Track Compliance Feasibility Study to assess whether it is feasible for the city to comply with the full capture (Track 1) requirements of the state wide Trash Amendments.
- Successful implementation of the Energov software platform to track inventories and inspections.
- Coordinated a new cross departmental team to facility Municipal Inspections and train city staff to complete their own storm water facility inspections.
- Continued San Marcos HA participation in the Beaches and Creeks Bacteria TMDL.
- Strengthened partnerships with other stakeholders within the region on a TMDL Reference Study to provide accurate and scientifically valid data for future TMDL regulations.
- Revised and updated Divisional procedures and work plan to better define and monitor program performance and costs.
- Worked inter-departmentally to update the Jurisdictional Runoff Management Plan and direct the implementation of strategies developed in the Water Quality Improvement Plan.
- Continue to use mobile devices in the field to access and record data, creating efficiencies and facilitating the implementation of the permit.
- Participated in Creek to Bay Cleanup, Coastal Cleanup Day, Earth Day pop-up event, and other outreach and education activities within the City of Carlsbad and regionally.

KEY GOALS FOR 2017-18:

- Continue to support Carlsbad's quality of life by responsibly managing environmental resources in partnership with our stakeholders.
- Continue serving as the Principal Copermittee for the Carlsbad Watershed Management Area.
- Implement the WQIP on behalf of the Carlsbad Watershed to the San Diego Regional Water Quality Control Board.
- Incorporate innovative methods to implement the city's JRMP in conjunction with the Carlsbad Watershed WQIP.
- Work more closely with other city departments to provide a more holistic approach, create efficiencies, and improve reporting of the WQIP goals and strategies.
- Continue streamlining programs and improving efficiencies where possible.
- Plan for implementation of the requirements to comply with the new state wide trash amendments. This regulation will require substantial future resources to achieve compliance.
- Participate in regional and watershed efforts to complete the Report of Waste Discharge and reissuance of the Municipal Storm Water Permit.
- Proactively submit TMDL de-listing applications for 303(d) listed impaired water bodies where complete and accurate water quality data are available.
- Continue to improve business processes within the Energov system and create streamlined reporting tools to allow more efficient access to data.

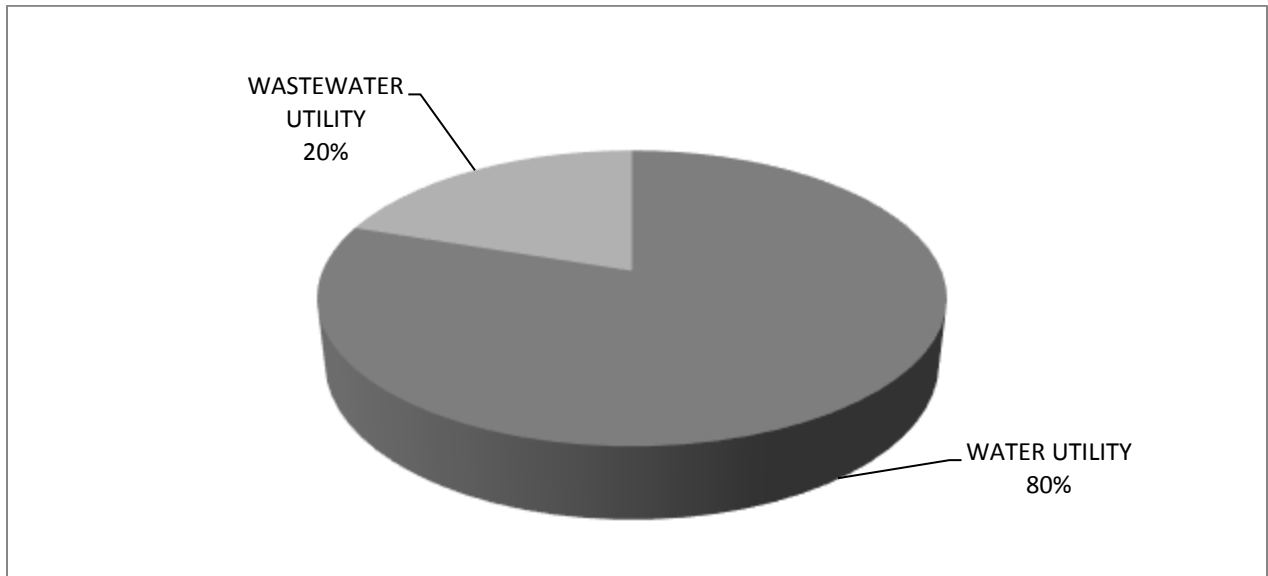
SIGNIFICANT CHANGES:

- Increase of 0.50 FTE part-time position to assist with administrative functions within the department.

PROGRAM: UTILITIES
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

SUMMARY

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$5,950,452	\$6,799,866	\$7,381,670	\$7,834,294
MAINTENANCE & OPERATIONS	49,246,979	45,679,000	52,565,611	56,311,899
CAPITAL OUTLAY	83,121	79,260	0	0
GRAND TOTAL	\$55,280,552	\$52,558,126	\$59,947,281	\$64,146,193
FULL TIME POSITIONS	58.40	60.85	60.20	60.45
HOURLY/FTE POSITIONS	1.00	0.50	0.50	0.50



PROGRAM: WATER OPERATIONS
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

ACCT NO. 5016310/5026310

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$4,050,146	\$4,874,216	\$5,290,355	\$5,501,115
MAINTENANCE & OPERATIONS	39,003,062	37,139,235	42,228,044	45,906,371
CAPITAL OUTLAY	58,977	26,162	0	0
GRAND TOTAL	\$43,112,185	\$42,039,613	\$47,518,399	\$51,407,486
FULL TIME POSITIONS	38.55	40.60	42.85	42.00
HOURLY/FTE POSITIONS	0.00	0.50	0.50	0.50

PROGRAM GROUP DESCRIPTION:

The Carlsbad Municipal Water District, a subsidiary district of the City of Carlsbad, provides water service to approximately 85 percent of the city. The District purchases 100 percent of its potable water, which includes a new local supply of desalinated seawater, as treated water from the San Diego County Water Authority. The District also supplies customers with recycled water from the Carlsbad Water Reclamation Facility (CWRF), and through purchase agreements with the Leucadia Wastewater District and Vallecitos Water District.

PROGRAM ACTIVITIES:

Water Operations

- Provide reliable operation and maintenance of the potable and recycled water reservoirs, pumping, regulating, and disinfection systems; collect water quality samples to ensure compliance with state and federal regulations, and provide emergency response services. CMWD is in full compliance daily with drinking water regulations.

Water Construction/Maintenance

- Schedule and perform water system maintenance to ensure a safe and efficient water distribution system, and provide emergency response services and repairs.

Water Conservation

- Provide water conservation education and outreach to encourage responsible water use.

Meter Services

- Read over 29,000 customer meters monthly to ensure timely and accurate revenue collection; provide customer service for water utility customers; and install, replace and maintain water meters.

Cross-Connection Control

- Implement and enforce cross-connection control and backflow prevention of potable and recycled water systems to ensure a safe supply of potable water and compliance with state and federal regulations.

PERFORMANCE/WORKLOAD MEASURES:

Water Losses

The 2012 AWWA benchmarks for distribution system losses (Apparent and Real) range between approximately 3 percent and 13 percent, with a median of approximately 6 percent. CMWD's water loss is near the benchmark median.

Carlsbad Water Loss – Last Five Years	
Fiscal Year	Percent of Water Loss (Apparent and Real)
2011-12	5.1%
2012-13	6.1%
2013-14	5.3%
2014-15	6.0%
2015-16	6.1%

PROGRAM: WATER OPERATIONS
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

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ACCT NO. 5016310/5026310

PERFORMANCE/WORKLOAD MEASURES (continued)

Potable Water Cost Efficiency

This measure represents the cost of service by Fiscal Year divided by the total number of accounts. The 2012 American Water Works Association (AWWA) benchmark for this metric is between \$281 and \$608 with a median of \$408. The City's Water Cost Efficiency is close to the median, suggesting that the system operates efficiently from a financial standpoint.

O&M Potable Water Cost Efficiency			
Fiscal Year	Adjusted Expenses*	Total Number of Accounts	Average Cost per Account
2011-12	\$11,783,137	28,527	\$413
2012-13	\$13,237,904	28,867	\$459
2013-14	\$13,828,466	29,007	\$477
2014-15	\$13,457,570	29,172	\$461
2015-16	\$13,933,730	29,345	\$475

**Excludes cost of purchased water and depreciation*

Water Service Delivery

The System Integrity Rate is the metric for assessing the condition of a water distribution system by reviewing the number of leaks and breaks in the system per 100 miles of pipe. These measures are calculated by dividing the total number of leaks and breaks during the reporting period by the total miles of pipe in the system and multiplying the results by 100. CMWD currently has approximately 438 miles of potable pipe and 78 miles of recycled pipe.

The 2012 AWWA benchmark for pipeline breaks ranges between 6 and 20, with 14 as the median. The benchmark for leaks ranges between 2 and 28, with 16 as the median. CMWD's potable water breaks rates are well below the benchmarks and seem to indicate that the system integrity is operating at a very high level. CMWD's leaks rates are near the median and also seem to indicate that the system integrity is operating at a strong level.

CMWD System Integrity per 100 Miles of Pipe – Potable Water				
Fiscal Year	Potable Water # of Breaks	Potable Water Breaks Rate	Potable Water # of Leaks	Potable Water Leaks Rate
2011-12	7	1.70	81	19.72
2012-13	4	.96	59	14.22
2013-14	4	.96	111	26.50
2014-15	7	1.64	80	18.79
2015-16	12	2.74	49	11.19

CMWD began installing its recycled water system in 1991. The very low pipeline leaks and breaks rates in the recycled water system reflect, in part, this fairly new system.

CMWD System Integrity per 100 miles of Pipe – Recycled Water				
Fiscal Year	Recycled Water # of Breaks	Recycled Water Breaks Rate	Recycled Water # of Leaks	Recycled Water Breaks Rate
2011-12	0	0.00	5	6.49
2012-13	0	0.00	1	1.28
2013-14	0	0.00	1	1.28
2014-15	0	0.00	2	2.56
2015-16	1	1.28	0	0

KEY ACHIEVEMENTS FOR FY 2016-17:

- Maintained a 99% AMR meter read rate, which minimizes manual re-reads.
- Replaced 8" meter for Omni La Costa Resort, and raised the entire meter and pipeline feed above ground for ease of maintenance.
- Continued Carlsbad Conserves program campaign to assist customers with State mandated water use reductions and restrictions.
- Continued water conservation education and outreach programs, and maintained compliance with state water conservation regulations.
- Prepared approximately 22 new retrofit plans (potable to recycled water) for properties located in areas where recycled water will be available in FY2017. Also connected 24 new properties to existing recycled water system. Plan-checked and/or processed 40 new recycled water plans for CMWD and San Diego County DEH approval.
- Completed construction of the El Camino Real Recycled Water pipeline between Cannon Road and Chestnut Avenue.
- Completed the 2016 Water Cost of Service Study.
- Completed design of the recycled water pipelines for Avenida Encinas and Ponto Road.
- Completed design of Bolero pressure reducing station.
- Completed construction of the Phase III Carlsbad Water Recycling Facility Plant Expansion as part of the \$37 million Phase III Expansion Project.
- Completed construction of Phase I of the Tri-Agencies Water Transmission Pipeline Replacement.
- Decommissioned the out-of-date pumps at the Ellery Pump Station at the Ellery Potable Water Tank Site, and built a new manifold specifically configured for portable pumps, as the pumps at this location are infrequently used.
- Completed the Urban Water Management Plan update.

KEY GOALS FOR FY 2017-18:

- Update the hydraulic models for the Water Master Plan and the Recycled Water Master Plan.
- Complete alternatives analysis of SCADA hardware and software for the Water SCADA Master Plan.
- Begin design of lower El Fuerte pressure reducing station.
- Begin rehabilitation of C and D3 potable water storage tanks.
- Begin construction of Bolero pressure reducing station.
- Begin design of the Maerke Reservoir Cover.
- Complete design of recycled water storage tank at D site.
- Complete construction of recycled water transmission line in Avenida Encinas.
- Complete plug valve maintenance in the potable distribution system.
- Complete inventory of existing infrastructure and load data into the Asset Management System.
- Begin AMR to AMI conversions.
- Begin implementation of a meter analytics with a web customer portal.
- Complete upgrade of the Harris Utility Billing system.
- Establish a meter testing program.
- Establish a high water usage call out system.
- Establish critical valve designations within Asset Management System.
- Implement a revised valve maintenance program.
- Implement a new valve replacement program.
- Participate in implementation of Job Order Contracting program.

SIGNIFICANT CHANGES:

- Reallocation of staff to better reflect workload.

PROGRAM: WASTEWATER OPERATIONS
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

ACCT NO. 5116310

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 BUDGET	2017-18 BUDGET
PERSONNEL	\$1,900,306	\$1,925,650	\$2,091,315	\$2,333,179
MAINTENANCE & OPERATIONS	10,243,917	8,539,765	10,337,567	10,405,528
CAPITAL OUTLAY	24,144	53,098	0	0
GRAND TOTAL	\$12,168,367	\$10,518,513	\$12,428,882	\$12,738,707
FULL TIME POSITIONS	19.85	20.25	17.35	18.45
HOURLY/FTE POSITIONS	1.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The Wastewater Division operates and maintains the sanitary sewer system which covers approximately 65% of the geographic area of the city. Sewage is treated at the Encina Wastewater Treatment Plant, a facility jointly owned by the cities of Carlsbad, Encinitas, and Vista, the Leucadia Wastewater District, the Vallecitos Water District, and the Buena Sanitation District.

PROGRAM ACTIVITIES:

Wastewater Operations

- Provide operation, maintenance and inspection of 13 wastewater lift stations and wet wells to ensure proper system performance and compliance with state and federal regulations.

Wastewater Collections

- Provide cleaning and inspection of approximately 288 miles of sanitary sewer system main lines and associated manholes annually, in accordance with applicable state and federal regulations.

PERFORMANCE MEASURES:

Wastewater Cost Efficiency

This measure represents the cost of service by Fiscal Year divided by the Annual Flow, which results in the Cost per Million Gallons (MG) metric. The 2012 American Water Works Association (AWWA) benchmark for this metric is between \$2,056 and \$4,259 with a median of \$3,122. The city's cost per Million Gallons is close to the median, suggesting that system operations are fiscally efficient.

Wastewater Cost Efficiency			
Fiscal Year	Expenses	Annual Flow (MG)	\$/MG
2011-12	\$6,644,950	2,524	\$2,633
2012-13	\$7,080,938	2,384	\$2,970
2013-14	\$6,995,585	2,152	\$3,251
2014-15	\$7,241,033	2,252	\$3,215
2015-16	\$7,198,231	2,125	\$3,387

PERFORMANCE MEASURES (continued):

Wastewater System Reliability

This measure is an indication of the collection system pipeline condition and the effectiveness of routine maintenance. This measure is calculated by dividing the total number of sanitation overflows during the reporting period by the total miles of pipe in the collection system and multiplying the result by 100. The 2012 AWWA benchmark for this metric is between 0.9 and 6.7 overflows per 100 miles of pipeline, with a median of 2.7. The city's Sanitation System Reliability Rate is well below the benchmark median, suggesting that the system operates efficiently and is properly maintained.

Wastewater System Reliability			
Calendar Year	Number of Overflows	Total Miles of Sanitation Pipes	Rate per 100 miles
2012	2	288	0.69
2013	4	288	1.39
2014	2	288	0.69
2015	2	288	0.69
2016	1	288	0.35

KEY ACHIEVEMENTS FOR 2016-17:

- Continued comprehensive list of rehabilitated wastewater assets, including manholes and cured-in-place-pipe.
- Continued manhole rehabilitations in various locations throughout the city.
- Completed construction of the Poinsettia Lift Station stand-by pump system.
- Completed construction of the North Batiquitos Lift Station Improvement Project.
- Completed final design of the Buena Vista Lift Station Electrical Improvements Project.
- Completed utility support bridge across Agua Hedionda Lagoon for the Agua Hedionda Lift Station Replacement.
- Completed steel and concrete construction of the \$45 million (Carlsbad's share) Agua Hedionda Lift Station Replacement Project.
- Completed 90% of the 54" diameter interceptor sewer installation in Avenida Encinas.

KEY GOALS FOR 2017-18:

- Complete the hydraulic model for the Sewer Master Plan Update.
- Complete alternatives analysis of SCADA hardware and software for the Wastewater SCADA Master Plan.
- Complete construction of the Foxes Landing Lift Station Replacement.
- Complete construction of the Agua Hedionda Sewer Lift Station Force Main.
- Begin construction of Simsbury Sewer Extension and Simsbury Lift Station removal.
- Begin design of Chinquapin Lift Station Force Main Replacement.
- Begin Force Main Condition Assessment Program.
- Replace generators at North Batiquitos and Knot's Lift Stations.
- Replace pumps at Knot's Lift Station.
- Complete condition assessment of manholes on Buena Interceptor Sewer.
- Complete condition assessment of Vista/Carlsbad sewer interceptor north of Agua Hedionda Lagoon.
- Continue creation of condition assessment priority list (by zone) of collection lines needing rehabilitation or replacement.
- Continue proactive cleaning and condition assessment of wastewater trunk lines.
- Complete in-house pilot program and evaluate for Fats, Oils, and Grease (FOG).
- Participate in implementation of Job Order Contracting program.

SIGNIFICANT CHANGES:

- Reallocation of staff to better reflect workload.

Capital Improvement Program



Capital Improvement Program

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

The City of Carlsbad Capital Improvement Program (CIP) is a 15 year planning document that outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures. The CIP is a financial planning document, not a commitment for spending. All construction costs are estimates and are reviewed and further refined each year. Spending authorization is given only at the time the City Council formally adopts the proposed budget, and, at that time, funds are only appropriated for the upcoming fiscal year. Information is shown in subsequent years to provide the most comprehensive information about all of the known future facilities the City of Carlsbad plans to construct, refurbish, replace, or modify.

The Fiscal Year (FY) 2017-18 CIP outlines approximately \$54 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for new projects. Projected revenues during the same fiscal year are estimated at \$53.7 million. 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 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. This Plan is the foundation for making decisions about the timing and prioritization of the capital projects under consideration. A discussion of the city's Growth Management Plan is located at the end of this report. The remainder of the report explains the process and the results of the city's plan for its capital facilities.

In addition to new facilities corresponding to new development, aging infrastructure requires maintenance, repairs, and at times, replacement. About 45 percent of Carlsbad's comprehensive capital plan encompasses numerous asset management programs to ensure adequate inspection, maintenance, and replacement of buildings and parks, water, sewer and drainage systems, bridges, and roadways systems.

It is still anticipated that the city will continue to meet its growth management standards. This reflects the Council's continued commitment to construct the facilities as needed to serve the current and anticipated development occurring throughout the city.

PROJECT EVALUATION

Projects that are shown in the CIP are generally defined as any construction (or reconstruction/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.

The CIP and the Operating Budget are integral parts of the total city financing plan. Each year, staff begins the process by evaluating the construction schedules for city facilities in conjunction with the workload of the staff needed to complete the projects. Staff considers City Council Goals and Work Plan, to ensure that the CIP is in alignment with the Council and Community Vision. In the FY 2017-18 CIP, there are approximately 240 continuing and new projects planned in the next 15 years.

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Projects were analyzed using the criteria shown in the table. Project timing was also reviewed, including evaluation of the availability of capital construction funds, operating funds, and other resources needed.



Project Ranking Criteria	
1.	Is the project required to ensure the health and safety of the citizens, as the result of a legal mandate?
2.	Is the project needed soon for growth management compliance?
3.	Is the project needed to meet specific city standards? (Traffic signals, street lights).
4.	Does the project complete or provide part of the basic infrastructure or complement a regional plan (example: a linking road segment)?
5.	Are there other reasons to construct the project (example: Council priority, timing or funding opportunity, public demand)? Are operating funds available to operate the facility?

CAPITAL PROJECTS

The following two sections provide information about the major capital projects. The first section focuses on projects planned in the next five years, and the second section contains an overview of the entire expenditure plan through FY 2031-32 (the next 15 years). All construction costs are estimates and only projects scheduled for FY 2017-18 funding receive appropriations. The information shown in the future years reflect the most comprehensive snapshot of the known future facilities and their associated cost at this point in time.

THE NEXT FIVE YEARS

PARK PROJECTS

The city is currently implementing park projects which were a result of a needs assessment and subsequent updated master plans. The city worked with the community to identify current needs and priorities for parks and recreation programs, and summarized the input in the Parks & Recreation Department Master Plan. The city then updated individual master plans for Poinsettia Community Park, Aviara Community Park, Pine Avenue Community Park and Leo Carrillo Ranch Historic Park.

Aviara Community Park Event Gathering Space and Picnic Areas – The additional park amenities include a large passive outdoor public gathering space, group picnic areas, a perimeter walking path and a catering support room complete with appliances to support outside catering and food and beverage services for small events. The total cost is \$3.6 million.

Poinsettia Park Multi-Use/Multi-Generational Community Center – As a result of the needs assessment, funds are included to study the feasibility of a multi-use, multi-generation indoor community center, located at Poinsettia Park, which will serve a larger cross section of the community. Additional planned improvements include a fenced dog park for both large and small dogs, pickleball courts, updated tot lots and a multi-sports arena with a picnic area and artificial turf field, at a total cost of \$4.4 million.

Leo Carrillo Phase III – This historic park is located in the southeast quadrant of the city. Expenditures include restoration of the horse stables to allow occupancy for events, an outdoor interpretive plan to educate and focus on the life and times of Leo Carrillo, his ranch years, and native people and plants. Also included is visitor way-finding signage and additional lighting. The total estimated cost is \$2.8 million.

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW



Pine Avenue Park Community Facility and Garden Areas – The remaining elements of the park include a multi-purpose community center and gymnasium, a community garden with rentable plots, and a botanical/ornamental garden. The community center and gymnasium will include basketball, volleyball, gymnastics, multi-purpose rooms, meeting rooms, a teen center, and office

space. This final phase of the park is estimated at \$12.3 million.

Robertson Ranch Master Plan – This 13 acre park site is located within the Robertson Ranch development located in the northeast quadrant of the city. Funding in the amount of \$200,000 is included for the development of a master plan.

CIVIC FACILITY IMPROVEMENTS

Civic facilities include a variety of facilities from which the city provides its services to the public. This category also includes maintenance of those facilities.

Maintenance & Operations Center – This city facility will bring together offices, the maintenance yard, a warehouse, and parking to accommodate the various work groups at one location, currently planned near the existing Safety Center and Fleet yard. The total estimated project cost is \$31.3 million.

Fire Station No. 2 Reconstruction – Fire Station No. 2, located at the corner of El Camino Real and Arenal Road, was originally constructed in 1969 for one full-time firefighter and a yearly call volume of less than 250. Today, the station maintains a staff of five full-time firefighters with a call volume of approximately 4,000 per year. Funding for the reconstruction project was approved by a vote of the citizens at a cost not-to-exceed \$10.5 million.

Facilities Maintenance – As the city facilities begin to age, maintenance and repair projects are needed to keep them in good condition. In the next five years, \$5.1 million has been allocated to projects, including projects at the following locations:

- Cannon Park Restroom
- City Facility Accessibility Upgrades
- Faraday Administrative Facility Upgrades
- Fire Station No. 1, 4 & 5 Security Fencing
- Fleet Maintenance Facility Refurbishment
- Leo Carrillo Park Improvements
- Senior Center Refurbishment
- Village Arts Building Roof and Exterior Refurbishment



2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

STREET AND CIRCULATION PROJECTS



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 livable streets concept, also called "complete streets," acknowledges that streets are an important part of the livability of today's communities and ought to be for everyone. Carlsbad has made livable streets a priority when planning and constructing improvements to city roadways. In addition to constructing improvements, the city continues to invest in the maintenance and operation of the transportation infrastructure by providing timely repairs and rehabilitation of the public assets associated with the roadways and public rights of way throughout the city.

ADA Improvements – ADA projects throughout the city are scheduled for \$1.7 million in funding over the next five years. The project includes various accessibility improvements, including sidewalk curb ramps and pedestrian signals.

Avenida Encinas Widening – Widening to full secondary arterial standards along Avenida Encinas from Palomar Airport Road to just south of Embarcadero Lane is scheduled for design in FY 2017-18. The CIP includes \$5.4 million to fund this project in the next five years.

Beach Access Repair/Upgrades – Tamarack Avenue to Pine Avenue – Funding of \$5 million is included to pay for a structural evaluation report for railings, girders, caissons, concrete, etc., along with recommendations for repair and rehabilitation to keep the beach access facilities in safe condition.

Bridge Preventative Maintenance Program – This is a new program designed to perform preventative maintenance activities on bridges throughout the city, at a total cost of \$1.6 million.

Carlsbad Boulevard Pedestrian Lighting – This project will install pedestrian scale lighting along both sides of Carlsbad Boulevard between Tamarack Avenue and State Street at a total cost of \$1.3 million.

Carlsbad Village Drive and Grand Avenue Pedestrian Improvements – This project is estimated at \$1.3 million and will improve pedestrian features including roadway and sidewalk improvements and safety barriers.

Concrete Repair and Maintenance – The proposed spending plan includes \$1 million in the next five years for repairs to sidewalks, curb and gutter, pedestrian ramps, driveway approaches and cross gutters.

El Camino Real Widening – There are a number of projects that are scheduled over the next five years that will focus on the widening of El Camino Real, in addition to other improvements, such as median construction. The projects include widening from Cassia Road to Camino Vida Roble, Arenal Road to La Costa Avenue and Lisa Street to Crestview Drive. The estimated cost for these roadway sections is \$5.5 million.

Pavement Management – Carlsbad's local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the streets. Part of the maintenance program is the sealing and overlay of the existing street surface. In addition, any problem areas are addressed as they are identified. The FY 2017-18 CIP has \$15.6 million budgeted in the next five years for this program.

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Poinsettia Lane Extension from Cassia Road to Skimmer Court – Completion of this segment of Poinsettia Lane is the final link between Aviara Parkway and El Camino Real. The total cost is estimated at \$14.1 million.

Road Diet and Traffic Calming Projects along Chestnut Avenue, Valley Street and Kelly Drive – Several projects are planned in the next five years to provide complete street solutions so that the varied user of these roads, including pedestrians and bicyclists, are provided for in a balanced and equitable manner. The total cost is estimated at \$7 million.

Traffic Signals/Traffic Control Improvements – In the next five years, traffic signal projects are planned at the following locations, at a total cost of \$1.2 million:

- Faraday Avenue and Camino Hills Drive
- Faraday Avenue and Palmer Way
- La Costa Avenue and Levante Street
- Maverick Way and Camino De Los Coches
- Poinsettia Lane and Cassia Road
- Poinsettia Lane and Oriole Court

Village and Barrio Traffic Circles – Installation of traffic circles at intersections throughout the Village and Barrio is planned at a total cost of \$1.5 million.

WATER/WASTEWATER PROJECTS

The city's water and wastewater projects are vital to the continued health and welfare of its citizens. Most new lines are built and paid with impact fees collected with new development. As the city ages, it will become necessary to repair and replace the lines that already exist, and an increase in these projects is anticipated in future years. In the next five years, an additional \$40.9 million in funding is scheduled for both new and replacement water and sewer projects.

Vista/Carlsbad Interceptor & Agua Hedionda Lift Station Replacement – This project consists of a set of individual projects that will ultimately construct a parallel sewer interceptor system to accommodate existing and future sewer flows from the cities of Vista and Carlsbad. The individual projects include a main in Jefferson Street, replacement of the Agua Hedionda Lift Station, and a main from the lift station to the Encina Wastewater Facility. The overall total cost estimate for this set of projects totals \$64 million, of which approximately 64 percent is funded by the City of Vista and 36 percent by the City of Carlsbad.

Wastewater

Other wastewater facilities scheduled for construction or replacement within the next five years include:

- Buena Interceptor Sewer Improvements
- Faraday/El Camino Real Sewer Replacement
- Foxes Landing Lift Station Wetwell and Pump Replacement
- Las Palmas Trunk Sewer
- Quarry Creek Sewer Extension

In addition to the new construction and replacement projects and ongoing condition assessments, repairs and upgrades to the city's wastewater facilities are expected to cost \$3.5 million in the next five years.

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Water Lines

Major water facilities scheduled for construction or replacement within the next five years are estimated at \$33.2 million, and include the following locations:

- Aviara Parkway and Plum Tree
- Carlsbad Boulevard – South of Avenida Encinas
- Fire Flow System Improvements
- Maerkle Reservoir Floating Cover Replacement
- Santa Fe II Inlet Pipeline

Rehabilitation and maintenance programs included in the five year total are estimated at \$17 million.

Recycled Water Expansion

Expansion to the Carlsbad Water Recycling Facility, including construction of additional pipelines and a reservoir, are anticipated to cost \$34.2 million. These facilities are expected to meet the 76 percent increase in future recycled water demand. The expansion is expected to increase the recycled water supply from 4 to up to 8 million gallons per day (mgd). With diminishing potable water resources available, alternative supplies such as recycled and desalinated water become increasingly important in supplementing the total water supply.



DRAINAGE PROJECTS

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. Carlsbad supports programs that will ensure that all water bodies within the city are safe and clean and, where possible, open to the public at all times. The system consists of drainage pipes 30-inches or larger in diameter, large concrete and rock lined channels, permanent sedimentation basins and miscellaneous large facilities. As the city continues to age, it will become necessary to repair and replace the lines that already exist. An additional \$4.3 million will be added to the program in the next five years.

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

CAPITAL PROJECTS THROUGH FISCAL YEAR 2031-32

The CIP for FY 2017-18 to FY 2031-32 outlines approximately 240 projects at a cost of \$462 million as shown below:

CIP Projects - All Future Project Costs		
Project Type	Percent	Total Cost
Streets/Circulation	26%	121,708,206
Civic Projects	19%	89,269,256
Wastewater	20%	91,446,150
Parks	10%	45,068,400
Water	17%	78,552,720
Drainage	4%	17,967,983
Other (loans)	4%	17,513,083
Total Future	100%	461,525,798

OVERVIEW OF FY 2017-18 TO 2031-32

The spending plan includes \$45.1 million, or 10 percent, for future park development projects located within all four quadrants of the city.

Approximately 26 percent of future expenditures, or \$121.7 million, are planned for street and traffic signal construction projects. Projects include several road-widening projects, road diet and traffic calming projects, Carlsbad Boulevard Realignment, and funding for sidewalk construction, concrete repair work, ADA projects, and parking lot and pavement maintenance.

Wastewater projects are expected to cost over \$91.5 million, or 20 percent, for numerous pipeline construction and rehabilitation projects, as well as improvements to the Encina Wastewater Treatment facility.

Future water and recycled water projects include construction of new waterlines, both potable and recycled, and expansion of the Carlsbad Water Recycling Facility. Replacement of existing potable waterlines and reservoir improvements are also included in this category. A total of \$78.6 million, or 17 percent of the total CIP, is planned for these projects.

Construction and maintenance of civic facilities such as libraries, administrative buildings, and police and fire facilities are currently estimated at \$89.3 million, or 19.3 percent of the total planned capital expenditures to build out.

Drainage projects are 4 percent of the total spending plan, at \$18 million and the remaining 4 percent, or \$17.5 million are for loans and repayments. There are times when one fund will loan money to another fund to cover a temporary shortfall due to the timing of revenues and expenditures.

UNFUNDED PROJECTS

There are several projects identified in the CIP for which there is no identifiable funding source and, in some cases, where only partial funding has been identified. The city will investigate obtaining possible external funding, such as federal and state grants, loans, or other financing sources. Once funding is identified for these projects, the project costs will have to be reviewed and updated to reflect actual cost estimates. The unfunded projects do not receive annual inflationary increases.

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

The unfunded projects are:

- Business Park Recreational Facility (partial)
- Cannon Lake Park
- Carlsbad Boulevard Widening Mountain View to Northerly City Limits (partial)*
- Carlsbad Boulevard/Palomar Airport Road Improvements (partial)*
- Carlsbad Boulevard Realignment, Segments 3-5
- Robertson Ranch (NE Quadrant) Park Development (partial)

(*) These projects are in the Traffic Impact Fee (TIF) program approved by the City Council on May 12, 2009, which was planned to generate enough revenue to pay for 20 percent of the total cost of these projects, the remaining 80 percent is unfunded.

FUTURE GROWTH AND DEVELOPMENT

There are a variety of revenues that are used to fund the capital projects. In order to estimate revenues received from development, several assumptions about the rate and type of future development need to be made. These assumptions can change from year-to-year and tend to correlate with the 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 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 will occur. The following table shows the number of residential units and non-residential square feet of development used in calculating estimated revenues for FY 2017-18 and subsequent years to build out.

Projected Development Residential and Non-Residential Construction		
Year	Residential Units	Non-Residential Square Feet
2017-18	520	637,472
2018-19	248	764,017
2019-20	130	113,617
2020-21	198	36,217
2021-22	139	24,950
2022-27	1,607	1,717,896
2028-build out	2,068	2,351,049
Totals	4,910	5,645,218

Administrative Services Department staff prepare financial forecasting schedules to ensure that funding will be sufficient 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 again evaluated and recommendations are made to resolve the discrepancies.

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

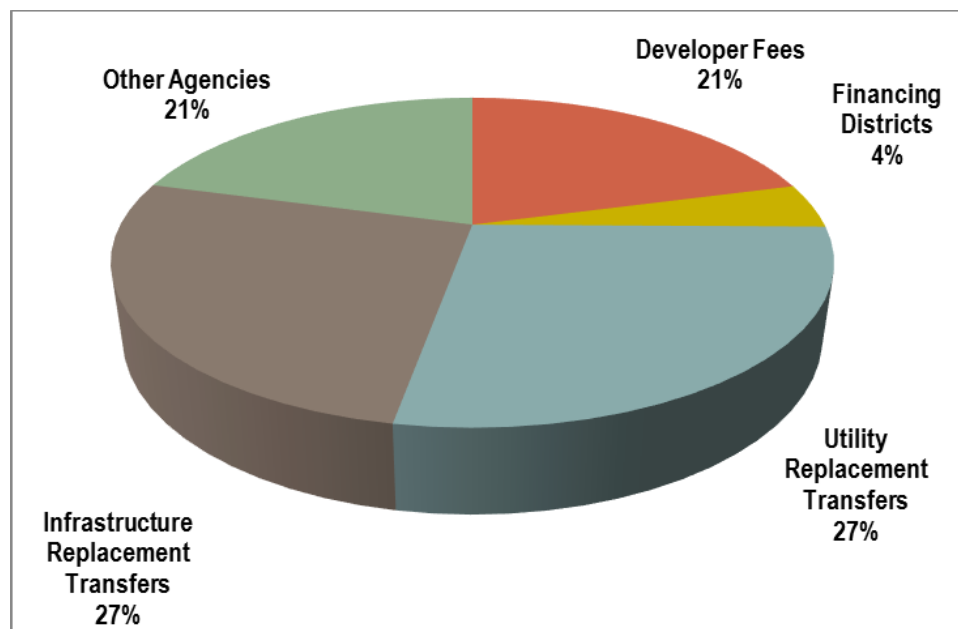
About 4,900 residential units are anticipated for future development, and it is currently estimated that the city is about 90 percent built out. Residential development for FY 2017-18 is projected at 520 units, and, over the next five years, should average 247 units per year. The amount of non-residential development is projected at about 1.6 million square feet over the next five years, a decrease of 1.6 million square feet from the prior five year period.

Projects include several neighborhood commercial/retail developments, hotels and timeshares, and other office and 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.

REVENUES

Over the next 15 years, revenues for Capital Projects are an estimated \$661 million and are segregated into five major funding sources: (1) fees generated by development in Carlsbad, (2) special district fees and taxes (Community Facilities Districts and Bridge and Thoroughfare Benefit Districts), (3) water and wastewater replacement funds, (4) infrastructure replacement funds (other than wastewater and water), and (5) other sources, including grants, bond issues, and contributions from other agencies.

Capital Improvement Program Revenues FY 2017-18 to FY 2031-32 \$661 million



Approximately 25 percent of all capital revenue is received as a result of development, and is dependent upon assumptions made about the city's annual growth in dwelling units and commercial/industrial square feet. Development revenues include Public Facilities Fees (PFF), Traffic Impact Fees (TIF), Park-In-Lieu Fees (PIL), Planned Local Drainage (PLD) Fees, Water Connection Fees (MFF), and Sewer Connection charges. Revenue from special districts, such as Community Facilities Districts (CFD) and Bridge and Thoroughfare Benefit Districts (BTD) comprise 4 percent of the total. Water and wastewater replacement revenues generated by user fees equal approximately 27 percent of total revenues, and are used to pay for replacement of existing water and sewer facilities. Infrastructure replacement revenues, equal to 27 percent, are transfers from the city's General Fund, which are being set aside to pay for replacement of major capital facilities

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

other than wastewater and water facilities. The remaining 21 percent consists of revenues from other agencies and include federal and state grants, the county sales tax program (TransNet) and contributions from cities, developers, and other agencies.

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 multi-family and single-family residential units is assumed to be 57 percent and 43 percent, respectively, and reflects the anticipated mix of residential development for each Local Facilities Management Zone. The building permit valuation used for computing Public Facilities Fees is \$198,400 per multi-family dwelling unit, and \$366,800 per single-family dwelling unit. A building permit valuation of \$51 per square foot of construction is used to calculate non-residential Public Facilities Fees.

In order 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.

Community Facilities District No. 1 is a citywide district established to finance various civic facilities required under the city's Growth Management Plan. CFD No. 3 was established for the Faraday Avenue and Melrose Drive Extensions east of El Camino Real, as well as the extension of El Fuerte.

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 are formed by property owners to finance specific road construction projects located within the district boundaries. Poinsettia Lane - Aviara Parkway (BTD No. 2) 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.

SUMMARY

The FY 2017-18 CIP is guided by the city's commitment to ensure that facilities are available to serve the developing areas as well as the current residents. Carlsbad's philosophy has been to build quality capital facilities, which meet and, at times, exceed Growth Management standards, in addition to reflecting the needs and wants of all who live, work and play in Carlsbad. Phasing projects over a period of years to match funding availability for construction and operations is often used to meet the needs of growth management. The FY 2017-18 CIP reflects the commitment of Carlsbad's City Council and staff to continue providing its residents with a better quality of life.

2017-18 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

GROWTH MANAGEMENT PLAN

The Growth Management Plan was developed and voted into law by the citizens of Carlsbad 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 has established precise standards for 11 public facilities. Standards must be met at all times as growth occurs. Facilities for which standards have been established are as follows:

- City Administrative
- Wastewater Treatment
- Circulation
- Fire
- Schools
- Water Distribution
- Library
- Parks
- Drainage
- Open Space
- Sewer Collection

The plan requires that appropriate public facilities be available, in conformance with the adopted performance standards, as development occurs. Unless all of the 11 public facility standards have been met, no new development can occur.

The Growth Management Plan impacts both the Operating Budget and the Capital Improvement Program. The detailed level of planning required by Growth Management has allowed Carlsbad's Capital Improvement Program to anticipate the funding needed for capital improvements in the next 15 years. The timing of construction of facilities is governed by the rate of development and the 11 performance standards. New public facilities often require additional staffing and other resources, which affects the Operating Budget. Facilities such as community centers, parks, and fire stations have been constructed and opened to the public under this program.

The Capital Improvement Program 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 FY 2017-18 CIP, compliance with the Growth Management Plan is continued.

**CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2016-17**

FUND	JULY 1, 2016			PROJECTED DEBT SERVICE LOANS & OTHER	JUNE 30, 2017 PROJECTED BALANCE
	UNRESERVED BALANCE	PROJECTED REVENUES	PROJECTED EXPENDITURES		
BTD#2 - POINSETTIA LANE/AVIARA PKWY	11,070,052	54,274	36,395	0	11,087,931
BTD#3 - CANNON ROAD WEST	593,474	563,724	0	0	1,157,198
CFD #1 - CITYWIDE	76,307,931	2,674,210	509,418	144,179	78,328,544
GAS TAX	13,693,012	2,223,021	2,551,630	814,871	12,549,532
GENERAL CAPITAL CONST.	39,518,923	10,500,000	2,823,800	0	47,195,123
GRANTS - FEDERAL	0	1,140,900	51,731	0	1,089,169
INFRASTRUCTURE REPLACEMENT	91,898,685	9,998,169	3,493,201	0	98,403,653
OTHER	1,776,396	8,958	0	0	1,785,354
PARK FEE ZONES 5,13,16	3,261,690	532,007	0	0	3,793,697
PARK-IN-LIEU NE	1,334,863	2,293,806	0	0	3,628,669
PARK-IN-LIEU NW	2,318,488	92,385	122,084	0	2,288,789
PARK-IN-LIEU SE	2,339,083	24,743	3,468	0	2,360,358
PARK-IN-LIEU SW	2,756,483	50,050	204,518	0	2,602,015
PLANNED LOCAL DRAINAGE AREA A	734,758	605,934	562	0	1,340,130
PLANNED LOCAL DRAINAGE AREA B	3,531,550	782,213	328,351	0	3,985,412
PLANNED LOCAL DRAINAGE AREA C	1,515,666	368,400	9,577	0	1,874,489
PLANNED LOCAL DRAINAGE AREA D	607,012	245,978	0	0	852,990
PUBLIC FACILITIES FEE	25,270,822	5,172,434	1,761,850	0	28,681,406
RANCHO SANTA FE ROAD PROJECT	607,050	3,010	16,211	0	593,849
SEWER CONNECTION	15,985,802	26,877,529	34,518,608	0	8,344,723
SEWER REPLACEMENT	25,855,195	4,625,412	6,043,044	0	24,437,563
TDA	0	248,834	0	0	248,834
TRAFFIC IMPACT FEE	19,159,053	5,138,629	4,185,144	0	20,112,538
TRANSNET/BIKE	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0
TRANSNET/LOCAL	21,519,276	4,098,038	4,021,879	0	21,595,435
TRANSNET/STP	51,665	84	51,749	0	0
WATER - POTABLE	27,974,355	3,684,861	3,047	0	31,656,169
WATER - RECYCLED	(8,394,983)	29,349,641	5,563,200	0	15,391,458
WATER REPLACEMENT - POTABLE	52,184,097	6,202,193	3,668,732	0	54,717,558
WATER REPLACEMENT - RECYCLED	12,675,081	1,275,542	265,062	0	13,685,561
TOTAL	446,145,479	118,834,979	70,233,261	959,050	493,788,147

**CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2017-18**

FUND	JULY 1, 2017 PROJECTED BALANCE	ESTIMATED REVENUES	06/30/2017 CONTINUING APPROPR.	07/01/2017 NEW APPROPR.	2017-18 TOTAL CIP APPROPR.	JUNE 30, 2018 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	11,087,931	2,319,520	10,787,947	1,872,000	12,659,947	747,504
BTD#3 - CANNON ROAD WEST	1,157,198	119,810	125,000	0	125,000	1,152,008
CFD #1 - CITYWIDE	78,328,544	1,042,881	13,537,761	1,421,000	14,958,761	64,412,663
GAS TAX	12,549,532	3,148,150	13,369,596	1,801,000	15,170,596	527,086
GENERAL CAPITAL CONST.	47,195,123	0	16,612,207	12,505,703	29,117,910	18,077,213
GRANTS - FEDERAL	1,089,169	0	1,089,169	0	1,089,169	0
INFRASTRUCTURE REPLACEMENT	98,403,653	9,970,000	11,147,957	5,534,456	16,682,413	91,691,240
OTHER	1,785,354	987,000	1,294,592	987,000	2,281,592	490,762
PARK FEE ZONES 5,13,16	3,793,697	193,162	0	0	0	3,986,859
PARK-IN-LIEU NE	3,628,669	617,773	200,000	0	200,000	4,046,442
PARK-IN-LIEU NW	2,288,789	456,764	1,837,767	240,000	2,077,767	667,786
PARK-IN-LIEU SE	2,360,358	816,890	954,818	375,000	1,329,818	1,847,430
PARK-IN-LIEU SW	2,602,015	86,795	2,628,822	4,000	2,632,822	55,988
PLANNED LOCAL DRAINAGE AREA A	1,340,130	242,663	97,438	0	97,438	1,485,355
PLANNED LOCAL DRAINAGE AREA B	3,985,412	335,767	3,203,703	1,233,673	4,437,376	(116,197)
PLANNED LOCAL DRAINAGE AREA C	1,874,489	80,383	228,017	0	228,017	1,726,856
PLANNED LOCAL DRAINAGE AREA D	852,990	402,990	129,000	0	129,000	1,126,980
PUBLIC FACILITIES FEE	28,681,406	3,222,538	14,403,867	417,050	14,820,917	17,083,027
RANCHO SANTA FE ROAD PROJECT	593,849	0	502,497	0	502,497	91,352
SEWER CONNECTION	8,344,723	2,633,148	1,691,419	2,722,000	4,413,419	6,564,452
SEWER REPLACEMENT	24,437,563	4,400,000	18,301,586	5,885,021	24,186,607	4,650,956
TDA	248,834	0	248,834	0	248,834	0
TRAFFIC IMPACT FEE	20,112,538	4,893,545	8,597,952	3,143,970	11,741,922	13,264,161
TRANSNET/BIKE	0	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0	0
TRANSNET/LOCAL	21,595,435	5,561,000	13,725,049	6,275,000	20,000,049	7,156,386
TRANSNET/STP	0	0	0	0	0	0
WATER - POTABLE	31,656,169	2,258,639	2,545,207	0	2,545,207	31,369,601
WATER - RECYCLED	15,391,458	3,902,300	16,070,761	750,000	16,820,761	2,472,997
WATER REPLACEMENT - POTABLE	54,717,558	4,803,000	46,678,214	8,170,760	54,848,974	4,671,584
WATER REPLACEMENT - RECYCLED	13,685,561	1,175,340	425,938	614,360	1,040,298	13,820,603
TOTAL	493,788,147	53,670,058	200,435,118	53,951,993	254,387,111	293,071,093

**CITY OF CARLSBAD
CAPITAL FUNDS
REVENUES ACTUAL AND ESTIMATED**

FUND	2013-14 ACTUAL REVENUE	2014-15 ACTUAL REVENUE	2015-16 ACTUAL REVENUE	2016-17 PROJECTED REVENUE	2017-18 ESTIMATED REVENUE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	781,080	376,500	170,247	54,274	2,319,520
BTD#3 - CANNON ROAD WEST	40,415	125,933	142,735	563,724	119,810
CFD #1 - CITYWIDE	3,616,943	3,131,287	3,703,742	2,674,210	1,042,881
GAS TAX	3,713,486	3,405,151	2,670,913	2,223,021	3,148,150
GENERAL CAPITAL CONST.	2,023,514	6,257,241	0	0	0
GRANTS - FEDERAL	99,540	94,666	586,794	11,640,900	0
INFRASTRUCTURE REPLACEMENT	8,929,319	9,100,767	10,398,720	9,998,169	9,970,000
OTHER	33,555	23,530	37,172	8,958	987,000
PARK FEE ZONES 5,13,16	79,981	221,292	222,742	532,007	193,162
PARK-IN-LIEU NE	12,326	8,376	425,412	2,293,806	617,773
PARK-IN-LIEU NW	76,543	552,636	1,373,329	92,385	456,764
PARK-IN-LIEU SE	199,290	681,192	247,608	24,743	816,890
PARK-IN-LIEU SW	23,977	108,507	1,144,840	50,050	86,795
PLANNED LOCAL DRAINAGE AREA A	45,231	473,617	60,052	605,934	242,663
PLANNED LOCAL DRAINAGE AREA B	57,664	69,657	73,444	782,213	335,767
PLANNED LOCAL DRAINAGE AREA C	20,390	38,249	23,344	368,400	80,383
PLANNED LOCAL DRAINAGE AREA D	106,608	(156,439)	12,157	245,978	402,990
PUBLIC FACILITIES FEE	2,937,401	2,985,116	3,023,448	5,172,434	3,222,538
RANCHO SANTA FE ROAD PROJECT	1,442,457	7,913	9,368	3,010	0
SEWER CONNECTION	835,100	1,447,571	3,841,658	26,877,529	2,633,148
SEWER REPLACEMENT	4,524,527	4,160,196	3,634,999	4,625,412	4,400,000
TDA	599,862	66,652	0	248,834	0
TRAFFIC IMPACT FEE	1,069,174	3,337,045	2,152,837	5,138,629	4,893,545
TRANSNET/BIKE	629	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0
TRANSNET/LOCAL	3,085,462	3,197,461	4,114,901	4,098,038	5,561,000
TRANSNET/STP	5,089	2,256	1,037	84	0
WATER - POTABLE	1,058,370	1,117,515	1,273,422	3,684,861	2,258,639
WATER - RECYCLED	0	10,348	82,341	29,349,641	3,902,300
WATER REPLACEMENT - POTABLE	5,120,855	4,969,829	6,132,087	6,202,193	4,803,000
WATER REPLACEMENT - RECYCLED	1,258,165	1,067,636	1,362,016	1,275,542	1,175,340
TOTAL CAPITAL FUNDS	41,796,953	46,881,700	46,921,365	118,834,979	53,670,058

Note: Revenues include loans, advances and transfers.

**CITY OF CARLSBAD
CAPITAL FUNDS
BUDGET EXPENDITURE SCHEDULE**

FUND	2014-15 ACTUAL EXPENSE	2015-16 ACTUAL EXPENSE	2016-17 ESTIMATED EXPENSE	2017-18 CONTINUING APPROPR.	2017-18 NEW APPROPR.	2017-18 TOTAL CIP APPROPR.
BTD#2 - POINSETTIA LANE/AVIARA PKWY	0	0	36,395	10,787,947	1,872,000	12,659,947
BTD#3 - CANNON ROAD WEST	0	0	0	125,000	0	125,000
CFD #1 - CITYWIDE	115,420	365,150	653,597	13,537,761	1,421,000	14,958,761
GAS TAX	4,431,481	5,970,534	3,366,501	13,369,596	1,801,000	15,170,596
GENERAL CAPITAL CONST.	2,780,398	11,460,880	2,823,800	16,612,207	12,505,703	29,117,910
GRANTS - FEDERAL	435,265	224,166	51,731	1,089,169	0	1,089,169
INFRASTRUCTURE REPLACEMENT	7,967,536	3,236,224	3,493,201	11,147,957	5,534,456	16,682,413
OTHER	0	0	0	1,294,592	987,000	2,281,592
PARK FEE ZONES 5,13,16	0	0	0	0	0	0
PARK-IN-LIEU NE	0	0	0	200,000	0	200,000
PARK-IN-LIEU NW	0	61,267	122,084	1,837,767	240,000	2,077,767
PARK-IN-LIEU SE	0	814	3,468	954,818	375,000	1,329,818
PARK-IN-LIEU SW	0	248,431	204,518	2,628,822	4,000	2,632,822
PLANNED LOCAL DRAINAGE AREA A	0	0	562	97,438	0	97,438
PLANNED LOCAL DRAINAGE AREA B	55,432	37,643	328,351	3,203,703	1,233,673	4,437,376
PLANNED LOCAL DRAINAGE AREA C	3,712	28,925	9,577	228,017	0	228,017
PLANNED LOCAL DRAINAGE AREA D	0	0	0	129,000	0	129,000
PUBLIC FACILITIES FEE	4,052,224	7,356,025	1,761,850	14,403,867	417,050	14,820,917
RANCHO SANTA FE ROAD PROJECT	1,143,071	116,843	16,211	502,497	0	502,497
SEWER CONNECTION	4,314,856	14,902,451	34,518,608	1,691,419	2,722,000	4,413,419
SEWER REPLACEMENT	4,554,217	2,828,540	6,043,044	18,301,586	5,885,021	24,186,607
TDA	0	21,167	0	248,834	0	248,834
TRAFFIC IMPACT FEE	2,458,432	4,365,785	4,185,144	8,597,952	3,143,970	11,741,922
TRANSNET/BIKE	0	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0	0
TRANSNET/LOCAL	2,952,292	3,264,384	4,021,879	13,725,049	6,275,000	20,000,049
TRANSNET/STP	248,674	77,977	51,749	0	0	0
WATER - POTABLE	4,982	1,043,581	3,047	2,545,207	0	2,545,207
WATER - RECYCLED	4,600	9,166,130	5,563,200	16,070,761	750,000	16,820,761
WATER REPLACEMENT - POTABLE	3,706,264	5,066,196	3,668,732	46,678,214	8,170,760	54,848,974
WATER REPLACEMENT - RECYCLED	0	0	265,062	425,938	614,360	1,040,298
TOTAL CAPITAL FUNDS	39,228,856	69,843,113	71,192,311	200,435,118	53,951,993	254,387,111

Note: Expenditures include loans, advances and transfers.





FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
CIVIC PROJECTS				
ADMINISTRATIVE FACILITIES				
40081	CIVIC CENTER	CFD#1	31,480,000	954
35721	MAINTENANCE AND OPERATIONS CENTER	CFD#1	18,774,264	4,615,120
35724	MAINTENANCE AND OPERATIONS CENTER - ART	CFD#1	541,000	429
35722	MAINTENANCE AND OPERATIONS CENTER	WATER REPL	7,678,400	-
35723	MAINTENANCE AND OPERATIONS CENTER	SEWER REPL	4,343,000	5,000
DOWNTOWN AREA PROJECTS				
40131	BARRIO STREET LIGHTING	GCC	760,000	87,391
40611	VILLAGE PUBLIC GATHERING SPACES STUDY	GCC	345,000	
40141	VILLAGE AND BARRIO BIKE & PEDESTRIAN WAYFINDING	GCC	250,000	69,518
40151	VILLAGE AND BARRIO TRAFFIC CIRCLES	GCC	315,000	37,453
40152	VILLAGE AND BARRIO TRAFFIC CIRCLES	TRANSNET-LOC	1,025,000	
40153	VILLAGE AND BARRIO TRAFFIC CIRCLES	SEWER REPL	160,000	
40161	VILLAGE DECORATIVE LIGHTING	GCC	177,800	155,291
40171	VILLAGE PARKING WAYFINDING	GCC	105,000	68,312
40181	VILLAGE SAFETY LIGHTING	GCC	234,678	233,388
40191	VILLAGE AND BEACH STREETScape	GCC	635,000	529,546
POLICE & FIRE FACILITIES				
40701	CARLSBAD SAFETY TRAINING FACILITY - FIREARMS RANGE NOISE MITIGATION	GCC	350,500	154,390
40601	FIRE STATION NO. 2 FEASIBILITY STUDY	GCC	50,000	16,298
NEW	FIRE STATION NO. 2 REPLACEMENT	GCC	10,500,000	
40031	FIRE STATION NO. 3 RELOCATION	PFF	9,352,000	8,864,986
47151	SAFETY CENTER IMPROVEMENTS	IRF	2,752,450	27,470
47152	SAFETY CENTER IMPROVEMENTS	GCC	2,013,500	126,764
LIBRARY FACILITIES				
NA	COLE LIBRARY EXPANSION	CFD#1	5,814,000	-
NA	COLE LIBRARY EXPANSION	PFF	11,588,000	-
NA	COLE LIBRARY EXPANSION (BROWNLEY DONATION)	GCC	1,000,000	
40201	COLE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	GCC	5,300,000	5,203,558
40301	DOVE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	GCC	6,213,619	5,859,250
NEW	DOVE LIBRARY LIGHTING IMPROVEMENTS	GCC	225,000	
TRAILS				
38661	LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION (PROP C)	GCC	1,063,250	902,974
40631	TRAIL CONNECTIVITY TO TAMARACK STATE BEACH (PROP C)	GCC	200,000	47,824
MISCELLANEOUS CITYWIDE PROJECTS				
NA	CFD#1 ADMINISTRATION	CFD#1	330,000	
NA	OPEN SPACE AND TRAILS (PROP C)	GCC	4,000,000	-
SUBTOTAL CIVIC PROJECTS			127,576,461	27,005,916
FACILITIES MAINTENANCE				
NEW	ALGA NORTE PARK MODIFICATIONS	GCC	214,000	
47171	AVIARA COMMUNITY PARK SOCCER FIELD SYNTHETIC TURF REPLACEMENT	IRF	868,000	705,628
47261	CANNON PARK RESTROOM	GCC	600,000	
47271	CITY FACILITY ACCESSIBILITY UPGRADES	GCC	500,000	
47181	CITY HALL COMPLEX REFURBISHMENT	IRF	919,000	124,709
47251	CITY HALL EXTERIOR REFURBISHMENT	GCC	2,250,000	224,753
47191	EMERGENCY CENTER RECONFIGURATION	GCC	1,658,000	14,054
47192	EMERGENCY CENTER RECONFIGURATION	IRF	200,000	
47201	FARADAY REHABILITATION	IRF	2,354,380	414,995
NEW	FIRE STATION NO. 1 BAY DOOR HEADER MODIFICATION	GCC	125,000	
47211	FIRE STATION NO. 1 REFURBISHMENT	IRF	150,000	110,901
NEW	FIRE STATION NO. 1, 4 & 5 SECURITY FENCING	GCC	400,000	
47131	FIRE STATION NO. 2 REFURBISHMENT	IRF	375,000	40,313
NEW	FIRE STATION NO. 5 NEW ROOF AND STORAGE BUILDING	GCC	150,000	
47141	FLEET MAINTENANCE REFURBISHMENT	IRF	975,000	70,762
47142	FLEET MAINTENANCE REFURBISHMENT	GCC	694,900	
NA	FUTURE FACILITIES MAINTENANCE PROJECTS	IRF	14,000,000	
47081	HARDING CENTER REFURBISHMENT	IRF	115,000	111,532
47091	HOLIDAY PARK FACILITIES MAINTENANCE	IRF	50,000	4,500
47281	HOSP GROVE PARK IMPROVEMENTS	IRF	848,000	

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

BALANCE FORWARD	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-10 2023-27	YEAR 11 -15 2028-32
149,046						31,330,000	
13,246,144	913,000						
142,571	398,000						
7,674,000	4,400						
4,108,000	230,000						
	-						
672,609							
345,000							
180,482							
277,547							
145,000	440,000	440,000					
40,000	60,000	60,000					
22,509							
36,688							
1,290							
105,454							
196,110							
33,702							
	1,000,000	9,500,000					
487,014							
1,372,530	1,352,450						
1,886,736							
							5,814,000
							11,588,000
							1,000,000
96,442							
186,869	167,500						
	225,000						
160,276							
152,176							
	110,000	110,000	110,000				
	4,000,000						
31,718,195	8,900,350	10,110,000	110,000	-	-	31,330,000	18,402,000

	214,000						
162,372							
600,000							
100,000	200,000	200,000					
794,291							
2,025,247							
1,643,946							
200,000							
524,005	1,415,380						
	125,000						
39,099							
	400,000						
334,687							
	150,000						
904,238							
	694,900						
		1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
3,468							
45,500							
848,000							

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
NEW	LEO CARRILLO MISC. FACILITY IMPROVEMENTS	IRF	196,000	
47221	MAERKLE RESERVOIR SOLAR PROJECT	GCC	250,000	830
47231	MISCELLANEOUS BUILDING IMPROVEMENTS	IRF	2,650,000	399,738
47241	MONROE STREET POOL REPLACEMENT	IRF	350,000	31,726
47291	OCEAN STREET RESTROOM	GCC	652,000	
47301	PARKS ELECTRONIC SCOREBOARD REPLACEMENTS	IRF	60,100	59,361
47311	PINE AVENUE PARK SYNTHETIC TURF REPLACEMENT	IRF	868,000	849,845
47321	SAFETY TRAINING CENTER WATER RECIRCULATING SYSTEM STUDY	GCC	50,000	
NEW	SENIOR CENTER REFURBISHMENT	IRF	348,000	
NEW	VILLAGE ARTS BUILDING ROOF AND EXTERIOR REFURBISHMENT	IRF	223,626	
SUBTOTAL FACILITIES MAINTENANCE			33,094,006	3,163,647

PARK DEVELOPMENT PROJECTS

NORTHWEST QUADRANT PARKS

NA	BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	ZONE 5	4,621,000	-
46071	OUTDOOR ADVENTURE PARK FEASIBILITY STUDY	GCC	122,500	73,479
46031	PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	PIL-NW	2,197,000	119,233
46032	PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	PFF	10,016,040	1,752,717
46033	PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS) - ART	PFF	123,300	15,622
NA	VETERAN'S MEMORIAL PARK (ALL QUADRANTS)	CFD#1	23,240,000	-

NORTHEAST QUADRANT PARKS

46011	CALAVERA PARK GATEWAY IMPROVEMENTS	GCC	661,850	44,146
38011	ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	PIL-NE	2,700,000	-

SOUTHWEST QUADRANT PARKS

46043	AVIARA COMMUNITY PARK	PFF	700,000	-
46041	AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS	PIL-SW	2,830,500	422,110
46042	AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS - ART	PIL-SW	35,300	29,968
36491	AVIARA REIMBURSEMENT AGREEMENT	PIL-SW	238,000	18,900
46001	MULTI-USE, MULTIGENERATIONAL INDOOR COMMUNITY CENTER (STUDY)	GCC	90,000	86,691
46051	POINSETTIA COMMUNITY PARK - PHASE 3	PFF	17,914,000	454,730
46052	POINSETTIA COMMUNITY PARK - PHASE 3 - ART	PFF	43,225	38,631

SOUTHEAST QUADRANT PARKS

46021	LEO CARRILLO PARK - PHASE 3	PFF	1,406,500	267,040
46023	LEO CARRILLO PARK - PHASE 3 - ART	PFF	27,405	
46022	LEO CARRILLO PARK - PHASE 3	PIL-SE	1,334,100	4,282
SUBTOTAL PARK PROJECTS			68,300,720	3,327,549

DRAINAGE PROJECTS

66181	AGUA HEDIONDA CREEK STORM DRAIN OUTFALL (FAROL COURT)	IRF	596,700	548,298
66191	BUENA VISTA CREEK CHANNEL FENCING	GCC	200,000	28,884
66071	CMP REPLACEMENT PROGRAM	IRF	3,079,360	2,391,142
NEW	CURB INLET FILTER RETROFIT	IRF	230,000	
NA	DMP FACILITY AAA (JEFFERSON STREET)	PLDA	289,534	-
NA	DMP FACILITY AAAA (MADISON STREET)	PLDA	416,500	-
66091	DMP FACILITY AC (HIGHLAND DRIVE)	PLDA	921,408	-
NA	DMP FACILITY AFA (HIDDEN VALLEY DRAINAGE RESTORATION)	PLDA	91,608	-
NA	DMP FACILITY AFB (CALAVERA HILLS DRAINAGE RESTORATION)	PLDA	163,164	-
33381	DMP FACILITY B & BN (AGUA HEDIONDA AND CALAVERA CREEK PLDA "B")	PLDB	4,598,066	3,497,150
66211	DMP WETLAND CREATION	PLDB	955,000	59
NA	DMP FACILITY BB 1 and 2 (WASHINGTON STREET)	PLDB	1,086,065	-
66171	DMP FACILITY BCA (PARK DRIVE AND TAMARACK AVENUE PLDA "B")	PLDB	1,068,613	246,987
NA	DMP FACILITY BCB (MAGNOLIA AVENUE)	PLDB	468,096	-
NA	DMP FACILITY BFA (COUNTRY STORE)	PLDB	963,673	-
NA	DMP FACILITY BFB-L & BFB-1 (TAMARACK AND EL CAMINO REAL PLDA "B")	PLDB	904,329	-
66221	DMP FACILITY BFB-U (EL CAMINO REAL)	PLDB	138,220	-
36363	DMP FACILITY BJ B, BNB AND BJ-1 (COLLEGE BOULEVARD/CANNON ROAD)	PLDB	2,761,644	2,249,448
NA	DMP FACILITY BL-L (COLLEGE BLVD. BRIDGE REIMB. PLDA "B")	PLDB	1,816,101	-
NA	DMP FACILITY BL-U (COLLEGE BOULEVARD)	PLDB	384,509	-
NA	DMP FACILITY BM (CANTARINI/COLLEGE BOULEVARD BOX CULVERT)	PLDB	204,077	-
NA	DMP FACILITY BQ (SUNNY CREEK)	PLDB	131,355	-
NA	DMP FACILITY BR (CANTARINI/COLLEGE BOULEVARD PIPE DRAINAGE)	PLDB	180,773	-
39192	DMP FACILITY C1 - CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE PLDA "C")	PLDC	2,539,565	2,376,548
NA	DMP FACILITY C2 (PASEO DEL NORTE)	PLDC	727,730	-
NA	DMP FACILITY CA (AVENIDA ENCINAS)	PLDC	529,402	-

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

BALANCE FORWARD	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-10 2023-27	YEAR 11 -15 2028-32
	196,000						
249,170							
262	150,000	150,000	150,000	150,000	150,000	750,000	750,000
318,274							
652,000							
739							
18,155							
50,000							
	348,000						
	223,626						
9,513,453	4,116,906	1,350,000	1,150,000	1,150,000	1,150,000	5,750,000	5,750,000

-							4,621,000
49,021							
1,837,767	240,000						
8,263,323							
94,378	13,300						
-							23,240,000
538,354	79,350						
200,000							2,500,000
300,000	400,000						
2,408,390							
1,332	4,000						
219,100							
3,309							
3,867,270						13,592,000	
4,594							
1,139,460							
23,655	3,750						
954,818	375,000						
19,904,771	1,115,400	-	-	-	-	13,592,000	30,361,000

48,402							
171,116							
468,218	220,000						
	230,000						
-							289,534
-							416,500
-							921,408
-							91,608
-							163,164
1,100,916							
684,941	270,000						
-							1,086,065
821,626							
-							468,096
-	963,673						
-							904,329
138,220							
-							512,196
-						1,816,101	
-							384,509
-							204,077
-							131,355
-							180,773
163,017							
-							727,730
-							529,402

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
NA	DMP FACILITY DBA (POINSETTIA VILLAGE)	PLDD	167,215	-
NA	DMP FACILITY DBB (AVENIDA ENCINAS)	PLDD	429,108	-
NA	DMP FACILITY DFA (BATIQUITOS LAGOON STORMWATER TREATMENT)	PLDD	256,423	-
NA	DMP FACILITY DH (ALTYVE PLACE CANYON RESTORATION)	PLDD	232,812	-
NA	DMP FACILITY DQB (LA COSTA TOWN CENTER)	PLDD	745,842	-
NA	DMP FACILITY DZ (POINSETTIA LANE)	PLDD	642,063	-
66231	DRAINAGE MASTER PLAN UPDATE	PLDA	98,000	562
66232	DRAINAGE MASTER PLAN UPDATE	PLDB	458,000	
66233	DRAINAGE MASTER PLAN UPDATE	PLDC	65,000	
66234	DRAINAGE MASTER PLAN UPDATE	PLDD	129,000	
66161	FIRE STATION DRAINAGE IMPROVEMENTS	GCC	225,000	-
66241	HEADWALL REPLACEMENT PROGRAM	IRF	510,000	42,441
66061	KELLY DRIVE CHANNEL REPAIR	IRF	1,161,000	367,121
NA	KELLY DRIVE CHANNEL REPLACEMENT	IRF	2,052,000	
66021	LA COSTA AVENUE DRAINAGE IMPROVEMENTS	IRF	929,150	325,705
NEW	LAGUNA DRIVE STORM DRAIN	GAS TAX	370,000	
66251	LAKE CALAVERA STORM DRAIN IMPROVEMENTS	GCC	236,500	8,069
66141	MARCA PLACE DRAINAGE IMPROVEMENTS	GAS TAX	65,000	1,071
66082	NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GAS TAX	6,090,594	5,495,317
	NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	IRF	1,325,000	
66111	PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	GCC	243,000	107,000
66042	ROMERIA DRAINAGE IMPROVEMENTS	GAS TAX	348,000	347,876
66041	ROMERIA DRAINAGE IMPROVEMENTS	GCC	299,000	299,000
66201	STORM DRAIN CONDITION ASSESSMENT	IRF	1,000,000	78,500
	SUBTOTAL DRAINAGE PROJECTS		43,523,199	18,411,178

SEWER PROJECTS

ENCINA WATER POLLUTION CONTROL FACILITY

58011	ENCINA CAPITAL PROJECTS	SEWER REPL	87,215,502	14,698,822
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SEWER COLLECTION SYSTEM

55371	BUENA INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	SEWER REPL	250,000	-
55011	BUENA INTERCEPTOR SEWER IMPROVEMENTS	SEWER REPL	3,326,000	398,423
55012	BUENA INTERCEPTOR SEWER IMPROVEMENTS	SEWER CONN	500,000	33,007
NA	BUENA INTERCEPTOR SEWER REALIGNMENT - EAST SEGMENT	SEWER REPL	1,987,000	
55381	CHINQUAPIN LIFT STATION FORCE MAIN OUTFALL REALIGNMENT	SEWER REPL	320,000	-
55391	FARADAY & EL CAMINO REAL SEWER REPLACEMENT - ORION TO PAR	SEWER CONN	1,540,000	-
55261	FOXES LANDING LIFT STATION WETWELL AND PUMP REPLACEMENT	SEWER REPL	4,340,000	4,099,903
55281	GATESHEAD LIFT STATION REMOVAL	SEWER REPL	150,000	20,384
55401	LAS PALMAS TRUNK SEWER	SEWER CONN	2,420,000	-
NA	NORTH BATIQUITOS INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	SEWER REPL	250,000	
55361	NORTH BATIQUITOS LIFT STATION FORCEMAIN REHABILITATION	SEWER REPL	550,000	966
55311	NORTHWEST QUADRANT CIPP SEWER REHABILITATION	SEWER REPL	700,000	473
55201	ODOR AND CORROSION PREVENTION ASSESSMENT	SEWER REPL	380,000	16,294
55291	POINSETTIA LANE LIFT STATION EMERGENCY OVERFLOW BASIN	SEWER REPL	1,200,000	1,069,994
NA	QUARRY CREEK SEWER EXTENSION (SBA "A" - REIMB. AGREEMENT)	OTHER	567,000	
55421	SCADA INTEGRATED MASTER PLAN	SEWER REPL	162,500	6,483
38401	SEWER LIFT STATION REPAIRS AND UPGRADES	SEWER REPL	4,160,380	1,523,085
55131	SEWER LINE CONDITION ASSESSMENT	SEWER REPL	2,833,000	71,416
55031	SEWER LINE REFURBISHMENTS AND REPLACEMENT	SEWER REPL	9,437,894	3,014,234
55041	SEWER MONITORING PROGRAM	SEWER CONN	678,000	254,627
55331	SIMSBURY SEWER EXTENSION	SEWER REPL	621,000	69,448
55341	TERRAMAR SEWER REPLACEMENT - EL ARBOL AND LOS ROBLES	SEWER REPL	1,250,000	-
NEW	VILLAS SEWER LIFT STATION REPLACEMENT	SEWER REPL	790,000	
NA	VISTA CARLSBAD INTERCEPTOR - REHABILITATION (VC1 & VC2)	SEWER REPL	141,000	
34921	VISTA CARLSBAD INTERCEPTOR - AGUA HEDIONDA LS & FORCEMAIN (VC12-VC13)	SEWER CONN	30,267,000	29,252,511
55351	VISTA CARLSBAD INTERCEPTOR - BUENA VISTA LIFT STATION IMPROVEMENTS	SEWER CONN	1,125,000	2,255
38861	VISTA CARLSBAD INTERCEPTOR - LAGOON BRIDGE REPLACEMENT (VC11B)	SEWER CONN	9,463,000	8,502,096
39491	VISTA CARLSBAD INTERCEPTOR - REACH VC14 TO VC15	SEWER CONN	20,650,000	20,057,085
39501	VISTA CARLSBAD INTERCEPTOR - REACH VC3	SEWER CONN	2,688,200	-
55431	WATER, RECYCLED, AND SEWER MASTER PLAN	SEWER REPL	337,680	267,495
	SUBTOTAL SEWER PROJECTS		190,300,156	83,359,001

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

BALANCE FORWARD	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-10 2023-27	YEAR 11-15 2028-32
-							167,215
-							429,108
-							256,423
-							232,812
-							745,842
-							642,063
97,438							
458,000							
65,000							
129,000							
225,000							
467,559							
793,879							
						2,052,000	
166,445	437,000						
	370,000						
228,431							
63,929							
595,277							
	430,000	895,000					
136,000							
124							
-							
121,500	100,000	100,000	100,000	100,000	100,000	300,000	
7,144,038	3,020,673	995,000	100,000	100,000	100,000	4,168,101	9,484,209

6,485,510	3,550,241	3,617,726	5,221,538	5,324,558	3,767,623	23,705,508	20,843,976
250,000							
963,577		1,964,000					
466,993							
	507,000	1,480,000					
212,000	108,000						
140,000		1,400,000					
97	240,000						
129,616							
-			2,420,000				
			250,000				
549,034							
699,527							
183,706	60,000	60,000	60,000				
130,006							
	567,000						
73,517	82,500						
387,295	150,000	150,000	150,000	150,000	150,000	750,000	750,000
761,584	200,000	200,000	200,000	200,000	200,000	500,000	500,000
1,473,660	330,000	330,000	330,000	330,000	330,000	1,650,000	1,650,000
93,373	22,000	22,000	22,000	22,000	22,000	110,000	110,000
231,552	320,000						
1,250,000							
				790,000			
			141,000				
397,489	617,000						
372,745	750,000						
77,904	883,000						
142,915	450,000						
-		596,200	2,092,000				
22,905	47,280						
15,495,005	8,884,021	9,819,926	10,886,538	6,816,558	4,469,623	26,715,508	23,853,976

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
<u>WATER DISTRIBUTION SYSTEM</u>				
NA	AVIARA PARKWAY AND PLUM TREE WATERLINE	WATER REPL	815,000	-
50421	BUENA VISTA PUMP STATION AND FOREBAY REMOVAL	WATER REPL	150,000	-
NA	CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	WATER REPL	950,000	-
50481	CARLSBAD BOULEVARD WATERLINE REPLACEMENT AT TERRAMAR	WATER REPL	1,930,000	-
50071	CATHODIC PROTECTION PROGRAM	WATER REPL	1,246,700	169,688
50131	COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (375 ZONE)	WATER CONN	1,060,000	183
50121	COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (490 ZONE)	WATER CONN	1,090,000	-
50331	CRESTVIEW DRIVE TRANSMISSION MAIN	WATER REPL	240,000	-
50381	DESALINATED WATER FLOW CONTROL FACILITY	WATER CONN	1,104,300	1,046,392
50391	E TANK DECOMMISSION (THE CROSSINGS ROAD)	WATER REPL	300,000	-
50341	EL FUERTE AND CORINTIA STREET PRESSURE REDUCING STATION	WATER REPL	800,000	-
50431	FIRE FLOW SYSTEM IMPROVEMENTS	WATER REPL	2,899,000	-
NA	HYDROELECTRIC GENERATOR AT DESAL FLOW CONTROL FACILITY NO. 5	WATER REPL	2,160,000	-
NEW	INTERZONAL FLOW METERING AND MONITORING	WATER REPL	150,000	-
50291	KELLY RANCH DOMESTIC WATER PRESSURE REDUCING STATION	WATER REPL	560,000	-
50491	LAKE CALAVERA MITIGATION	WATER REPL	0	↓ 120,884
50492	LAKE CALAVERA RESERVOIR MITIGATION	GCC	475,000	↓ 120,884
50351	LIMITED ACCESS PIPELINE RELOCATION PROGRAM	WATER REPL	1,940,000	106,927
50091	MAERKLE FACILITY IMPROVEMENTS	WATER REPL	2,135,200	1,168,115
50042	MAERKLE PUMP STATION IMPROVEMENTS	WATER CONN	1,955,200	5,218
50361	MAERKLE RESERVOIR FLOATING COVER REPLACEMENT	WATER REPL	13,055,000	10,436
50011	MAERKLE RESERVOIR TRANSMISSION MAIN	WATER REPL	6,330,000	388,588
39041	MISCELLANEOUS PIPELINE REPLACEMENTS	WATER REPL	12,433,000	423,740
50501	NORMALLY CLOSED VALVE (INSTALL MOTORIZED VALVE)	WATER REPL	260,000	-
50451	POINSETTIA LANE - CASSIA ROAD TO SKIMMER COURT	WATER CONN	300,000	-
50201	PRESSURE REDUCING STATION PROGRAM	WATER REPL	9,502,000	393,439
NEW	PRESSURE REDUCING STATION - LOWER EL FUERTE	WATER REPL	600,000	-
NA	RANCHO CARLSBAD GROUNDWATER SUPPLY	WATER CONN	1,750,000	-
NA	RANCHO CARLSBAD GROUNDWATER SUPPLY	WATER REPL	1,750,000	-
50241	RESERVOIR REPAIR AND MAINTENANCE PROGRAM	WATER REPL	7,500,000	2,516,466
50371	ROBERTSON RANCH WATER TRANSMISSION MAIN	WATER REPL	1,200,000	-
50441	SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	WATER CONN	8,527,500	-
50442	SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	WATER REPL	8,527,500	-
NA	SANTA FE II INLET PIPELINE	WATER REPL	2,838,000	-
50461	SANTA FE II RESERVOIR SITE ELECTRICAL IMPROVEMENTS	WATER REPL	150,000	234
55422	SCADA INTEGRATED MASTER PLAN	WATER REPL	745,000	29,700
50081	TRI-AGENCY WATER TRANSMISSION PIPELINE REPLACEMENT	WATER REPL	6,455,000	2,125,352
50511	WATER CONDITION ASSESSMENT PROGRAM	WATER REPL	2,200,000	-
50471	WATER SYSTEM INTERTIE CONNECTION	WATER REPL	405,000	-
50191	WATER VALVE REPAIR/REPLACEMENT PROGRAM	WATER REPL	14,850,000	662,024
55432	WATER, RECYCLED, AND SEWER MASTER PLAN	WATER REPL	413,560	351,985
SUBTOTAL WATER DISTRIBUTION SYSTEM			121,751,960	9,640,255
<u>RECYCLED WATER SYSTEM</u>				
52051	ABANDON POTABLE SERVICES (NEW RECYCLED SERVICES)	WATER REPL	560,000	49,690
52031	CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	WATER REPL	709,390	194,789
52032	CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	RECL REPL	1,541,100	-
NEW	CWRF IRRIGATION AND LANDSCAPE	RECL REPL	175,000	-
52111	RECYCLED WATER CONDITION ASSESSMENT PROGRAM	RECL REPL	2,200,000	-
50271	RECYCLED WATER LINE - CWRF TO AGUA HEDIONDA LAGOON	WATER REPL	1,632,594	1,324,216
50272	RECYCLED WATER LINE - CWRF TO AGUA HEDIONDA LAGOON	RECL WATER	3,417,406	3,417,406
52092	RECYCLED WATER PHASE 3 - CWRF EXPANSION	RECL WATER	6,844,124	6,843,941
52091	RECYCLED WATER PHASE 3 - CWRF EXPANSION	WATER REPL	3,517,276	3,259,082
52082	RECYCLED WATER PHASE 3 - PIPELINES	RECL WATER	18,700,000	3,820,218
52081	RECYCLED WATER PHASE 3 - PIPELINES	WATER REPL	2,497,530	1,629,406
52102	RECYCLED WATER PHASE 3 - RESERVOIR	RECL WATER	2,250,000	309,204
52101	RECYCLED WATER PHASE 3 - RESERVOIR	WATER REPL	425,000	4,415
52121	RECYCLED WATER VALVE & APPURTENANCE REPLACEMENT PROGRAM	RECL REPL	800,000	-
55423	SCADA INTEGRATED MASTER PLAN	RECL REPL	162,500	-
55433	WATER, RECYCLED, AND SEWER MASTER PLAN	RECL REPL	326,760	265,062
SUBTOTAL RECYCLED WATER PROJECTS			45,758,680	21,117,429

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

BALANCE FORWARD	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-10 2023-27	YEAR 11 -15 2028-32
-		815,000					
150,000							
-		280,000	670,000				
1,930,000							
1,077,012							
1,059,817							
1,090,000							
240,000							
57,908							
300,000							
-			800,000				
1,440,000	90,000	90,000	90,000	90,000	90,000	1,009,000	0
				85,000	2,075,000		
	150,000						
560,000							
↓ 154,116	(275,000)						
↓ 154,116	100,000	100,000					
1,833,073							
967,085							
9,982			1,940,000				
9,989,564	3,055,000						
5,941,412							
1,009,260	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	3,000,000	3,000,000
260,000							
300,000							
708,561		600,000	600,000	600,000	600,000	3,000,000	3,000,000
	600,000						
						325,000	1,425,000
						325,000	1,425,000
1,633,534	1,500,000					1,850,000	
1,200,000							
27,500							8,500,000
27,500							8,500,000
		470,000	2,368,000				
99,766	50,000						
330,300	385,000						
4,329,648							
200,000	200,000	200,000	200,000	200,000	200,000	500,000	500,000
405,000							
1,437,976	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	3,250,000	3,250,000
25,215	36,360						
38,948,345	8,141,360	4,805,000	8,918,000	3,225,000	5,215,000	13,259,000	29,600,000
510,310							
514,601							
70,600	70,500	100,000	100,000	100,000	100,000	500,000	500,000
	175,000						
200,000	200,000	200,000	200,000	200,000	200,000	500,000	500,000
308,378							
-							
183							
258,194							
14,879,782							
868,124							
1,190,796	750,000						
295,585	125,000						
50,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
80,000	82,500						
25,338	36,360						
19,251,891	1,489,360	350,000	350,000	350,000	350,000	1,250,000	1,250,000

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
CIRCULATION SYSTEM				
TRAFFIC SIGNALS				
63261	ADAPTIVE TRAFFIC SIGNAL PROGRAM	TRANSNET-LOC	600,000	307,701
63261	ADAPTIVE TRAFFIC SIGNAL PROGRAM - FIBER	TRANSNET-LOC	350,000	2,000
63262	ADAPTIVE TRAFFIC SIGNAL PROGRAM - BLUETOOTH	TRANSNET-LOC	250,000	127,027
63263	ADAPTIVE TRAFFIC SIGNAL PROGRAM (2018 -NON JURISDICTIONAL)	TRANSNET-LOC	2,500,000	
63221	PEDESTRIAN CROSSINGS - CARLSBAD BOULEVARD/VILLAGE	GAS TAX	200,000	195,530
63271	SIGNAL OPERATIONS MODIFICATIONS	GAS TAX	150,000	
NEW	TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & CASSIA ROAD	GCC	250,000	
NEW	TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & ORIOLE COURT	GCC	250,000	
NA	TRAFFIC SIGNAL - ALGA ROAD AND CAZADERO DRIVE	GAS TAX	210,000	-
NA	TRAFFIC SIGNAL - ARMADA DRIVE AND FLEET STREET SOUTH	GAS TAX	190,000	-
NA	TRAFFIC SIGNAL - ARMADA DRIVE AND GRAND PACIFIC RESORTS	GAS TAX	190,000	-
63251	TRAFFIC SIGNAL - CAMINO DE LOS COCHES AND LA COSTA AVENUE	GAS TAX	190,000	-
NA	TRAFFIC SIGNAL - CAMINO VIDA ROBLE AND YARROW DRIVE	GAS TAX	190,000	-
63021	TRAFFIC SIGNAL - EL CAMINO REAL AND CHESTNUT AVENUE SIGNAL REPAIRS	IRF	276,000	276,000
63031	TRAFFIC SIGNAL - EL CAMINO REAL AND TAMARACK AVENUE SIGNAL REPAIRS	IRF	200,000	172,500
63281	TRAFFIC SIGNAL - EL FUERTE STREET AND RANCHO PANCHO	GAS TAX	190,000	-
NA	TRAFFIC SIGNAL - FARADAY AVENUE AND CAMINO HILLS DRIVE	GAS TAX	190,000	-
63141	TRAFFIC SIGNAL - FARADAY AVENUE AND PALMER WAY	GAS TAX	190,000	
39381	TRAFFIC SIGNAL - LA COSTA AVENUE AND LEVANTE STREET	GAS TAX	210,000	-
NEW	TRAFFIC SIGNAL - MAVERICK WAY & CAMINO DE LOS COCHES	GCC	120,000	
NA	TRAFFIC SIGNAL - MONROE STREET AND HOSP WAY	GAS TAX	210,000	-
NA	TRAFFIC SIGNAL - POINSETTIA LANE AND BRIGANTINE ROAD	GAS TAX	190,000	-
NA	TRAFFIC SIGNAL - TAMARACK AVENUE AND VALLEY STREET	GAS TAX	190,000	-
NEW	TRAFFIC SIGNAL MASTER PLAN	GCC	120,000	
63201	TRAFFIC SIGNAL PROGRAM	GCC	912,000	900,737
63202	TRAFFIC SIGNAL PROGRAM	IRF	4,772,974	3,988,495
63203	TRAFFIC SIGNAL PROGRAM - FIBER OPTIC	GCC	229,750	196,896
NEW	VILLAGE INTELLIGENT PARKING IMPLEMENTATION	GCC	300,000	
SUBTOTAL TRAFFIC SIGNAL PROJECTS			13,820,724	6,166,886
STREET PROJECTS				
60651	ADA BEACH ACCESS STUDY	GCC	75,000	
60491	ADA IMPROVEMENT PROGRAM	TRANSNET-LOC	1,670,000	34,453
60041	AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	TIF	5,346,750	169,750
NEW	ASSESSMENT DISTRICT 97-1 CONCRETE IMPROVEMENTS	OTHER	420,000	
38961	BEACH ACCESS REPAIR/UPGRADES - PINE AVENUE TO TAMARACK	IRF	767,500	427,399
38962	BEACH ACCESS REPAIR/UPGRADES - PINE AVENUE TO TAMARACK	GCC	5,044,250	
60661	BRIDGE PREVENTITIVE MAINTENANCE PROGRAM	IRF	1,638,000	57,816
60671	BTD#3 RECONCILIATION AND CLOSEOUT	BTD#3	125,000	
60301	CAMINO HILLS AND JACKSPAR DRIVE SLOPE STABILIZATION	GCC	859,400	32,727
60142	CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	FED GRNT	1,251,308	292,761
60143	CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	TRANSNET-LOC	200,942	29,253
60531	CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	GCC	338,455	-
60532	CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	TRANSNET-LOC	16,923	
60533	CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	FED GRNT	130,622	
60631	CARLSBAD BLVD EMERGENCY REPAIR	GAS TAX	837,000	383,159
NA	CARLSBAD BLVD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	GAS TAX	2,683,000	-
60681	CARLSBAD BLVD PEDESTRIAN LIGHTING - TAMARACK TO STATE STREET	TRANSNET-LOC	1,325,000	
60311	CARLSBAD BLVD REALIGNMENT	TRANSNET-LOC	3,000,000	1,528,892
60312	CARLSBAD BLVD REALIGNMENT	GCC	250,000	-
NA	CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	TIF	905,000	-
NA	CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP / 20%)	TIF	3,574,000	-
NA	CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20%)	TIF	955,000	-
NA	CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP/20%)	TIF	1,237,000	-
45091	CARLSBAD STATE BEACH BLUFF RESTORATION	GCC	499,830	410,062
45081	CARLSBAD STATE BEACH GREENWAY IMPROVEMENTS	GCC	400,000	243,371
NEW	CARLSBAD VILLAGE DR. & GRAND AVE. PEDESTRIAN AND CROSSING IMP.	TRANSNET-LOC	1,320,000	
NA	CARLSBAD VILLAGE DRIVE WIDENING - PONTIAC DRIVE TO VICTORIA AVENUE	TIF	3,012,000	-
NEW	CHESTNUT AVENUE COMPLETE STREET IMPROVEMENTS	TRANSNET-LOC	1,080,000	
60691	CHESTNUT COMPLETE STREET I-5 TO RAILROAD PROJECT STUDY	TRANSNET-LOC	85,000	
NEW	CHRISTIANSEN AVENUE IMPROVEMENTS	TRANSNET-LOC	310,000	
36362	COLLEGE BLVD REACH A AND CANNON ROAD REACH 4A	OTHER	1,713,000	418,408
60701	COMPLETE STREET AND TRAFFIC CALMING PROGRAM	GAS TAX	1,500,000	81,131
60132	CONCRETE REPAIR/REPLACEMENT PROGRAM	GAS TAX	6,000,000	1,616,748
60581	CSBD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS	GAS TAX	1,576,000	588,247
60582	CSBD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS	TDA	270,000	21,166

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BALANCE FORWARD	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-10 2023-27	YEAR 11 -15 2028-32
292,299							
348,000							
122,973							
4,470	800,000	950,000	750,000				
150,000							
	250,000						
	250,000						
-						210,000	
-						190,000	
-						190,000	
190,000							
-							190,000
-							
27,500							
190,000							
	190,000						
		190,000					
		210,000					
	120,000						
-						210,000	
-						190,000	
-						190,000	
	120,000						
11,263							
784,479							
32,854							
2,153,838	1,730,000	1,410,000	990,000	-	-	1,180,000	190,000
75,000							
965,547	250,000	250,000	170,000				
		5,177,000					
	420,000						
340,101							
	3,070,000	1,129,000	845,250				
292,184	392,000	336,000	336,000	224,000			
125,000							
826,673							
958,547							
171,689							
338,455							
16,923							
130,622							
453,841							
-							2,683,000
610,000	715,000						
1,471,108							
250,000							
-							905,000
-							3,574,000
-							955,000
-							1,237,000
89,768							
156,629							
		1,320,000					
-							3,012,000
		1,080,000					
		85,000					
		310,000					
1,294,592							
218,869	300,000	300,000	300,000	300,000			
633,252	250,000	250,000	250,000	250,000	250,000	1,250,000	1,250,000
987,753							
248,834							

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
60583	CSBD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS (BIKE)	TRANSNET-LOC	1,054,000	-
60561	EL CAMINO REAL AND AGUA HEDIONDA CREEK BRIDGE RAILING & SIDEWALK	IRF	210,000	-
60421	EL CAMINO REAL AND CANNON ROAD INTERSECTION IMPROVEMENTS	TIF	2,185,000	836,372
NA	EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	TIF	1,099,000	-
60711	EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	GAS TAX	515,000	2,010
	EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	GCC	131,000	
60501	EL CAMINO REAL LEFT TURN LANE TO WESTBOUND TAMARACK AVENUE	TIF	286,000	-
36432	EL CAMINO REAL MEDIANS	GAS TAX	1,984,530	489,978
36431	EL CAMINO REAL MEDIANS	PFF	909,500	685,327
NA	EL CAMINO REAL RIGHT TURN LANE TO EAST BOUND ALGA ROAD	TIF	425,000	-
60721	EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	TRANSNET-LOC	2,820,000	-
60511	EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	TIF	1,925,000	-
60511	EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	TIF	625,000	-
NA	EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DRIVE	GCC	108,953	-
NEW	EL CAMINO REAL WIDENING - SUNNY CREEK TO JACKSPAR	TRANSNET-LOC	3,238,000	
39574	EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	GAS TAX	662,633	603,630
60741	FACILITY SAFETY AND PARKING LOT LIGHTING ASSESSMENT	IRF	65,000	65,000
60751	KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	TRANSNET-LOC	3,875,000	2,128
	KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	GCC	300,000	
60761	LA COSTA AVENUE - TRAFFIC CALMING	GAS TAX	863,000	-
60241	LA COSTA AVENUE SLOPE REPAIR WEST OF ROMERIA STREET	GAS TAX	260,112	238,712
60771	LEFT TURN LANE EXTENSIONS	GAS TAX	200,000	
NA	MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	TIF	1,201,000	-
60341	MELROSE DRIVE RIGHT TURN LANE TO WEST BOUND PALOMAR AIRPORT ROAD	TIF	561,000	95,633
60351	MUTCD STREET NAME SIGN REPLACEMENT PROGRAM	GAS TAX	756,187	738,426
60781	OCEAN STREET RECONFIGURATION CONCEPTS STUDY	GCC	95,000	
60281	PALOMAR AIRPORT ROAD AND COLLEGE BLVD IMPROVEMENTS	TIF	495,500	345,556
NA	PALOMAR AIRPORT ROAD/EL FUERTE STREET RIGHT TURN LANE	TIF	1,163,000	-
60432	PALOMAR AIRPORT ROAD/PASEO DEL NORTE LEFT TURN LANE	TRANSNET-LOC	228,277	48,609
60442	PALOMAR AIRPORT ROAD/PASEO DEL NORTE RIGHT TURN LANE	TRANSNET-LOC	559,639	65,719
60521	PARKING LOT MAINTENANCE PROGRAM	IRF	1,530,000	167,930
60012	PAVEMENT MANAGEMENT PROGRAM	GAS TAX	22,838,130	5,172,349
60011	PAVEMENT MANAGEMENT PROGRAM	TRANSNET-LOC	38,946,377	16,448,019
60013	PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	TRANSNET-LOC	24,082,476	4,668,464
39221	POINSETTIA LANE - REACH E CASSIA ROAD TO SKIMMER COURT	BTD#2	14,081,200	298,053
NA	POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	BTD#2	1,168,833	-
NA	POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS DRIVE (RTCIP)	TIF	1,009,000	-
60571	PUBLIC BEACH ACCESS IMPROVEMENTS (OCEAN STREET)	GCC	3,385,000	498,102
60572	PUBLIC BEACH ACCESS IMPROVEMENTS (OCEAN STREET)	IRF	540,000	-
60591	RAILROAD DOUBLE TRACKING	GCC	250,000	184,172
39071	RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	RSF ROAD	20,671,000	20,168,503
60371	RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	GAS TAX	2,320,000	21,316
60791	ROADWAY IMPROVEMENTS - COASTAL AREA ANALYSIS & IMPLEMENTATION	GCC	200,000	
60811	ROADWAY SLOPE STABILIZATION	GAS TAX	450,000	15,576
60191	SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	TIF	1,766,206	240,020
60191	SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE (SDG&E FUND)	TIF	1,520,000	
60021	SIDEWALK/STREET CONSTRUCTION PROGRAM	TIF	4,400,000	453,893
60821	STATE STREET IMPROVEMENTS AT NW CORNER OF GRAND	TRANSNET-LOC	325,000	
60622	STREET LIGHTING REPLACEMENT PROGRAM	TRANSNET-LOC	3,325,000	41,320
60621	STREET LIGHTING REPLACEMENT PROGRAM	GCC	320,000	215,760
60541	TERRAMAR AREA COASTAL IMPROVEMENTS	TIF	3,800,001	947,446
60541	TERRAMAR AREA COASTAL IMPROVEMENTS (SDG&E FUNDS)	TIF	500,000	
60543	TERRAMAR AREA COASTAL IMPROVEMENTS	TRANSNET-LOC	1,000,000	
60544	TERRAMAR AREA COASTAL IMPROVEMENTS	SEWER REPL	350,000	
60542	TERRAMAR AREA COASTAL IMPROVEMENTS (PARK)	GCC	999,999	
60401	TRAFFIC IMPACT FEE UPDATE	TIF	200,000	24,000
60031	TRAFFIC MONITORING PROGRAM	TIF	2,102,900	817,765
60601	TRAILS ROADWAY CROSSINGS (CATS)	GAS TAX	380,000	89,707
60831	UTILITY UNDERGROUNDING PROGRAM STUDY	GCC	100,000	
NEW	VALLEY STREET ROAD DIET AND TRAFFIC CALMING	TRANSNET-LOC	1,645,000	
60611	WAYFINDING SIGN REPLACEMENT PROGRAM	GAS TAX	150,000	34,807
	SUBTOTAL STREETS PROJECTS		233,573,433	61,059,645

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

BALANCE FORWARD	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-10 2023-27	YEAR 11 -15 2028-32
1,054,000							
210,000							
1,212,628	136,000						
-						1,099,000	
512,990							
	131,000						
286,000							
1,494,552							
224,173							
-						425,000	
325,000	2,495,000						
-		1,925,000					
-		625,000					
-	108,953						
						3,238,000	
59,003							
-							
2,357,872		1,515,000					
	300,000						
863,000							
21,400							
200,000							
-							1,201,000
465,367							
17,761							
95,000							
149,944							
-						1,163,000	
179,668							
493,920							
1,362,070							
3,665,781		1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
1,498,358		1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	7,500,000
1,864,012	750,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000	6,000,000
10,787,947	1,872,000						1,123,200
-							1,168,833
-							1,009,000
2,086,898	800,000						
500,000	40,000						
65,828							
502,497							
2,298,684							
200,000							
343,424	91,000						
1,526,186							
208,031	1,311,969						
2,146,107	300,000	300,000	300,000	300,000	300,000	300,000	
-		325,000					
808,680	825,000	825,000	825,000				
104,240							
2,102,554	750,001						
	500,000						
1,000,000							
350,000							
999,999							
176,000							
325,135	96,000	96,000	96,000	96,000	96,000	480,000	
290,293							
100,000							
			1,645,000				
115,193							
56,305,582	15,903,923	19,548,000	8,467,250	4,870,000	4,346,000	26,455,000	36,618,033

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
LOANS TO OTHER FUNDS				
NA	LOAN - CFD #1 TO TIF	CFD#1	2,163,083	2,163,083
NA	LOAN - SEWER REPL TO SEWER CONN	SEWER REPL	4,700,000	4,700,000
NA	LOAN - PFF TO PIL-NW	PFF	800,000	800,000
NA	LOAN - PFF TO PIL-SW	PFF	1,100,000	1,100,000
NA	PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	PFF	4,550,000	4,550,000
SUBTOTAL FUTURE LOANS TO OTHER FUNDS			13,313,083	13,313,083
REPAYMENTS/TRANSFERS				
NA	GAS TAX TRANSFER TO GENERAL FUND (TRANSPORTATION OPERATING BUDGET)	GAS TAX	4,200,000	
NA	LOAN: PIL-NE TO PFF FOR PARK SITE ACQUISITION	PIL-NE	4,550,000	
NA	LOAN REPAY - SEWER CONN TO SEWER REPL	SEWER CONN	4,700,000	
NA	LOAN REPAY - PIL-NW TO PFF	PIL-NW	800,000	
NA	LOAN REPAY - PIL-SW TO PFF	PIL-SW	1,100,000	
NA	TIF TO CFD #1	TIF	2,163,083	
SUBTOTAL LOAN REPAYMENTS			17,513,083	0
GRAND TOTAL ALL FUNDED PROJECTS			908,525,505	246,564,589

UNFUNDED PROJECTS*	
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	6,600,000
CANNON LAKE PARK (6.7 ACRES)	2,243,000
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (PARTIAL FUNDING)	6,905,600
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (PARTIAL FUNDING)	14,109,600
CARLSBAD BOULEVARD REALIGNMENT - SEGMENTS 3-5	26,100,000
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	7,800,000
TOTAL UNFUNDED PROJECTS	63,758,200

FY 2017-18 TO FY 2031-32 CAPITAL IMPROVEMENT PROGRAM

BALANCE FORWARD	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-10 2023-27	YEAR 11 -15 2028-32
0	0	0	0	0	0	0	0
	600,000	600,000	600,000	600,000	600,000	1,200,000	4,550,000
							4,700,000
		800,000					
						1,100,000	
	50,000	50,000	50,000	50,000	50,000	50,000	1,863,083
0	650,000	1,450,000	650,000	650,000	650,000	2,350,000	11,113,083
200,435,118	53,951,993	49,837,926	31,621,788	17,161,558	16,280,623	126,049,609	166,622,301



BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE

	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	299,984	747,504	747,504	747,504	747,504	859,732
REVENUES							
DEVELOPER FEES		2,319,520	-	-	-	112,228	2,464,693
TOTAL REVENUES	N/A	2,319,520	-	-	-	112,228	2,464,693
CAPITAL PROJECTS							
POINSETTIA LANE - REACH E CASSIA ROAD TO SKIMMER COURT	11,086,000	1,872,000	-	-	-	-	1,123,200
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	-	-	-	-	-	-	1,168,833
TOTAL PROJECT EXPENDITURES	11,086,000	1,872,000	-	-	-	-	2,292,033
ENDING FUND BALANCE	N/A	747,504	747,504	747,504	747,504	859,732	1,032,392

BTD NO. 3 CANNON ROAD WEST

	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	1,032,198	1,152,008	1,176,488	1,200,968	1,225,448	1,249,928
REVENUES							
DEVELOPER FEES		119,810	24,480	24,480	24,480	24,480	3,868,607
TOTAL REVENUES	N/A	119,810	24,480	24,480	24,480	24,480	3,868,607
CAPITAL PROJECTS							
BTD#3 RECONCILIATION AND CLOSEOUT	125,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	125,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	1,152,008	1,176,488	1,200,968	1,225,448	1,249,928	5,118,535

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)

	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	64,790,783	64,412,663	65,137,829	65,911,994	67,008,159	68,109,231
REVENUES							
DEVELOPER SPECIAL TAXES		1,042,881	835,165	884,165	1,096,165	1,101,072	14,807,061
TOTAL REVENUES	N/A	1,042,881	835,165	884,165	1,096,165	1,101,072	14,807,061
CAPITAL PROJECTS							
CFD#1 ADMINISTRATION	-	110,000	110,000	110,000	-	-	-
CIVIC CENTER	150,000	-	-	-	-	-	31,330,000
COLE LIBRARY EXPANSION	-	-	-	-	-	-	5,814,000
LOAN - CFD #1 TO TIF	2,163,083	-	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	17,861,264	913,000	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER - ART	143,000	398,000	-	-	-	-	-
VETERAN'S MEMORIAL PARK (ALL QUADRANTS)	-	-	-	-	-	-	23,240,000
TOTAL PROJECT EXPENDITURES	20,317,347	1,421,000	110,000	110,000	-	-	60,384,000
ENDING FUND BALANCE	N/A	64,412,663	65,137,829	65,911,994	67,008,159	68,109,231	22,532,292

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	(820,064)	527,086	2,459,141	4,791,196	7,123,251	9,755,306
REVENUES							
GAS TAX AND PROP 42 FUNDS		3,148,150	4,482,055	4,482,055	4,482,055	4,482,055	44,820,550
TOTAL REVENUES	N/A	3,148,150	4,482,055	4,482,055	4,482,055	4,482,055	44,820,550
CAPITAL PROJECTS							
CSBD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS	1,576,000	-	-	-	-	-	-
CARLSBAD BLVD EMERGENCY REPAIR	837,000	-	-	-	-	-	-
CARLSBAD BLVD MEDIAN-TAMARACK AVENUE TO PINE AVENUE COMPLETE STREET AND TRAFFIC CALMING PROGRAM	300,000	300,000	300,000	300,000	300,000	-	2,683,000
CONCRETE REPAIR/REPLACEMENT PROGRAM	2,250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	515,000	-	-	-	-	-	-
EL CAMINO REAL MEDIANS	1,984,530	-	-	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	662,633	-	-	-	-	-	-
GAS TAX TRANSFER TO GENERAL FUND (TRANSPORTATION OPERATING BUDGET)	-	600,000	600,000	600,000	600,000	600,000	1,200,000
LA COSTA AVENUE - TRAFFIC CALMING	863,000	-	-	-	-	-	-
LA COSTA AVENUE SLOPE REPAIR WEST OF ROMERIA STREET	260,112	-	-	-	-	-	-
LAGUNA DRIVE STORM DRAIN	-	370,000	-	-	-	-	-
LEFT TURN LANE EXTENSIONS	200,000	-	-	-	-	-	-
MARCA PLACE DRAINAGE IMPROVEMENTS	65,000	-	-	-	-	-	-
MUTCD STREET NAME SIGN REPLACEMENT PROGRAM	756,187	-	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	6,090,594	-	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	8,838,130	-	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
PEDESTRIAN CROSSINGS - CARLSBAD BOULEVARD/VILLAGE	200,000	-	-	-	-	-	-
RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	2,320,000	-	-	-	-	-	-
ROADWAY SLOPE STABILIZATION	359,000	91,000	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	348,000	-	-	-	-	-	-
SIGNAL OPERATIONS MODIFICATIONS	150,000	-	-	-	-	-	-
TRAFFIC SIGNAL - ALGA ROAD AND CAZADERO DRIVE	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - ARMADA DRIVE AND FLEET STREET SOUTH	-	-	-	-	-	-	190,000
TRAFFIC SIGNAL - ARMADA DRIVE AND GRAND PACIFIC RESORTS	-	-	-	-	-	-	190,000
TRAFFIC SIGNAL - CAMINO DE LOS COCHES AND LA COSTA AVENUE	190,000	-	-	-	-	-	-
TRAFFIC SIGNAL - CAMINO VIDA ROBLE AND YARROW DRIVE	-	-	-	-	-	-	190,000
TRAFFIC SIGNAL - EL FUERTE STREET AND RANCHO PANCHO	190,000	-	-	-	-	-	-
TRAFFIC SIGNAL - FARADAY AVENUE AND CAMINO HILLS DRIVE	-	190,000	-	-	-	-	-
TRAFFIC SIGNAL - FARADAY AVENUE AND PALMER WAY	-	-	190,000	-	-	-	-
TRAFFIC SIGNAL - LA COSTA AVENUE AND LEVANTE STREET	-	-	210,000	-	-	-	-
TRAFFIC SIGNAL - MONROE STREET AND HOSP WAY	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - POINSETTIA LANE AND BRIGANTINE ROAD	-	-	-	-	-	-	190,000
TRAFFIC SIGNAL - TAMARACK AVENUE AND VALLEY STREET	-	-	-	-	-	-	190,000
TRAILS ROADWAY CROSSINGS (CATS)	380,000	-	-	-	-	-	-
WAYFINDING SIGN REPLACEMENT PROGRAM	150,000	-	-	-	-	-	-
	29,485,186	1,801,000	2,550,000	2,150,000	2,150,000	1,850,000	17,753,000
ENDING FUND BALANCE	N/A	527,086	2,459,141	4,791,196	7,123,251	9,755,306	36,822,856

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	30,582,916	18,077,213	7,088,213	6,002,963	6,002,963	6,002,963
REVENUES							
TRANSFERS, REPAYMENTS, OTHER		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
ADA BEACH ACCESS STUDY	75,000	-	-	-	-	-	-
ALGA NORTE PARK MODIFICATIONS	-	214,000	-	-	-	-	-
BARRIO STREET LIGHTING	760,000	-	-	-	-	-	-
BEACH ACCESS REPAIR/UPGRADES - PINE AVENUE TO TAMARACK	-	3,070,000	1,129,000	845,250	-	-	-
BUENA VISTA CREEK CHANNEL FENCING	200,000	-	-	-	-	-	-
CALAVERA PARK GATEWAY IMPROVEMENTS	582,500	79,350	-	-	-	-	-
CAMINO HILLS AND JACKSPAR DRIVE SLOPE STABILIZATION	859,400	-	-	-	-	-	-
CANNON PARK RESTROOM	600,000	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	338,455	-	-	-	-	-	-
CARLSBAD BLVD REALIGNMENT	250,000	-	-	-	-	-	-
CARLSBAD SAFETY TRAINING FACILITY - FIREARMS RANGE NOISE MITIGATION	350,500	-	-	-	-	-	-
CARLSBAD STATE BEACH BLUFF RESTORATION	499,830	-	-	-	-	-	-
CARLSBAD STATE BEACH GREENWAY IMPROVEMENTS	400,000	-	-	-	-	-	-
CITY FACILITY ACCESSIBILITY UPGRADES	100,000	200,000	200,000	-	-	-	-
CITY HALL EXTERIOR REFURBISHMENT	2,250,000	-	-	-	-	-	-
COLE LIBRARY EXPANSION (BROWNLEY DONATION)	-	-	-	-	-	-	1,000,000
COLE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	5,300,000	-	-	-	-	-	-
DOVE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	6,046,119	167,500	-	-	-	-	-
DOVE LIBRARY LIGHTING IMPROVEMENTS	-	225,000	-	-	-	-	-
EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	-	131,000	-	-	-	-	-
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DRIVE	-	108,953	-	-	-	-	-
EMERGENCY CENTER RECONFIGURATION	1,658,000	-	-	-	-	-	-
FIRE STATION DRAINAGE IMPROVEMENTS	225,000	-	-	-	-	-	-
FIRE STATION NO. 1, 4 & 5 SECURITY FENCING	-	400,000	-	-	-	-	-
FIRE STATION NO. 1 BAY DOOR HEADER MODIFICATION	-	125,000	-	-	-	-	-
FIRE STATION NO. 2 FEASIBILITY STUDY	50,000	-	-	-	-	-	-
FIRE STATION NO. 2 REPLACEMENT	-	1,000,000	9,500,000	-	-	-	-
FIRE STATION NO. 5 NEW ROOF AND STORAGE BUILDING	-	150,000	-	-	-	-	-
FLEET MAINTENANCE REFURBISHMENT	-	694,900	-	-	-	-	-
KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	-	300,000	-	-	-	-	-
LAKE CALAVERA RESERVOIR MITIGATION	275,000	100,000	100,000	-	-	-	-
LAKE CALAVERA STORM DRAIN IMPROVEMENTS	236,500	-	-	-	-	-	-
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION (PROP C)	1,063,250	-	-	-	-	-	-
MAERKLE RESERVOIR SOLAR PROJECT	250,000	-	-	-	-	-	-
MULTI-USE, MULTIGENERATIONAL INDOOR COMMUNITY CENTER (STUDY)	90,000	-	-	-	-	-	-
OCEAN STREET RECONFIGURATION CONCEPTS STUDY	95,000	-	-	-	-	-	-
OCEAN STREET RESTROOM	652,000	-	-	-	-	-	-
OPEN SPACE AND TRAILS (PROP C)	-	4,000,000	-	-	-	-	-
OUTDOOR ADVENTURE PARK FEASIBILITY STUDY	122,500	-	-	-	-	-	-
PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	243,000	-	-	-	-	-	-
PUBLIC BEACH ACCESS IMPROVEMENTS (OCEAN STREET)	2,585,000	800,000	-	-	-	-	-
RAILROAD DOUBLE TRACKING	250,000	-	-	-	-	-	-
ROADWAY IMPROVEMENTS - COASTAL AREA ANALYSIS & IMPLEMENTATION	200,000	-	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	299,000	-	-	-	-	-	-
SAFETY CENTER IMPROVEMENTS	2,013,500	-	-	-	-	-	-
SAFETY TRAINING CENTER WATER RECIRCULATING SYSTEM STUDY	50,000	-	-	-	-	-	-
STREET LIGHTING REPLACEMENT PROGRAM	320,000	-	-	-	-	-	-
TERRAMAR AREA COASTAL IMPROVEMENTS (PARK)	999,999	-	-	-	-	-	-
TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & CASSIA ROAD	-	250,000	-	-	-	-	-
TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & ORIOLE COURT	-	250,000	-	-	-	-	-
TRAFFIC SIGNAL MASTER PLAN	-	120,000	-	-	-	-	-
TRAFFIC SIGNAL - MAVERICK WAY & CAMINO DE LOS COCHES	-	120,000	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM	912,000	-	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM - FIBER OPTIC	229,750	-	-	-	-	-	-
TRAIL CONNECTIVITY TO TAMARACK STATE BEACH (PROP C)	200,000	-	-	-	-	-	-
UTILITY UNDERGROUNDING PROGRAM STUDY	100,000	-	-	-	-	-	-
VILLAGE AND BARRIO BIKE & PEDESTRIAN WAYFINDING	250,000	-	-	-	-	-	-
VILLAGE AND BARRIO TRAFFIC CIRCLES	315,000	-	-	-	-	-	-
VILLAGE AND BEACH STREETSCAPE	635,000	-	-	-	-	-	-
VILLAGE DECORATIVE LIGHTING	177,800	-	-	-	-	-	-
VILLAGE INTELLIGENT PARKING IMPLEMENTATION	-	-	60,000	240,000	-	-	-
VILLAGE PARKING WAYFINDING	105,000	-	-	-	-	-	-
VILLAGE PUBLIC GATHERING SPACES STUDY	345,000	-	-	-	-	-	-
VILLAGE SAFETY LIGHTING	234,678	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	33,793,781	12,505,703	10,989,000	1,085,250	-	-	1,000,000
	N/A	18,077,213	7,088,213	6,002,963	6,002,963	6,002,963	5,002,963

GRANTS - FEDERAL							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
GRANT REVENUE		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	1,251,308	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	130,622	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,381,930	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

INFRASTRUCTURE MAINTENANCE & REPLACEMENT (IM&R)							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	87,255,696	91,691,240	99,421,240	108,462,240	117,878,240	127,913,240
REVENUES							
GENERAL FUND TRANSFER		9,970,000	10,211,000	10,627,000	10,890,000	11,285,000	122,486,000
TOTAL REVENUES	N/A	9,970,000	10,211,000	10,627,000	10,890,000	11,285,000	122,486,000
CAPITAL PROJECTS							
AGUA HEDIONDA CREEK STORM DRAIN OUTFALL (FAROL COURT)	596,700	-	-	-	-	-	-
AVIARA COMMUNITY PARK SOCCER FIELD SYNTHETIC TURF REPLACEMENT	868,000	-	-	-	-	-	-
BEACH ACCESS REPAIR/UPGRADES - PINE AVENUE TO TAMARACK	767,500	-	-	-	-	-	-
BRIDGE PREVENTITIVE MAINTENANCE PROGRAM	350,000	392,000	336,000	336,000	224,000	-	-
CITY HALL COMPLEX REFURBISHMENT	919,000	-	-	-	-	-	-
CMP REPLACEMENT PROGRAM	2,859,360	220,000	-	-	-	-	-
CURB INLET FILTER RETROFIT	-	230,000	-	-	-	-	-
EL CAMINO REAL AND AGUA HEDIONDA CREEK BRIDGE RAILING & SIDEWALK	210,000	-	-	-	-	-	-
EMERGENCY CENTER RECONFIGURATION	200,000	-	-	-	-	-	-
FACILITY SAFETY AND PARKING LOT LIGHTING ASSESSMENT	65,000	-	-	-	-	-	-
FARADAY REHABILITATION	939,000	1,415,380	-	-	-	-	-
FIRE STATION NO. 1 REFURBISHMENT	150,000	-	-	-	-	-	-
FIRE STATION NO. 2 REFURBISHMENT	375,000	-	-	-	-	-	-
FLEET MAINTENANCE REFURBISHMENT	975,000	-	-	-	-	-	-
FUTURE FACILITIES MAINTENANCE PROJECTS	-	-	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
HARDING CENTER REFURBISHMENT	115,000	-	-	-	-	-	-
HEADWALL REPLACEMENT PROGRAM	510,000	-	-	-	-	-	-
HOLIDAY PARK FACILITIES MAINTENANCE	50,000	-	-	-	-	-	-
HOSP GROVE PARK IMPROVEMENTS	848,000	-	-	-	-	-	-
KELLY DRIVE CHANNEL REPAIR	1,161,000	-	-	-	-	-	-
KELLY DRIVE CHANNEL REPLACEMENT	-	-	-	-	-	-	2,052,000
LA COSTA AVENUE DRAINAGE IMPROVEMENTS	492,150	437,000	-	-	-	-	-
LEO CARRILLO MISC. FACILITY IMPROVEMENTS	-	196,000	-	-	-	-	-
MISCELLANEOUS BUILDING IMPROVEMENTS	400,000	150,000	150,000	150,000	150,000	150,000	1,500,000
MONROE STREET POOL REPLACEMENT	350,000	-	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	-	430,000	895,000	-	-	-	-
PARKING LOT MAINTENANCE PROGRAM	1,530,000	-	-	-	-	-	-
PARKS ELECTRONIC SCOREBOARD REPLACEMENTS	60,100	-	-	-	-	-	-
PINE AVENUE PARK SYNTHETIC TURF REPLACEMENT	868,000	-	-	-	-	-	-
PUBLIC BEACH ACCESS IMPROVEMENTS (OCEAN STREET)	500,000	40,000	-	-	-	-	-
SAFETY CENTER IMPROVEMENTS	1,400,000	1,352,450	-	-	-	-	-
SENIOR CENTER REFURBISHMENT	-	348,000	-	-	-	-	-
STORM DRAIN CONDITION ASSESSMENT	200,000	100,000	100,000	100,000	100,000	100,000	300,000
TRAFFIC SIGNAL - EL CAMINO REAL AND CHESTNUT AVENUE SIGNAL REPAIRS	276,000	-	-	-	-	-	-
TRAFFIC SIGNAL - EL CAMINO REAL AND TAMARACK AVENUE SIGNAL REPAIRS	200,000	-	-	-	-	-	-
VILLAGE ARTS BUILDING ROOF AND EXTERIOR REFURBISHMENT	-	223,626	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM	4,772,974	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	23,007,784	5,534,456	2,481,000	1,586,000	1,474,000	1,250,000	13,852,000
ENDING FUND BALANCE	N/A	91,691,240	99,421,240	108,462,240	117,878,240	127,913,240	236,547,240

OTHER							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	490,762	490,762	490,762	490,762	490,762	490,762
REVENUES							
OTHER FINANCING SOURCES		987,000	-	-	-	-	-
TOTAL REVENUES	N/A	987,000	-	-	-	-	-
CAPITAL PROJECTS							
ASSESSMENT DISTRICT 97-1 CONCRETE IMPROVEMENTS	-	420,000	-	-	-	-	-
BARRIO STREET LIGHTING	-	-	-	-	-	-	-
COLLEGE BLVD REACH A AND CANNON ROAD REACH 4A	1,713,000	-	-	-	-	-	-
QUARRY CREEK SEWER EXTENSION (SBA "A" - REIMB. AGREEMENT)	-	567,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,713,000	987,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	490,762	490,762	490,762	490,762	490,762	490,762

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	3,428,669	4,046,442	4,648,898	4,648,898	4,648,898	4,648,898
REVENUES							
DEVELOPER FEES		617,773	602,456	-	-	-	3,548,364
TOTAL REVENUES	N/A	617,773	602,456	-	-	-	3,548,364
CAPITAL PROJECTS							
LOAN: PIL-NE TO PFF FOR PARK SITE ACQUISITION	-	-	-	-	-	-	4,550,000
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	200,000	-	-	-	-	-	2,500,000
TOTAL PROJECT EXPENDITURES	200,000	-	-	-	-	-	7,050,000
ENDING FUND BALANCE	N/A	4,046,442	4,648,898	4,648,898	4,648,898	4,648,898	1,147,262

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	451,022	667,786	324,550	781,314	1,238,078	1,708,476
REVENUES							
DEVELOPER FEES/LOANS		456,764	456,764	456,764	456,764	470,399	18,556,881
TOTAL REVENUES	N/A	456,764	456,764	456,764	456,764	470,399	18,556,881
CAPITAL PROJECTS							
LOAN REPAY - PIL-NW TO PFF	-	-	800,000	-	-	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	1,957,000	240,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,957,000	240,000	800,000	-	-	-	-
ENDING FUND BALANCE	N/A	667,786	324,550	781,314	1,238,078	1,708,476	20,265,357

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	1,405,540	1,847,430	1,847,430	1,847,430	1,847,430	1,847,430
REVENUES							
DEVELOPER FEES		816,890	-	-	-	-	617,773
TOTAL REVENUES	N/A	816,890	-	-	-	-	617,773
CAPITAL PROJECTS							
LEO CARRILLO PARK - PHASE 3	959,100	375,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	959,100	375,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	1,847,430	1,847,430	1,847,430	1,847,430	1,847,430	2,465,202

PARK-IN-LIEU SW							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	(26,807)	55,988	290,844	525,699	760,555	765,661
REVENUES							
DEVELOPER FEES/LOANS		86,795	234,856	234,856	234,856	5,106	352,284
TOTAL REVENUES	N/A	86,795	234,856	234,856	234,856	5,106	352,284
CAPITAL PROJECTS							
AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS	2,830,500	-	-	-	-	-	-
AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS - ART	31,300	4,000	-	-	-	-	-
AVIARA REIMBURSEMENT AGREEMENT	238,000	-	-	-	-	-	-
LOAN REPAY - PIL-SW TO PFF	-	-	-	-	-	-	1,100,000
TOTAL PROJECT EXPENDITURES	3,099,800	4,000	-	-	-	-	1,100,000
ENDING FUND BALANCE	N/A	55,988	290,844	525,699	760,555	765,661	17,944

PARK FEE ZONES 5,13,16,17,18

	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	3,793,697	3,986,859	4,288,134	4,329,250	4,332,205	4,335,160
REVENUES							
DEVELOPER FEES		193,162	301,275	41,115	2,955	2,955	894,396
TOTAL REVENUES	N/A	193,162	301,275	41,115	2,955	2,955	894,396
CAPITAL PROJECTS							
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	-	-	-	-	-	-	4,621,000
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	4,621,000
ENDING FUND BALANCE	N/A	3,986,859	4,288,134	4,329,250	4,332,205	4,335,160	608,556

PLANNED LOCAL DRAINAGE AREA A FEES (PLD A)

	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	1,242,692	1,485,355	1,696,884	1,696,884	1,696,884	1,696,884
REVENUES							
DEVELOPER FEES		242,663	211,529	-	-	-	185,009
TOTAL REVENUES	N/A	242,663	211,529	-	-	-	185,009
CAPITAL PROJECTS							
DMP FACILITY AAA (JEFFERSON STREET)	-	-	-	-	-	-	289,534
DMP FACILITY AAAA (MADISON STREET)	-	-	-	-	-	-	416,500
DMP FACILITY AC (HIGHLAND DRIVE)	-	-	-	-	-	-	921,408
DMP FACILITY AFA (HIDDEN VALLEY DRAINAGE RESTORATION)	-	-	-	-	-	-	91,608
DMP FACILITY AFB (CALAVERA HILLS DRAINAGE RESTORATION)	-	-	-	-	-	-	163,164
DRAINAGE MASTER PLAN UPDATE	98,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	98,000	-	-	-	-	-	1,882,214
ENDING FUND BALANCE	N/A	1,485,355	1,696,884	1,696,884	1,696,884	1,696,884	(321)

PLANNED LOCAL DRAINAGE AREA B FEES (PLD B)

	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	781,709	(116,197)	476,080	547,656	619,231	679,109
REVENUES							
DEVELOPER FEES		335,767	592,277	71,576	71,576	59,877	3,508,132
TOTAL REVENUES	N/A	335,767	592,277	71,576	71,576	59,877	3,508,132
CAPITAL PROJECTS							
DMP FACILITY B & BN (AGUA HEDIONDA AND CALAVERA CREEK PLDA "B")	4,598,066	-	-	-	-	-	-
DMP FACILITY BB 1 and 2 (WASHINGTON STREET)	-	-	-	-	-	-	1,086,065
DMP FACILITY BCA (PARK DRIVE AND TAMARACK AVENUE PLDA "B")	1,068,613	-	-	-	-	-	-
DMP FACILITY BCB (MAGNOLIA AVENUE)	-	-	-	-	-	-	468,096
DMP FACILITY BFA (COUNTRY STORE)	-	963,673	-	-	-	-	-
DMP FACILITY BFB-L & BFB-1 (TAMARACK AND EL CAMINO REAL PLDA "B")	-	-	-	-	-	-	904,329
DMP FACILITY BFB-U (EL CAMINO REAL)	138,220	-	-	-	-	-	-
DMP FACILITY BJ B, BNB AND BJ-1 (COLLEGE BOULEVARD/CANNON ROAD)	2,249,448	-	-	-	-	-	512,196
DMP FACILITY BL-L (COLLEGE BLVD. BRIDGE REIMB. PLDA "B")	-	-	-	-	-	-	1,816,101
DMP FACILITY BL-U (COLLEGE BOULEVARD)	-	-	-	-	-	-	384,509
DMP FACILITY BM (CANTARINI/COLLEGE BOULEVARD BOX CULVERT)	-	-	-	-	-	-	204,077
DMP FACILITY BQ (SUNNY CREEK)	-	-	-	-	-	-	131,355
DMP FACILITY BR (CANTARINI/COLLEGE BOULEVARD PIPE DRAINAGE)	-	-	-	-	-	-	180,773
DMP WETLAND CREATION	685,000	270,000	-	-	-	-	-
DRAINAGE MASTER PLAN UPDATE	458,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	9,197,347	1,233,673	-	-	-	-	5,687,501
ENDING FUND BALANCE	N/A	(116,197)	476,080	547,656	619,231	679,109	(1,500,260)

PLANNED LOCAL DRAINAGE AREA C FEES (PLD C)

	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	1,646,472	1,726,856	1,733,586	1,740,316	1,747,045	1,761,064
REVENUES							
DEVELOPER FEES		80,383	6,730	6,730	6,730	14,019	1,759,432
TOTAL REVENUES	N/A	80,383	6,730	6,730	6,730	14,019	1,759,432
CAPITAL PROJECTS							
DMP FACILITY C1 - CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE PLDA "C")	2,539,565	-	-	-	-	-	-
DMP FACILITY C2 (PASEO DEL NORTE)	-	-	-	-	-	-	727,730
DMP FACILITY CA (AVENIDA ENCINAS)	-	-	-	-	-	-	529,402
DRAINAGE MASTER PLAN UPDATE	65,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	2,604,565	-	-	-	-	-	1,257,132
ENDING FUND BALANCE	N/A	1,726,856	1,733,586	1,740,316	1,747,045	1,761,064	2,263,365

PLANNED LOCAL DRAINAGE AREA D FEES (PLD D)							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	723,990	1,126,980	1,317,375	1,425,379	1,504,400	1,542,820
REVENUES							
DEVELOPER FEES		402,990	190,395	108,004	79,022	38,420	1,417,396
TOTAL REVENUES	N/A	402,990	190,395	108,004	79,022	38,420	1,417,396
CAPITAL PROJECTS							
DMP FACILITY DBA (POINSETTIA VILLAGE)	-	-	-	-	-	-	167,215
DMP FACILITY DBB (AVENIDA ENCINAS)	-	-	-	-	-	-	429,108
DMP FACILITY DFA (BATIQUITOS LAGOON STORMWATER TREATMENT)	-	-	-	-	-	-	256,423
DMP FACILITY DH (ALTIVE PLACE CANYON RESTORATION)	-	-	-	-	-	-	232,812
DMP FACILITY DQB (LA COSTA TOWN CENTER)	-	-	-	-	-	-	745,842
DMP FACILITY DZ (POINSETTIA LANE)	-	-	-	-	-	-	642,063
DRAINAGE MASTER PLAN UPDATE	129,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	129,000	-	-	-	-	-	2,473,463
ENDING FUND BALANCE	N/A	1,126,980	1,317,375	1,425,379	1,504,400	1,542,820	486,753

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	14,277,539	17,083,027	19,882,397	20,628,597	21,638,112	22,346,371
REVENUES							
DEVELOPER FEES		3,222,538	2,799,370	746,200	1,009,515	708,259	27,540,055
TOTAL REVENUES	N/A	3,222,538	2,799,370	746,200	1,009,515	708,259	27,540,055
CAPITAL PROJECTS							
AVIARA COMMUNITY PARK	300,000	400,000	-	-	-	-	-
COLE LIBRARY EXPANSION	-	-	-	-	-	-	11,588,000
EL CAMINO REAL MEDIANS	909,500	-	-	-	-	-	-
FIRE STATION NO. 3 RELOCATION	9,352,000	-	-	-	-	-	-
LOAN - PFF TO PIL-NW	800,000	-	-	-	-	-	-
LOAN - PFF TO PIL-SW	1,100,000	-	-	-	-	-	-
LEO CARRILLO PARK - PHASE 3	1,406,500	-	-	-	-	-	-
LEO CARRILLO PARK - PHASE 3 - ART	23,655	3,750	-	-	-	-	-
PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	4,550,000	-	-	-	-	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	10,016,040	-	-	-	-	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS) - AR	110,000	13,300	-	-	-	-	-
POINSETTIA COMMUNITY PARK - PHASE 3	4,322,000	-	-	-	-	-	13,592,000
POINSETTIA COMMUNITY PARK - PHASE 3 - ART	43,225	-	-	-	-	-	-
TRAFFIC SIGNAL - CANNON ROAD AND AVENIDA ENCINAS (REIMBURSEMENT)	-	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	32,932,920	417,050	-	-	-	-	25,180,000
ENDING FUND BALANCE	N/A	17,083,027	19,882,397	20,628,597	21,638,112	22,346,371	24,706,426

RANCHO SANTA FE ROAD PROJECT							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	91,352	91,352	424,732	424,732	424,732	424,732
REVENUES							
DEVELOPER SPECIAL TAXES/OTHER AGENCIES		-	333,380	-	-	-	-
TOTAL REVENUES	N/A	-	333,380	-	-	-	-
CAPITAL PROJECTS							
RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	20,671,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	20,671,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	91,352	424,732	424,732	424,732	424,732	424,732

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	6,653,304	7,831,952	6,567,427	3,536,348	3,710,439	3,825,861
REVENUES							
DEVELOPER FEES AND MISC.		2,633,148	366,145	143,121	196,090	137,422	4,598,635
OTHER AGENCY CONTRIBUTIONS (CITY OF VISTA)		1,267,500	387,530	1,359,800	-	-	-
TOTAL REVENUES	N/A	3,900,648	753,675	1,502,921	196,090	137,422	4,598,635
CAPITAL PROJECTS							
BUENA INTERCEPTOR SEWER IMPROVEMENTS	500,000	-	-	-	-	-	-
FARADAY & EL CAMINO REAL SEWER REPLACEMENT - ORION TO PAR	140,000	-	1,400,000	-	-	-	-
LAS PALMAS TRUNK SEWER	-	-	-	2,420,000	-	-	-
LOAN REPAY - SEWER CONN TO SEWER REPL	-	-	-	-	-	-	4,700,000
SEWER MONITORING PROGRAM	348,000	22,000	22,000	22,000	22,000	22,000	220,000
VISTA CARLSBAD INTERCEPTOR - BUENA VISTA LIFT STATION IMPROVEMENTS	375,000	750,000	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - AGUA HEDIONDA LS & FORCEMAIN (VC12-VC13)	29,650,000	617,000	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - LAGOON BRIDGE REPLACEMENT (VC11B)	8,580,000	883,000	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - REACH VC14 TO VC15	20,200,000	450,000	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - REACH VC3	-	-	596,200	2,092,000	-	-	-
TOTAL PROJECT EXPENDITURES	59,793,000	2,722,000	2,018,200	4,534,000	22,000	22,000	4,920,000
ENDING FUND BALANCE	N/A	7,831,952	6,567,427	3,536,348	3,710,439	3,825,861	3,504,496

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	6,135,977	4,650,956	1,312,430	(385,739)	(2,386,297)	(1,896,095)
REVENUES							
TRANSFER FROM OPERATING FUND		4,400,000	4,523,200	4,654,369	4,794,000	4,937,825	63,083,434
TOTAL REVENUES	N/A	4,400,000	4,523,200	4,654,369	4,794,000	4,937,825	63,083,434
CAPITAL PROJECTS							
BUENA INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	250,000	-	-	-	-	-	-
BUENA INTERCEPTOR SEWER IMPROVEMENTS	1,362,000	-	1,964,000	-	-	-	-
BUENA INTERCEPTOR SEWER REALIGNMENT - EAST SEGMENT	-	507,000	1,480,000	-	-	-	-
TERRAMAR AREA COASTAL IMPROVEMENTS	350,000	-	-	-	-	-	-
CHINQUAPIN LIFT STATION FORCE MAIN OUTFALL REALIGNMENT	212,000	108,000	-	-	-	-	-
ENCINA CAPITAL PROJECTS	21,184,332	3,550,241	3,617,726	5,221,538	5,324,558	3,767,623	44,549,484
FOXES LANDING LIFT STATION WETWELL AND PUMP REPLACEMENT	4,100,000	240,000	-	-	-	-	-
GATESHEAD LIFT STATION REMOVAL	150,000	-	-	-	-	-	-
LOAN - SEWER REPL TO SEWER CONN	4,700,000	-	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	4,113,000	230,000	-	-	-	-	-
NORTH BATIQUITOS INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	-	-	-	250,000	-	-	-
NORTH BATIQUITOS LIFT STATION FORCEMAIN REHABILITATION	550,000	-	-	-	-	-	-
NORTHWEST QUADRANT CIPP SEWER REHABILITATION	700,000	-	-	-	-	-	-
ODOR AND CORROSION PREVENTION ASSESSMENT	200,000	60,000	60,000	60,000	-	-	-
POINSETTIA LANE LIFT STATION EMERGENCY OVERFLOW BASIN	1,200,000	-	-	-	-	-	-
SCADA INTEGRATED MASTER PLAN	80,000	82,500	-	-	-	-	-
SEWER LIFT STATION REPAIRS AND UPGRADES	1,910,380	150,000	150,000	150,000	150,000	150,000	1,500,000
SEWER LINE CONDITION ASSESSMENT	833,000	200,000	200,000	200,000	200,000	200,000	1,000,000
SEWER LINE REFURBISHMENTS AND REPLACEMENT	4,487,894	330,000	330,000	330,000	330,000	330,000	3,300,000
SIMSBURY SEWER EXTENSION	301,000	320,000	-	-	-	-	-
TERRAMAR SEWER REPLACEMENT - EL ARBOL AND LOS ROBLES	1,250,000	-	-	-	-	-	-
VILLAGE AND BARRIO TRAFFIC CIRCLES	40,000	60,000	60,000	-	-	-	-
VILLAS SEWER LIFT STATION REPLACEMENT	-	-	-	-	790,000	-	-
VISTA CARLSBAD INTERCEPTOR - REHABILITATION (VC1 & VC2)	-	-	-	141,000	-	-	-
WATER, RECYCLED, AND SEWER MASTER PLAN	290,400	47,280	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	48,264,006	5,885,021	7,861,726	6,352,538	6,794,558	4,447,623	50,349,484
ENDING FUND BALANCE	N/A	4,650,956	1,312,430	(385,739)	(2,386,297)	(1,896,095)	10,837,855

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	11,514,586	13,264,161	7,488,046	7,643,370	7,819,803	7,801,267
REVENUES							
DEVELOPER FEES		4,893,545	2,396,885	601,324	622,433	427,464	18,675,213
TOTAL REVENUES	N/A	4,893,545	2,396,885	601,324	622,433	427,464	18,675,213
CAPITAL PROJECTS							
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	169,750	-	5,177,000	-	-	-	-
CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	-	-	-	-	-	-	905,000
CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP)	-	-	-	-	-	-	3,574,000
CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20%)	-	-	-	-	-	-	955,000
CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP)	-	-	-	-	-	-	1,237,000
CARLSBAD VILLAGE DRIVE WIDENING - PONTIAC DRIVE TO VICTORIA AVENUE	-	-	-	-	-	-	3,012,000
EL CAMINO REAL AND CANNON ROAD INTERSECTION IMPROVEMENTS	2,049,000	136,000	-	-	-	-	-
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	-	-	-	-	-	-	1,099,000
EL CAMINO REAL LEFT TURN LANE TO WESTBOUND TAMARACK AVENUE	286,000	-	-	-	-	-	-
EL CAMINO REAL RIGHT TURN LANE TO EAST BOUND ALGA ROAD	-	-	-	-	-	-	425,000
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	-	-	1,925,000	-	-	-	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	-	-	625,000	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	-	-	-	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE (RTCIP)	-	-	-	-	-	-	-
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	-	-	-	-	-	-	1,201,000
MELROSE DRIVE RIGHT TURN LANE TO WEST BOUND PALOMAR AIRPORT ROAD	561,000	-	-	-	-	-	-
PALOMAR AIRPORT ROAD AND COLLEGE BLVD IMPROVEMENTS	495,500	-	-	-	-	-	-
PALOMAR AIRPORT ROAD/EL FUERTE STREET RIGHT TURN LANE	-	-	-	-	-	-	1,163,000
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS DRIVE (RTCIP)	-	-	-	-	-	-	1,009,000
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	1,766,206	-	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE (SDG&E)	208,031	1,311,969	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION PROGRAM	2,600,000	300,000	300,000	300,000	300,000	300,000	300,000
TERRAMAR AREA COASTAL IMPROVEMENTS	3,050,000	750,001	-	-	-	-	-
TERRAMAR AREA COASTAL IMPROVEMENTS (SDG&E FUNDS)	-	500,000	-	-	-	-	-
TIF TO CFD #1	-	50,000	50,000	50,000	50,000	50,000	1,913,083
TRAFFIC IMPACT FEE UPDATE	200,000	-	-	-	-	-	-
TRAFFIC MONITORING PROGRAM	1,142,900	96,000	96,000	96,000	96,000	96,000	480,000
TOTAL PROJECT EXPENDITURES	12,528,387	3,143,970	8,173,000	446,000	446,000	446,000	17,273,083
ENDING FUND BALANCE	N/A	13,264,161	7,488,046	7,643,370	7,819,803	7,801,267	9,203,397

TRANSNET - BIKE							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
TRANSNET GRANT		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

TRANSNET - LOCAL							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	7,870,386	7,156,386	1,627,306	(42,456)	1,835,507	3,874,609
REVENUES							
TRANSPORTATION TAXES		5,561,000	4,270,920	4,420,238	4,577,963	4,739,102	46,312,918
TOTAL REVENUES	N/A	5,561,000	4,270,920	4,420,238	4,577,963	4,739,102	46,312,918
CAPITAL PROJECTS							
ACTIVE VILLAGE CAMPAIGN	-	-	-	-	-	-	-
ADA IMPROVEMENT PROGRAM	1,000,000	250,000	250,000	170,000	-	-	-
ADAPTIVE TRAFFIC SIGNAL PROGRAM	600,000	-	-	-	-	-	-
ADAPTIVE TRAFFIC SIGNAL PROGRAM - BLUETOAD	250,000	-	-	-	-	-	-
ADAPTIVE TRAFFIC SIGNAL PROGRAM - FIBER	350,000	-	-	-	-	-	-
ADAPTIVE TRAFFIC SIGNAL PROGRAM (2018 -NON JURISDICTIONAL)	-	800,000	950,000	750,000	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	200,942	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	16,923	-	-	-	-	-	-
CARLSBAD BLVD PEDESTRIAN LIGHTING - TAMARACK TO STATE STREET	610,000	715,000	-	-	-	-	-
CARLSBAD BLVD REALIGNMENT	3,000,000	-	-	-	-	-	-
CARLSBAD VILLAGE DR. & GRAND AVE. PEDESTRIAN AND CROSSING IMP.	-	-	1,320,000	-	-	-	-
CHESTNUT AVENUE COMPLETE STREET IMPROVEMENTS	-	-	1,080,000	-	-	-	-
CHESTNUT COMPLETE STREET I-5 TO RAILROAD PROJECT STUDY	-	-	85,000	-	-	-	-
CHRISTIENSEN AVENUE IMPROVEMENTS	-	-	310,000	-	-	-	-
CSBD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS (BIKE)	1,054,000	-	-	-	-	-	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	325,000	2,495,000	-	-	-	-	-
EL CAMINO REAL WIDENING - SUNNY CREEK TO JACKSPAR	-	-	-	-	-	-	3,238,000
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	-	-	-	-	-	-	-
KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	2,360,000	-	1,515,000	-	-	-	-
PALOMAR AIRPORT ROAD/PASEO DEL NORTE LEFT TURN LANE	228,277	-	-	-	-	-	-
PALOMAR AIRPORT ROAD/PASEO DEL NORTE RIGHT TURN LANE	559,639	-	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	17,946,377	-	1,500,000	1,500,000	1,500,000	1,500,000	15,000,000
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	6,532,476	750,000	1,200,000	1,200,000	1,200,000	1,200,000	12,000,000
STATE STREET IMPROVEMENTS AT NW CORNER OF GRAND	-	-	325,000	-	-	-	-
STREET LIGHTING REPLACEMENT PROGRAM	850,000	825,000	825,000	825,000	-	-	-
TERRAMAR AREA COASTAL IMPROVEMENTS	1,000,000	-	-	-	-	-	-
VALLEY STREET ROAD DIET AND TRAFFIC CALMING	-	-	-	1,645,000	-	-	-
VILLAGE AND BARRIO TRAFFIC CIRCLES	145,000	440,000	440,000	-	-	-	-
TOTAL PROJECT EXPENDITURES	37,028,634	6,275,000	9,800,000	6,090,000	2,700,000	2,700,000	30,238,000
ENDING FUND BALANCE	N/A	7,156,386	1,627,306	(42,456)	1,835,507	3,874,609	19,949,527

TRANSNET - STP							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
TRANSPORTATION TAXES		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	-	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

TRANSPORTATION DEVELOPMENT ACT (TDA)							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
TRANSNET REVENUE		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
CSBD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS	270,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	270,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

WATER CONNECTION - POTABLE							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	29,110,962	31,369,601	32,663,651	31,184,105	31,787,679	32,210,340
REVENUES							
DEVELOPER FEES		2,258,639	1,294,050	460,454	603,573	422,662	16,134,510
TOTAL REVENUES	N/A	2,258,639	1,294,050	460,454	603,573	422,662	16,134,510
CAPITAL PROJECTS							
COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (490 ZONE)	1,090,000	-	-	-	-	-	-
COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (375 ZONE)	1,060,000	-	-	-	-	-	-
DESALINATED WATER FLOW CONTROL FACILITY	1,104,300	-	-	-	-	-	-
MAERKLE PUMP STATION IMPROVEMENTS	15,200	-	-	1,940,000	-	-	-
POINSETTIA LANE - CASSIA ROAD TO SKIMMER COURT	300,000	-	-	-	-	-	-
RANCHO CARLSBAD GROUNDWATER SUPPLY	-	-	-	-	-	-	1,750,000
SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	27,500	-	-	-	-	-	8,500,000
WATER MASTER PLAN UPDATE	-	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	3,597,000	-	-	1,940,000	-	-	10,250,000
ENDING FUND BALANCE	N/A	31,369,601	32,663,651	31,184,105	31,787,679	32,210,340	38,094,851

WATER CONNECTION - RECYCLED							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	(679,303)	2,472,997	2,472,997	2,472,997	2,472,997	2,472,997
REVENUES							
RECYCLED WATER REVENUE		3,902,300	-	-	-	-	-
TOTAL REVENUES	N/A	3,902,300	-	-	-	-	-
CAPITAL PROJECTS							
RECYCLED WATER LINE - CWRP TO AGUA HEDIONDA LAGOON	3,417,406	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - PIPELINES	18,700,000	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - CWRP EXPANSION	6,844,124	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - RESERVOIR	1,500,000	750,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	30,461,530	750,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	2,472,997	2,472,997	2,472,997	2,472,997	2,472,997	2,472,997

WATER REPLACEMENT - POTABLE							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	8,039,344	4,671,584	4,849,739	2,866,618	4,724,278	4,642,213
REVENUES							
TRANSFER FROM OPERATING FUND		4,803,000	4,883,155	4,994,879	5,082,660	5,132,935	51,329,350
TOTAL REVENUES	N/A	4,803,000	4,883,155	4,994,879	5,082,660	5,132,935	51,329,350
CAPITAL PROJECTS							
ABANDON POTABLE SERVICES (NEW RECYCLED SERVICES)	560,000	-	-	-	-	-	-
AVIARA PARKWAY AND PLUM TREE WATERLINE	-	-	815,000	-	-	-	-
BUENA VISTA PUMP STATION AND FOREBAY REMOVAL	150,000	-	-	-	-	-	-
CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	-	-	280,000	670,000	-	-	-
CARLSBAD BOULEVARD WATERLINE REPLACEMENT AT TERRAMAR	1,930,000	-	-	-	-	-	-
CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	709,390	-	-	-	-	-	-
CATHODIC PROTECTION PROGRAM	1,246,700	-	-	-	-	-	-
CRESTVIEW DRIVE TRANSMISSION MAIN	240,000	-	-	-	-	-	-
E TANK DECOMMISSION (THE CROSSINGS ROAD)	300,000	-	-	-	-	-	-
EL FUERTE AND CORINTIA STREET PRESSURE REDUCING STATION	-	-	-	800,000	-	-	-
FIRE FLOW SYSTEM IMPROVEMENTS	1,440,000	90,000	90,000	90,000	90,000	90,000	1,009,000
HYDROELECTRIC GENERATOR AT DESAL FLOW CONTROL FACILITY NO. 5	-	-	-	-	85,000	2,075,000	-
INTERZONAL FLOW METERING AND MONITORING	-	150,000	-	-	-	-	-
KELLY RANCH DOMESTIC WATER PRESSURE REDUCING STATION	560,000	-	-	-	-	-	-
LAKE CALAVERA MITIGATION	275,000	(275,000)	-	-	-	-	-
LIMITED ACCESS PIPELINE RELOCATION PROGRAM	1,940,000	-	-	-	-	-	-
MAERKLE FACILITY IMPROVEMENTS	2,135,200	-	-	-	-	-	-
MAERKLE RESERVOIR FLOATING COVER REPLACEMENT	10,000,000	3,055,000	-	-	-	-	-
MAERKLE RESERVOIR TRANSMISSION MAIN	6,330,000	-	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	7,674,000	4,400	-	-	-	-	-
MISCELLANEOUS PIPELINE REPLACEMENTS	1,433,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
NORMALLY CLOSED VALVE (INSTALL MOTORIZED VALVE)	260,000	-	-	-	-	-	-
PRESSURE REDUCING STATION - LOWER EL FUERTE	-	600,000	-	-	-	-	-
PRESSURE REDUCING STATION PROGRAM	1,102,000	-	600,000	600,000	600,000	600,000	6,000,000
RANCHO CARLSBAD GROUNDWATER SUPPLY	-	-	-	-	-	-	1,750,000
RECYCLED WATER LINE - CWRP TO AGUA HEDIONDA LAGOON	1,632,594	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - CWRP EXPANSION	3,517,276	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - PIPELINES	2,497,530	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - RESERVOIR	300,000	125,000	-	-	-	-	-
RESERVOIR REPAIR AND MAINTENANCE PROGRAM	4,150,000	1,500,000	-	-	-	-	1,850,000
ROBERTSON RANCH WATER TRANSMISSION MAIN	1,200,000	-	-	-	-	-	-
SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	27,500	-	-	-	-	-	8,500,000
SANTA FE II INLET PIPELINE	-	-	470,000	2,368,000	-	-	-
SANTA FE II RESERVOIR SITE ELECTRICAL IMPROVEMENTS	100,000	50,000	-	-	-	-	-
SCADA INTEGRATED MASTER PLAN	360,000	385,000	-	-	-	-	-
TRI-AGENCY WATER TRANSMISSION PIPELINE REPLACEMENT	6,455,000	-	-	-	-	-	-
WATER CONDITION ASSESSMENT PROGRAM	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
WATER SYSTEM INERTIE CONNECTION	405,000	-	-	-	-	-	-
WATER VALVE REPAIR/REPLACEMENT PROGRAM	2,100,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,500,000
WATER, RECYCLED, AND SEWER MASTER PLAN	377,200	36,360	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	61,607,390	8,170,760	4,705,000	6,978,000	3,225,000	5,215,000	32,609,000
ENDING FUND BALANCE	N/A	4,671,584	4,849,739	2,866,618	4,724,278	4,642,213	23,362,563

WATER REPLACEMENT - RECYCLED							
	PRIOR YEARS	YEAR 1 2017-18	YEAR 2 2018-19	YEAR 3 2019-20	YEAR 4 2020-21	YEAR 5 2021-22	YEAR 6-15 2023-2032
BEGINNING FUND BALANCE (1)	N/A	13,259,623	13,820,603	14,685,905	15,594,957	16,553,112	17,563,594
REVENUES							
TRANSFER FROM OPERATING FUND		1,175,340	1,215,302	1,259,052	1,308,155	1,360,482	13,604,820
TOTAL REVENUES	N/A	1,175,340	1,215,302	1,259,052	1,308,155	1,360,482	13,604,820
CAPITAL PROJECTS							
CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	70,600	70,500	100,000	100,000	100,000	100,000	1,000,000
CWRP IRRIGATION AND LANDSCAPE	-	175,000	-	-	-	-	-
RECYCLED WATER CONDITION ASSESSMENT PROGRAM	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
RECYCLED WATER VALVE & APPURTENANCE REPLACEMENT PROGRAM	50,000	50,000	50,000	50,000	50,000	50,000	500,000
SCADA INTEGRATED MASTER PLAN	80,000	82,500	-	-	-	-	-
WATER, RECYCLED, AND SEWER MASTER PLAN	290,400	36,360	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	691,000	614,360	350,000	350,000	350,000	350,000	2,500,000
ENDING FUND BALANCE	N/A	13,820,603	14,685,905	15,594,957	16,553,112	17,563,594	28,668,414

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 GRNT) – Federal Grants such as Highway Bridge Program funding.

Gas Tax – Gas Tax revenues for street projects 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) – Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees.

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.

TDA – City street and bicycle projects can receive funding from Transportation Development Act sales tax receipts.

Traffic Impact Fees (TIF) – Developer Traffic Impact Fees are used for various street construction and improvement projects.

TransNet (TRNSNT-BIKE, -HWY, -LOCAL, -STP) – Receipts of County Sales Taxes allocated by the San Diego Regional Transportation Commission finance various bicycle, freeway interchange, and local road improvement projects.

Water Connection (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, and 16 to fund a Business Park Recreational Facility in the city's industrial corridor.

**CITY OF CARLSBAD
 PLANNED MAJOR CAPITAL OUTLAY ITEMS 2017-18
 (Greater than \$10,000)**

0012145	Police	Livescan Fingerprinting Machine	1	16,470
POLICE SUBTOTAL				16,470

0012228	Fire	PPE Extractor and Drying Cabinets	2	38,133
FIRE SUBTOTAL				38,133

0015320	Public Works	Safety Training Center AV Expansion	1	75,000
PUBLIC WORKS SUBTOTAL				75,000

6215461	Fleet Replacement	Building: Sedan Compact Hybrid	1	29,000
		Fire: Mobile Intensive Care Unit	1	283,300
		Fire: Truck Fire	1	798,300
		Fire: Pickup Truck Compact	1	45,000
		Library: Van Full Size	1	30,000
		Park Maint: Truck 3/4 Ton Utility	1	46,000
		Park Maint: Pickup Truck Compact	1	29,900
		Park Maint: Pickup Truck 1/2 Ton	1	34,000
		Park Maint: Mower Riding Small	2	66,600
		Police: Sedan	5	260,000
		Police: Motorcycle Full Size	1	35,100
		Police: Boat & Trailer	1	80,000
		Police: Sedan Interim	1	32,000
		Public Works: Pickup Truck Compact	1	28,000
		Public Works: Wheel Loader	1	145,300
		Public Works: Truck Paint	1	110,000
		Wastewater: Sedan Compact Hybrid	1	29,000
		Wastewater: Pickup Truck 1/2 Ton	1	36,900
		Wastewater: Trailer Large	1	20,500
		Wastewater: Pickup Truck Compact	1	30,000
		Water Ops: Pickup Truck 1/2 Ton	3	110,700
		Water Ops: Trailer Large	1	20,200
		Water Ops: Pickup Truck Compact	1	30,000
FLEET REPLACEMENT SUBTOTAL				2,329,800

**CITY OF CARLSBAD
 PLANNED MAJOR CAPITAL OUTLAY ITEMS 2017-18
 (Greater than \$10,000)**

6411710 Information Technology Replacement	Laptops, Desktops, Computers	163	344,683
	Firewalls	2	99,992
	Servers	9	69,404
	Routers	3	33,804
	Switches	52	194,508
	Wireless Access Points	49	38,612
	Miscellaneous Infrastructure	2	20,649
	Telecom	1	31,000
	Wireless LAN Controllers	4	56,584
	Projectors	19	61,975
INFORMATION TECHNOLOGY SUBTOTAL			951,211

GRAND TOTAL MAJOR CAPITAL OUTLAY			3,410,614
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*Major Capital Outlay only includes items of \$10,000 or greater.

**CITY OF CARLSBAD
OUT OF STATE TRAVEL BUDGET 2017-18**

GENERAL FUND						
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2017-18 BUDGET	
0010110	CITY COUNCIL	Legislative Meetings in Washington, D.C.	3	Washington, D.C.	\$9,000	
		National League of Cities	2	Charlotte, NC	\$6,000	
		CITY COUNCIL TOTAL			\$15,000	
0010210	CITY CLERK	International Institute of Municipal Clerks	1	Norfolk, VA	\$2,500	
		ARMA Records Conference	1	Orlando, FL	\$2,500	
0011610	RECORDS MANAGEMENT	Association of Records Managers & Administrators	1	Orlando, FL	\$4,100	
		Managing Electronic Records Conference	1	Chicago, IL	\$3,633	
		Association of Imaging & Information Management	1	TBD	\$4,100	
		CITY CLERK & RECORDS MANAGEMENT TOTAL			\$16,833	
0010310	CITY TREASURER	Association of Public Treasurers of US & Canada	1	Orlando, FL	\$2,140	
		Government Investment Officers Association	1	TBD	\$1,221	
		CITY TREASURER TOTAL			\$3,361	
0011010	CITY MANAGER	Legislative Meetings in Washington, D.C.	2	Washington, D.C.	\$5,000	
		ICMA	3	TBD	\$5,000	
		Transforming Local Government	3	TBD	\$5,000	
		CITY MANAGER TOTAL			\$15,000	
001101X	COMMUNICATIONS	National Industry/Communication Conference	1	TBD	\$3,000	
		National Specialty Communication Conference	1	TBD	\$3,000	
		National Government Communication Conference	1	TBD	\$3,000	
		COMMUNICATIONS TOTAL			\$9,000	
0011310	FINANCE	Harris Conference	1	Atlantic City, NJ	\$3,000	
		FINANCE TOTAL			\$3,000	
0011510	HUMAN RESOURCES	Neogov Conference	3	TBD	\$7,500	
		SHRM Conference	2	TBD	\$7,000	
		INFOR Conference	2	TBD	\$5,600	
		HUMAN RESOURCES TOTAL			\$20,100	
00121XX	POLICE - ADMIN	IACP/LEIM Conference	2	TBD	\$1,950	
		IACP Conference	2	Philadelphia, PA	\$3,400	
	POLICE - GENERAL (FIELD OP)	SHOT Show, WTU-Lowe/White/Reyes/Merritt	4	Las Vegas, NV	\$3,140	
		International Association for Identification	2	TBD	\$2,100	
	POLICE - EVIDENCE	ICAC - Internet Crimes Against Children Conference	1	Dallas, TX	\$1,428	
	POLICE - FAMILY SERVICES	California Association of Hostage Negotiators	2	Reno, NV	\$2,800	
		TacOps West Conference	4	TBD	\$1,800	
	POLICE - TACTICAL RESPONSE	ICAC - Internet Crimes Against Children Conference	1	Dallas, TX	\$1,428	
	POLICE - VICE NARCOTICS	California Homicide Investigators Association Conference	3	TBD	\$2,100	
	POLICE - VIOLENT CRIMES	As-Needed Out of State Travel for Recruitment Purposes	1	Varies	\$20,000	
	POLICE - GENERAL (INV SERV)	CPTED Conference	1	Las Vegas, NV	\$900	
	POLICE - CRIME	California Law Enforcement Records Conference	1	TBD	\$1,600	
	POLICE - RECORDS	Kronosworks Conference	2	Las Vegas, NV	\$6,606	
	POLICE - INFORMATION TECHNOLOGY	RSA Conference	1	TBD	\$3,250	
		LEIM Conference	1	TBD	\$1,950	
		Microsoft Justice and Public Safety Industry Briefing	1	Redmond, WA	\$1,370	
		MS Ignite	1	Orlando, FL	\$4,200	
		VMWorld	1	Las Vegas, NV	\$2,950	
		MISAC	1	Monterey, CA	\$1,575	
		POLICE TOTAL			\$64,547	
		00122XX	EMERGENCY OPS TRAINING	Intl. Assoc. of Firefighters IAFF Redmond Symposium	2	TBD
	Special Operations Medical Assoc. Scientific Assembly			2	TBD	\$4,500
	Pinnacle EMS Leadership Conference			1	TBD	\$2,800
Fire Department Instructors Conference	4			TBD	\$11,400	
International Association of Fire Chiefs Fire Rescue Int'l	3			TBD	\$6,300	
National Fire Academy Fire Prevention Courses	3			Emmitsburg, MD	\$502	
National Fire Academy Mgmt. Science Courses	2			Emmitsburg, MD	\$601	
National Fire Academy Incident Management Courses	2			Emmitsburg, MD	\$601	
Fire Industry Equipment Research Org. PPE Symposium	1			TBD	\$2,250	
Experiments	2			TBD	\$2,300	
Center for Public Excellence Annual Conf. for Accreditation	2			TBD	\$5,250	
National Fire Protection Association Annual Conference	1			TBD	\$2,250	
International Code Council - Building & Fire Code Hearings	1			TBD	\$1,600	
International Code Council - ABM & Final Action Code Hearings	1			TBD	\$2,350	
LION PPC Conference	1			TBD	\$2,550	
Hazard Zone Management Conference	3			Phoenix, AZ	\$3,400	
Congressional Fire Service Institution	1			Washington, D.C.	\$2,800	
ICC Fire Service Membership Council Governing Committee	1			TBD	\$2,800	
ICC Training & Certification Summit	1			TBD	\$2,800	
Western Pacific League of Building Officials Conference	1			TBD	\$2,800	
EduCode	2			Las Vegas, NV	\$2,800	
Public Agency Training Council	1			TBD	\$2,800	
Bomb-making Materials Awareness Program	1			Anniston, AL	\$1,650	
FIRE TOTAL			\$72,104			

**CITY OF CARLSBAD
OUT OF STATE TRAVEL BUDGET 2017-18**

GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2017-18 BUDGET
00125XX	HNS - NEIGHBORHOOD SERVICES	Neighborhoods USA Conference	2	Birmingham, AL	\$2,700
	HNS - CODE ENFORCEMENT	Code Enforcement National Conference	1	Kentucky	\$2,500
00129XX	HNS - VOLUNTEERS	Volunteer Management Conference	1	TBD	\$1,700
HOUSING & NEIGHBORHOOD SERVICES TOTAL					\$6,900
0013XXX	CED - ADMIN	National APA Conference	1	New Orleans, LA	\$2,850
	CED - ECONOMIC DEVELOPMENT	IEDC Training Entrepreneurial & Small Business Development	1	Omaha, NE	\$1,400
		APA National Conference	1	New Orleans, LA	\$2,850
		IEDC Training Economic Development Strategic Planning	1	Toronto, ON	\$1,350
		ICMA Transforming Local Government Conference	1	Tacoma, WA	\$1,900
	CED - LAND DEVELOPMENT ENGINEERING	ASCE National Conference	1	New Orleans, LA	\$2,850
		ASCE Week - SWMM Training	4	Henderson, NV	\$5,230
	CED - PLANNING	APA National Conference	1	New Orleans, LA	\$2,850
	CED - BUILDING	Tyler Technologies User Conference	2	Boston, MA	\$6,500
COMMUNITY & ECONOMIC DEVELOPMENT TOTAL					\$27,780
0014010	LIBRARY & CULTURAL ARTS	Society of America Archivists Annual Meeting	1	Portland, OR	\$1,100
		Urban Libraries Council Annual Forum	2	St. Paul, MN	\$4,500
		FIL Guadalajara - International Book Fair	1	Guadalajara	\$800
		Creando Enlaces	2	Tijuana	\$100
		PLA Conference	2	Philadelphia, PA	\$4,000
		Computers in Libraries	1	Arlington, VA	\$2,500
		COSUGI	1	TBD	\$2,000
		American Alliance of Museums	1	Phoenix, AZ	\$2,000
		Americans for the Arts	2	Denver, CO	\$4,000
		American Library Association Annual Conference	2	New Orleans, LA	\$4,000
LIBRARY & CULTURAL ARTS TOTAL					\$25,000
0014510	PARKS & RECREATION	National Trust for Historic Preservation/Past Forward Conf.	1	Chicago, IL	\$2,000
		National Recreation & Park Association Conference	10	New Orleans, LA	\$20,000
		American Society on Aging Conference	1	Chicago, IL	\$2,000
PARKS & RECREATION TOTAL					\$24,000
0015310	FACILITIES MAINTENANCE	IFMA Facility Fusion 2018	2	Chicago, IL	\$2,850
0015320	SAFETY TRAINING CENTER	2018 ShotShow	3	Las Vegas, NV	\$5,950
0018410	STREETS	APWA Congress Convention	2	Kansas, MO	\$3,600
PUBLIC WORKS - GENERAL SERVICES TOTAL					\$12,400
0016310	STORM DRAIN ENGINEERING	Storm Con	1	Bellevue, WA	\$2,885
0018310	PUBLIC WORKS ADMINISTRATION	APWA Conference	4	Orlando, FL	\$5,400
0018560	STORMWATER INSPECTION	Storm Con	1	Bellevue, WA	\$2,885
		APWA	1	Orlando, FL	\$2,600
		Tri-State Conference	2	Las Vegas, NV	\$3,040
		International Erosion Control Association Conference	1	Atlanta, GA	\$2,500
0018710	TRANSPORTATION ENGINEERING	APWA	1	Minneapolis, MN	\$2,500
PUBLIC WORKS - TRANSPORTATION TOTAL					\$21,810
GENERAL FUND SUBTOTAL					\$336,835

**CITY OF CARLSBAD
OUT OF STATE TRAVEL BUDGET 2017-18**

GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2017-18 BUDGET
NON-GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2016-17 BUDGET
1903402	HNS - RENTAL ASSISTANCE	NAHRO Washington Conference	1	Washington, D.C.	\$2,700
		HNS - RENTAL ASSISTANCE TOTAL			\$2,700
5016310	WATER OPERATIONS	ASCE Annual Pipeline Conference	1	Phoenix, AZ	\$2,050
		ASCE 2017 National Conference	1	New Orleans, LA	\$2,900
		AWWA ACE 2018 Conference	1	Las Vegas, NV	\$2,035
		AWWA Cal/NV Fall Conference	2	Reno, NV	\$3,000
		Tri-State Seminar	7	Las Vegas, NV	\$4,200
		WaterSmart Innovations	1	Las Vegas, NV	\$1,300
		Itron Users Conference	1	Houston, TX	\$4,160
		ESRI Water Conference	1	Phoenix, AZ	\$1,500
		AWWA Cost-of-Service Rate Making	1	Denver, CO	\$1,350
		WATER OPERATIONS TOTAL			\$22,495
5026310	RECYCLED WATER	National WaterReuse Conference	2	Phoenix, AZ	\$3,000
		Western Region Backflow Conference	1	Las Vegas, NV	\$1,030
		Tri-State Seminar	2	Las Vegas, NV	\$1,200
		AWWA Cal/NV Fall Conference	1	Reno, NV	\$1,500
		RECYCLED WATER TOTAL			\$6,730
5116310	WASTEWATER	WEFTEC Annual Conference	2	Chicago, IL	\$6,100
		Tri-State Seminar	3	Las Vegas, NV	\$1,200
		DBIA Conference	1	Portland, OR	\$2,250
		WASTEWATER TOTAL			\$9,550
640171X	INFORMATION TECHNOLOGY	IT Financial Management Conference	1	Austin, TX	\$4,250
		Gartner CIO Conference	1	Phoenix, AZ	\$4,750
		CISCO Conference	2	Las Vegas, NV	\$5,000
		Gartner Infrastructure Conference	1	Las Vegas, NV	\$5,250
		Asset Management Conference	2	Las Vegas, NV	\$5,500
		SQL Summit	1	Seattle, WA	\$2,950
		CIO Executive Summit	1	Chicago, IL	\$5,250
		AIIIM Conference	1	TBD	\$4,250
		Application Administration Training	3	TBD	\$10,750
		Harris Conference	1	Atlantic City, NJ	\$5,250
		Infor/Lawson-Hansen Conference	1	New York, NY	\$5,250
		Kronos Conference	1	TBD	\$3,050
		Tyler Conference	2	TBD	\$10,500
		PMI Conference	2	Chicago, IL	\$16,500
		INFORMATION TECHNOLOGY TOTAL			\$88,500
		NON GENERAL FUND SUBTOTAL			\$129,975
GRAND TOTAL OUT OF STATE TRAVEL					\$466,810

MISCELLANEOUS STATISTICAL INFORMATION FY 2017-18



Date of Incorporation	July 16, 1952
Type of City	Charter
Form of Government	Council/Manager
Area	39.18 sq. miles
Population	113,725
Net Assessed Valuation	\$29,934,025,476

Streets:

Number of Street Lights	7,334
Miles of Streets	349.59

Fire Protection:

Number of Stations	6
Number of Firefighters & Officers	80

Police Protection:

Number of Stations	1
Number of Sworn Police Officers	114

Water System:

Number of Water Connections	29,782
Average Daily Consumption (in Millions of Gallons)	10.4
Miles of Lines and Mains	559

Sewer System:

Number of Sewer Connections	23,747
Average Daily Flows (in Millions of Gallons)	6.3
Miles of Sewers	288

Recreation and Culture:

Number of Community Parks, Special Use Areas, Preserves & Urban Forests	59
Acres of Community Parks, Special Use Areas, Preserves & Urban Forests	1,016
Number of Pools	3
Number of Libraries	3
Number of Materials in Library Collections	508,332

Total Number of Authorized Full-Time City Employees	693.00
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Source: City of Carlsbad, Finance Department

ACCOUNTING SYSTEMS AND BUDGETARY CONTROL

The city's accounting system and related budgets are designed around a few basic principles:

1. The city is not one single entity. It is the total of many entities, each with its separate function and legal restrictions on the use of resources. In the private sector, a corporation may have many "subsidiaries" which make up the parent corporation; in the public sector, a city government may have a variety of "funds" that provide the basis for separately recording the financial data related to a specific entity. A fund is an accounting entity with a complete set of self-balancing accounting records. Each fund has been established because of some restriction on the use of resources received by that fund. This report includes the transactions of all entities over which the City Council of the City of Carlsbad have authority (as defined by the Governmental Accounting Standards Board).
2. The city's accounting system operates on a modified accrual basis for all governmental type funds, which is also the basis for budgeting. Governmental funds include the General, Special Revenue, Debt Service, and Capital Projects funds. A modified accrual system is one where (a) revenues are recognized when they are both measurable and collectable within the accounting period, or soon enough after the end of the period to pay liabilities of the period; and (b) expenditures, other than principal and interest on long-term debt, are recorded when liabilities are incurred.
3. The proprietary fund types (the Enterprise funds and the Internal Service funds) use the accrual method of accounting. Revenues are recognized in the period earned and expenses are recognized in the period incurred.
4. Internal controls exist with the accounting system to ensure safety of assets from misappropriation, unauthorized use or disposition, and to maintain the accuracy of financial record keeping. These internal controls must be established consistent with the sound management practices based on the cost/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.
5. 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, throughout the year. All appropriations expire at year-end unless specifically carried into the new fiscal year by Council actions. The Carlsbad Municipal Code requires that the Financial Management Director annually prepares the budget for the City Manager showing estimated revenues and expenditures.
6. Controls on the use and transfers of budget funds are outlined in the adopted budget resolution in the appendix of this document.

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 San Diego County 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.

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. Carlsbad's Operating Budget encompasses one fiscal year, as does the Capital Improvement Program appropriation.

Capital Improvement Program - A multi-year financial plan containing proposed construction of physical assets such as park, street, sewerage, and recreation facilities. This program has identified all projects which are the responsibility of the city between the present to buildout.

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.

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 Police Department, Library Department, and Human Resources Department.

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. These programs are entirely self-supported, and include the Water and Sanitation Departments.

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 - A twelve-month period of time designated as the budget year. Carlsbad's fiscal year is from 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. For example, two employees each working 1000 hours equals one 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 - Standards for acceptable service levels that have been established for eleven 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 of Internal Service funds include Fleet Maintenance, Information Systems, and Workers' Compensation Insurance.

Maintenance and Operation - 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, operation, and capital outlay items.

Operating Costs - Estimated expenses that can be expected to occur following the construction of a Capital Improvement Project.

Personnel - Costs associated with providing the staff necessary to provide the desired levels of services. Included are 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 method by which they may be spent.

RESOLUTION NO. 2017-108

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2017-18 FOR THE CITY OF CARLSBAD AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR THE VARIOUS FUNDS.

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the proposed final Operating Budget and Capital Improvement Program for FY 2017-18 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, "City of Carlsbad, FY 2017-18 Preliminary Operating Budget and FY 2017-18 to FY 2031-32 Capital Improvement Program – Preliminary" as amended in accordance with Exhibits 3-A through 3-C attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the City of Carlsbad for FY 2017-18 along with the Program Options, if any, determined by the City Council as set forth in the minutes of the Council meeting of Tuesday, June 13, 2017.
3. That the amounts reflected as estimated revenues for FY 2017-18 as shown in Exhibits 3-A and 3-B are hereby adopted as the budgeted revenues for 2017-18.
4. That the amounts designated as the 2017-18 Budget request in Exhibits 3-A and 3-B are hereby appropriated to the department or fund for which they are designated and such appropriation shall not be increased except as provided herein.
5. That total appropriations for each fund may only be increased or decreased by the City Council by passage of a resolution amending the budget except as provided herein.

6. That the following controls are hereby placed on the use and transfers 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 delegate any of the authority given to him/her under this resolution.

iv. The City Manager may authorize budget adjustments involving offsetting revenues and expenditures; the City Manager may authorize increases in an appropriation for a specific purpose where the appropriation is offset by unbudgeted revenue, which is designated for said specific purpose.

v. The City Manager may authorize the transfer of appropriations between accounts and/or capital projects up to \$1,000,000 for the costs associated with the Encina Wastewater Facility (Encina) as authorized by the Encina Wastewater Authority's staff and/or Board. Any increase to the total appropriations for Encina's operating budget and capital program must be approved by the City Council.

vi. The City Manager may authorize budget adjustments to increase the appropriations for Workers Compensation, Risk, Self Insured Benefits and Liability Funds operating budgets in an amount equal to the increases in costs of estimated claims expenses.

vii. The City Manager may authorize budget adjustments to increase the appropriations for Workers Compensation and Risk for estimated IBNR (incurred but not reported) losses.

viii. The City Manager may authorize budget adjustments to increase the appropriations for Mutual Aid Overtime in an amount equal to the increases in amounts to be

reimbursed by other agencies.

ix. The City Council must authorize all transfers of funds from the Council's Contingency Account.

B. The City Manager may authorize emergency out of state travel for public safety or emergency services purposes.

C. The City Council must authorize any increase in the number of authorized permanent personnel positions above the level identified in Exhibit 3-C.

D. The City Manager may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above.

7. That the legal level of budgetary control is the fund level. Budgets may not legally be exceeded at the fund level without appropriate authorization by the City Council.

8. That interest earned on grants may be appropriated during the year for the purpose for which the grant was received.

9. That the City Manager may authorize budget adjustments to increase the appropriations in the Public Facilities Fee Fund in an amount equal to the utility expenses for the City of Carlsbad's Las Palmas facility, while the building remains vacant.

10. That all appropriations in the Operating Budget and in Capital Improvement Program remaining unexpended at June 30, 2017, are hereby appropriated to FY 2017-18.

11. That all appropriations for outstanding encumbrances as of June 30, 2017, are hereby continued into FY 2017-18 for such contracts or obligations.

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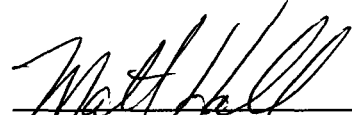
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

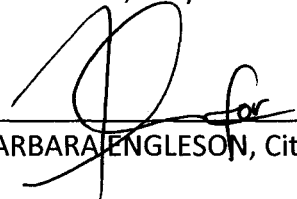
AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard

NOES: None.

ABSENT: None.

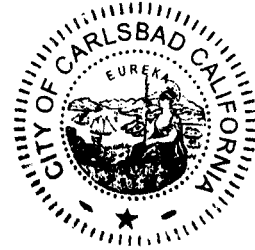


MATT HALL, Mayor



BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 1573

A RESOLUTION OF THE BOARD OF DIRECTORS OF CARLSBAD MUNICIPAL WATER DISTRICT, CALIFORNIA (CMWD), ADOPTING THE WATER DISTRICT FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2017-18.

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District, California, has reviewed the proposed final Operating Budget and Capital Improvement Program for Fiscal Year 2017-18 and has held such public hearings as are necessary prior to the adoption of the final budgets.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carlsbad Municipal Water District as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the Secretary entitled "City of Carlsbad, FY 2017-18 Preliminary Operating Budget and FY 2017-18 to FY 2031-32 Capital Improvement Program - Preliminary," as amended in accordance with Exhibits 4-A and 4-B, attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the Carlsbad Municipal Water District for the Fiscal Year 2017-18 along with the Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 13, 2017.
3. That the amounts reflected as estimated revenues for FY 2017-18 are hereby adopted as the budgeted revenues for FY 2017-18.
4. That the amount designated as FY 2017-18 Budget in Exhibit 4-B is hereby appropriated to the fund for which it is designated and such appropriation shall not be increased except as provided herein.
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 herein.

6. That the following controls are hereby placed on the use and transfers of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Water Board or Executive Manager as described below.

i. The Executive Manager may authorize all transfers of funds from account to account within the same fund in an amount up to \$100,000 per transfer.

ii. The Executive Manager may delegate the authority to make budget transfers.

iii. The Executive Manager may authorize budget adjustments involving offsetting revenues and expenditures; the Executive Manager may authorize increases in an appropriation for a specific purpose where the appropriation is offset by unbudgeted revenue which is designated for said specific purpose.

iv. 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.

B. The Board of Directors must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The Executive Manager may authorize the hiring of temporary or part time staff as necessary, within the limits imposed by the controls listed above.

7. That all appropriations and outstanding encumbrances as of June 30, 2017 are hereby continued into FY 2017-18 for such contracts and obligations.

8. All appropriations for Capital Improvement Projects remaining unexpended at June 30, 2017, are hereby appropriated for such capital projects for Fiscal Year 2017-18.

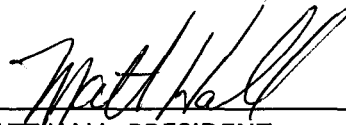
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard
NOES: None.
ABSENT: None.



MATT HALL, PRESIDENT

ATTEST:



BARBARA ENGELSON, SECRETARY
(SEAL)



A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY FOR FISCAL YEAR 2017-18.

WHEREAS, the Community Development Commission of the City of Carlsbad, California (the Commission) has reviewed the Operating Budget for the Carlsbad Housing Authority Section 8 Programs, for FY 2017-18; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budgets.

NOW, THEREFORE, BE IT RESOLVED by the Community Development Commission of the City of Carlsbad, California as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the City Clerk entitled "City of Carlsbad, FY 2017-18 Preliminary Operating Budget and FY 2017-18 to FY 2031-32 Capital Improvement Program – Preliminary," as amended in accordance with Exhibit 5-A attached hereto and incorporated by reference herein, is hereby adopted as the Operating Budget for the Carlsbad Housing Authority Section 8 Programs for FY 2017-18, along with any Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 13, 2017, and that all funding for planning and administrative expenses has been determined to be necessary and appropriate for implementation of Authority activities in FY 2017-18.
3. That the amounts reflected as estimated revenues for FY 2017-18 are hereby adopted as the budgeted revenues for FY 2017-18.
4. That the amount designated as FY 2017-18 Budget request in Exhibit 5-A is hereby appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided herein.

5. That the following controls are hereby placed on the use and transfers 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 in an amount up to \$100,000 per transfer.

ii. The Executive Director may delegate the authority to make budget transfers and adjustments.

iii. The Executive Director may authorize budget adjustments involving offsetting revenues and expenditures; the Executive Director is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose.

B. The Commission must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The Executive Director may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above.

6. That all appropriations and outstanding encumbrances as of June 30, 2016, are hereby continued into FY 2017-18 for such contracts and obligations.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard
NOES: None.
ABSENT: None.

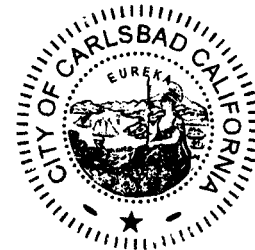


MATT HALL, CHAIRMAN

ATTEST:



BARBARA ENGLERSON, SECRETARY
(SEAL)



RESOLUTION NO. 2017-109

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA ACTING AS SUCCESSOR AGENCY FOR THE CARLSBAD REDEVELOPMENT AGENCY, APPROVING THE OPERATING BUDGET OF THE SUCCESSOR AGENCY AND ENFORCEABLE OBLIGATIONS OF THE CITY OF CARLSBAD'S REDEVELOPMENT OBLIGATION RETIREMENT FUND FOR FISCAL YEAR 2017-18.

WHEREAS, the City Council of the City of Carlsbad, California has been designated as the Successor Agency for the Carlsbad Redevelopment 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 obligations; and

WHEREAS, the City Council as the Successor Agency for the Carlsbad Redevelopment Agency and the appointed Oversight Board have reviewed the proposed Operating Budget for the Agency and previously approved the Enforceable Debt Obligations to be repaid from the Redevelopment Obligation Retirement Fund for FY 2017-18; and

WHEREAS, the Successor Agency finds that the proposed Operating Budget for the Agency and the Oversight Board approved debt obligations of the Redevelopment Obligation Retirement Fund is 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 budgets.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California 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 Carlsbad City Clerk entitled "City of Carlsbad, FY 2017-18 Preliminary Operating Budget and FY 2017-18 to 2031-32 Capital

Improvement Program – Preliminary," as amended in accordance with Exhibit 6-A attached hereto and incorporated by reference herein, is hereby adopted as the Operating Budget for the Carlsbad Redevelopment Obligation Retirement Fund for FY 2016-17, along with any Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 13, 2017.

3. That the amounts reflected as estimated revenues for FY 2017-18 are hereby adopted as the budgeted revenues for FY 2017-18.

4. That the amount designated as FY 2017-18 Budget request in Exhibit 6-A is hereby appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided herein.

5. That the following controls are hereby placed on the use and transfers of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Successor Agency or designee, as described below.

i. The City Manager, as Executive Director for the Successor Agency, may authorize all transfers of funds from account to account within the same fund in an amount up to \$100,000 per transfer.

ii. The City Manager, as Executive Director of the Successor Agency, may delegate the authority to make budget transfers and adjustments.

iii. The City Manager, as Executive Director of the Successor Agency, may authorize budget adjustments involving offsetting revenues and expenditures; the City Manager, as Executive Director of the Successor Agency, is authorized to increase an appropriation for a specific

purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose, and is approved in advance by the Oversight Board.

B. The Successor Agency must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The City Manager, as Executive Director of the Successor Agency, may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above and subject to the Operations Budget for the Successor Agency.

6. That all appropriations and outstanding encumbrances as of June 30, 2017, are hereby continued into FY 2017-18 for such contracts and obligations, as approved by the Oversight Board.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard

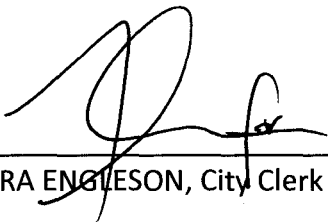
NOES: None.

ABSENT: None.

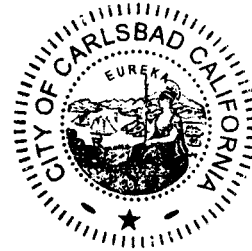


MATT HALL, Mayor

ATTEST:



BARBARA ENGLIESON, City Clerk
(SEAL)



RESOLUTION NO. 2017-110

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ESTABLISHING THE 2017-18 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; and

WHEREAS, State law requires that this limit be presented to the governing body of each entity each fiscal year; and

WHEREAS, State law also requires that this limit be published in a newspaper of general circulation to allow public response to the limit as adopted.

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, does hereby establish and adopt the 2017-18 appropriation limit of four hundred and thirty-three million, eight hundred forty-five thousand, and eight hundred fifty-two dollars (\$433,845,852) as computed in Exhibit 7-A attached hereto.

3. That the City Clerk is directed to publish this Resolution in a newspaper of general circulation.

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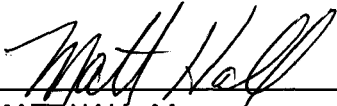
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard
NOES: None.
ABSENT: None.

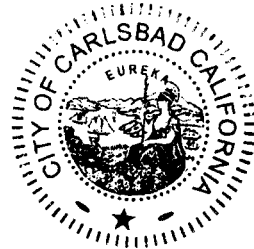


MATT HALL, Mayor

ATTEST:



BARBARA ENGLESON, City Clerk
(SEAL)



RESOLUTION NO. 2017-111

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 has the authority to establish fees for City services; and

WHEREAS, from time-to-time said fees are reviewed and evaluated to maintain an adequate fee structure recovering costs for City services; and

WHEREAS, the City Council has determined the cost of providing general and development-related services; and

WHEREAS, the City Council believes it is necessary for the City Manager to have the authority to adjust the parks and recreation and library and arts program and classes fees from time to time to remain competitive and within the market pricing for like programs and classes; and

WHEREAS, the City Council finds it necessary to recover the costs for City services; and

WHEREAS, the City Council has held the necessary public hearing and allowed for public comment on the establishment of said fees.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the changes to the Master Fee Schedule are for the fees shown in Exhibit 8-

A and attached hereto, and as amended by determinations of the City Council at its meeting of Tuesday, June 13, 2017, as set forth in the minutes of that meeting, and as memorialized by subsequent resolution of the City Council.

3. The City Council hereby authorizes the City Manager or his/her designee to set parks and recreation and library and cultural arts program, rental, and class fees that are included in

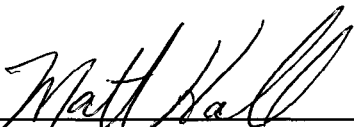
the Community Services Guide. The fee shall not exceed the fully burdened (direct and indirect) costs of providing the program, rental, and class but shall be no less (except in the case of introductory, discount or promotional pricing) than the lowest fee charged for like kind programs or classes in similarly benchmarked Southern California cities.

4. The City Council hereby authorizes the City Manager or his/her designee to change parking violation fees at the time, and by the same amount, as the state changes their portion of the fee. Any changes to these fees will be made to the current Master Fee Schedule.


5. This resolution shall become effective on September 1, 2017; not sooner than 60 days after adoption in accordance with Government Code 66017, for the Development-related service fees and Development impact fees.

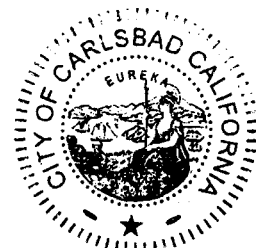
PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

- AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard
- NOES: None.
- ABSENT: None.


MATT HALL, Mayor

ATTEST:


BARBARA ENGLESON, City Clerk
(SEAL)



RESOLUTION NO. 2017-112

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING DETERMINING THAT THE FY 2017-2018 CAPITAL IMPROVEMENT PROGRAM BUDGET IS CONSISTENT WITH THE GENERAL PLAN AND APPLICABLE CLIMATE ACTION PLAN MEASURES AND ACTIONS.

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the Capital Improvement Program for FY 2017-18 and has held such public hearings as are necessary prior to adoption of the Capital Improvement Program Budget; and

WHEREAS, on June 13, 2017 the City Council REVIEWED FOR CONSISTENCY WITH THE General Plan goals and policies for all Capital projects receiving an allocation of funds for FY 2017-18 pursuant to Carlsbad Municipal Code Section 2.24.065 (b); and

WHEREAS, the City Council also reviewed the FY 2017-18 Capital projects for consistency with applicable Climate Action Plan measures and actions; and

WHEREAS, at said hearing, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, said Council considered all factors relating to the City Council Determination; and

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 2017-18 is consistent with the General Plan based on the following findings:

Findings:

1. 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.
2. The projects are consistent with applicable goals and policies of the Land Use and Community Design, Mobility, Public Safety, Open Space, Arts, History, Culture, and Education and Sustainability Elements of the General Plan, as described in Attachment "9A."

3. Specific projects are consistent with, and support Climate Action Plan greenhouse gas reduction measures and actions, as described in Attachment "9A."

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 fire facilities, facility maintenance, parks, drainage, transportation, roadway infrastructure, sewer, and water projects, in accordance with the performance standards contained in the city's Growth Management regulations.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard

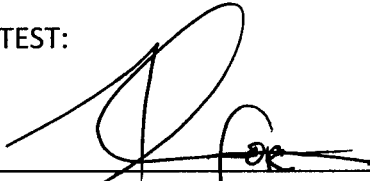
NOES: None.

ABSENT: None.



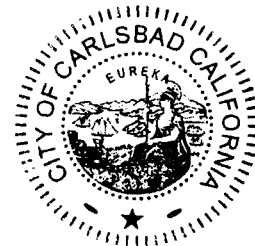
MATT HALL, Mayor

ATTEST:



BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2017-113

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE FY 2017-18 OPERATING AND CAPITAL BUDGETS OF THE ENCINA WASTEWATER AUTHORITY.

WHEREAS, the City of Carlsbad is a member agency to the Encina Joint Powers 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 (EWA) by the Member Agencies following the recommendation of the Joint Advisory Committee (JAC); and

WHEREAS, the City Council of the City of Carlsbad desires to approve said budget and provide for the payment of its share such expenses in accordance with the allocation provided in the Basic Agreement; and

WHEREAS, there are projected to be sufficient funds in the Sanitation fund for the payments as they become due.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

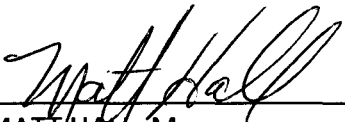
1. That the above recitations are true and correct.
2. That the City of Carlsbad's share of the FY 2017-18 Operating Budget of the EWA as approved by JAC on April 26, 2017, in the amount of \$3,469,456 for Wastewater Plant Operations and \$1,146,920 for the Carlsbad Water Recycling Facility Operations, and the Capital Budget of \$3,620,741 is hereby approved.
3. That the City Manager is hereby authorized to make payment on behalf of the City of Carlsbad to EWA in accordance with the budget as approved by JAC pursuant to the Encina Basic Agreement.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard


NOES: None.

ABSENT: None.

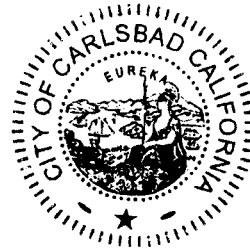


MATT HALL, Mayor

ATTEST:



BARBARA ENGLESON, City Clerk
(SEAL)



RESOLUTION NO. 2017-114

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING ADJUSTMENTS TO THE FY 2016-17 CAPITAL IMPROVEMENT PROGRAM AND OPERATING BUDGET.

WHEREAS, a transfer of \$197,000 from the General Fund to the Fleet Replacement Fund, for increases in vehicle replacement costs, is recommended; and

WHEREAS, a transfer of \$728,000 from the Information Technology Operating Fund to the Information Technology Replacement Fund, to fund estimated replacement costs, is recommended; and

WHEREAS, an increase of \$95,500 to the Golf Course operating budget for the College Boulevard slope repair and stabilization expenditures, Palomar Way streetscape expenditures, and HVAC replacement expenditures is recommended; and

WHEREAS, a transfer of \$10.5 million from the General Fund to the General Capital Construction Fund, for the Fire Station Replacement No. 2 capital project is recommended; and

WHEREAS, developer contributions in the amount of \$204,871 were previously received and deposited in the Gas Tax Fund to pay a fair share portion of intersection improvements on Palomar Airport Road, and the CIP projects related to these improvements were later programmed in the TransNet Fund, and a cash transfer of \$204,871 from the Gas Tax Fund to the TransNet Fund is now needed; and

WHEREAS, on November 4, 2004, San Diego County voters approved the TransNet Extension and pursuant to the annual audit requirements of the TransNet Extension, any transfers made between TransNet projects must be approved by the governing body and a needed transfer in the amount of \$5,175, between TransNet projects, was identified as of June 30, 2016.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California,

as follows:

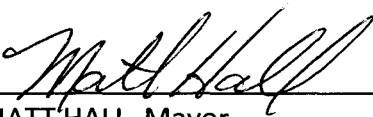
1. That the above recitations are true and correct.
2. That the City Council of the City of Carlsbad, California, does hereby authorize a transfer of \$197,000 from the General Fund to the Fleet Replacement Fund to pay for increases in vehicle replacement costs.
3. That the City Council of the City of Carlsbad, California, does hereby authorize a transfer of \$728,000 from the Information Technology Operating Fund to the Information Technology Replacement Fund to fund estimated equipment replacement costs.
4. That the City Council of the City of Carlsbad, California, does hereby authorize an appropriation of \$95,500 to the Golf Course operating budget to pay for the College Boulevard slope repair and stabilization expenditures, Palomar Way streetscape expenditures, and HVAC replacement expenditures.
5. That the City Council of the City of Carlsbad, California, does hereby authorize a transfer of \$10.5 million from the General Fund to the General Capital Construction Fund, for the Fire Station Replacement No. 2 capital project.
6. That the City Council of the City of Carlsbad, California does hereby authorize a transfer of developer contributed funds in the amount of \$204,871 from the Gas Tax Fund to the TransNet Fund.
7. That the City Council of the City of Carlsbad, California does hereby authorize a transfer of the remaining cash balance of \$5,175 from completed TransNet project CB18, Carlsbad Boulevard Bridge-Railroad to active TransNet project CB17, Carlsbad Boulevard Bridge-Powerplant.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard

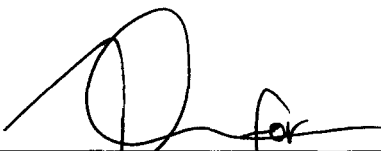
NOES: None.

ABSENT: None.



MATT HALL, Mayor

ATTEST:



BARBARA ENGLERSON, City Clerk
(SEAL)

RESOLUTION NO. 538

A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, ADJUSTING THE OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY FOR FISCAL YEAR 2016-17.

WHEREAS, the Community Development Commission of the City of Carlsbad, California (the Commission) has reviewed the Operating Budget for the Carlsbad Housing Authority Section 8 Programs, for FY 2016-17; and

WHEREAS, housing assistance payments for the Section 8 Housing Program were more than anticipated and a budget increase of \$250,000 in housing assistance payment expenditures is recommended; and

WHEREAS, there is sufficient cash in the Section 8 Housing Program to cover this expenditure increase.

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 an increase of \$250,000 for housing assistance payments in the Section 8

Housing Fund in FY 2016-17 is hereby appropriated.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 13th day of June, 2017, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher, M. Packard

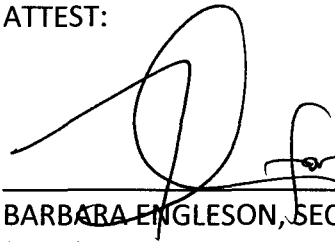
NOES: None.

ABSENT: None.



MATT HALL, CHAIRMAN

ATTEST:



BARBARA ENGLERSON, SECRETARY
(SEAL)



Acronyms

ACA	Affordable Care Act
ADA	Americans with Disabilities Act
ADR	Average Daily Rate
AED	Automated External Defibrillator
AMR	Automatic Meter Reading
APWA	American Public Works Association
ARJIS	Automated Regional Justice Information System
ATMS	Advanced Traffic Signal Management System
AWWA	American Water Works Association
BEA	Bureau of Economic Analysis
BIT	Biannual Inspection of Terminals
BLS	Bureau of Labor Statistics
BMP	Best Management Practice
BTD	Bridge and Thoroughfare Benefit District
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALED	California Association for Local Economic Developers
CALOSHA	California Division of Occupational Safety And Health
CalPERS	California Public Employees Retirement System
CALTRANS	California Department of Transportation
CAP	Cost Allocation Plan
CAP	Climate Action Plan
CAPER	Consolidated Annual Performance and Evaluation Report
CASQA	California Association of Stormwater Quality Agencies
CCEA	Carlsbad City Employees' Association
CDBG	Community Development Block Grant
CED	Community and Economic Development
CEQA	California Environmental Quality Act
CERT	Community Emergency Response Team
CFA	Carlsbad Firefighters' Association
CFD	Community Facilities District
CIP	Capital Improvement Program
CM&I	Construction Management and Inspection
CMWD	Carlsbad Municipal Water District
COP	Certificates of Participation
COPS	Citizens' Option for Public Safety
CPMA	Carlsbad Police Management Association
CPOA	Carlsbad Police Officers' Association
CPR	Cardiopulmonary Resuscitation
CSMFO	California Society of Municipal Finance Officers
CSO	Community Service Officer
CWRF	Carlsbad Water Reclamation Facility
CY	Current Year

Acronyms

DARE	Drug Abuse Resistance Education Program
DEH	Department of Environmental Health
DMS	Document Management System
ECB	Expenditure Control Budgeting
ECM	Enterprise Content Management
EE	Energy Efficiency
EFT	Electronic Funds Transfer
EIR	Environmental Impact Report
EOC	Emergency Operations Center
ERP	Enterprise Resources Program
FOG	Fats, Oils, and Grease
FPPC	Fair Political Practices Commission
FTE	Full-Time Equivalent
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
HA	Hydrologic Area
HAZMAT	Hazardous Materials
HCMS	Human Capital Management System
HMP	Habitat Management Plan
HPR	High Performance Renewable
HPRM	HP Records Manager
HUD	Department of Housing and Urban Development
HVAC	Heating, Ventilation and Air Conditioning
IAAS	Infrastructure as a Service
ICDS	Integrated Community Development System
IDDE	Illicit Discharge Direction and Elimination
IECA	International Energy Credit Association
IFAS	Integrated Financial Accounting System
IRF	Infrastructure Replacement Fund
ISF	Internal Service Fund
IT	Information Technology
JPA	Joint Powers Authority
JURMP	Jurisdictional Urban Runoff Management Plan
KSM	Kemper Sports Management
LAIF	Local Agency Investment Fund
LCP	Local Coastal Program
LGIM	Local Government Information Model

Acronyms

LLC	Library Learning Center
M&O	Maintenance and Operations
MCC	Mortgage Credit Certificate
MFD	Multi Function Devices
MFF	Major Facility Fee
MGD	Million Gallons Per Day
MS4	Municipal Separate Storm Sewer System
MSDS	Material Safety Data Sheets
NCTD	North County Transit District
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination Systems
NRG	NRG Energy, Inc.
OPEB	Other Post Employment Benefits
OSHA	Occupational Safety and Health Acts
PACE	Property Assessed Clean Energy
PERS	Public Employees Retirement System
PFF	Public Facilities Fees
PHA	Public Housing Agency
PIL	Park-In-Lieu
PLD	Planned Local Drainage
POST	Police Officer Standards and Training
PV	Photovoltaic (Energy System)
QSD	Qualified SWPPP Developer
QSP	Construction General Permit Qualified SWPPP Practitioner
RCS	Regional Communication System
RDA	Redevelopment Agency
RFID	Radio Frequency Identification
RFP	Request for Proposal
ROPS	Recognized Obligation Payment Schedule
RORF	Redevelopment Obligation Retirement Fund
RTIP	Regional Transportation Improvement Program
SANDAG	San Diego Association of Governments
SBOE	State Board of Equalization
SCADA	Supervisory Control and Data Acquisition
SDG&E	San Diego Gas and Electric
SEEC	Statewide Energy Efficiency Collaborative
SEMAP	Section Eight Management Assessment Program
SFR	Single Family Residence
SIR	Self Insured Retention
SRP	Summer Reading Program
STEM	Science, Technology, Engineering, Mathematics
SWAT	Special Weapons Attack Team
SWPPP	Storm Water Pollution Prevention Plan

Acronyms

TCBMP	Treatment Control Best Management Practices
TDM	Transportation Demand Management
TIF	Traffic Impact Fee
TMC	Traffic Management Center
TMDL	Total Maximum Daily Load
TOT	Transient Occupancy Tax (Hotel Tax)
TRUST	Teaching Respect, Unity, Sportsmanship and Teamwork
VLf	Vehicle License Fee
WAN	Wide Area Network
WMAA	Watershed Management Area Analysis
WMD	Weapons of Mass Destruction
WQIP	Water Quality Improvement Plan