



FISCAL
YEAR

2019-20 BUDGET

Operating Budget &
Capital Improvement Program



FISCAL
YEAR

2019-20

BUDGET

Operating Budget &
Capital Improvement Program

CITY COUNCIL

Matt Hall, Mayor

Priya Bhat-Patel,
Mayor Pro Tem

Keith Blackburn

Cori Schumacher

Barbara Hamilton



THANK YOU

*to the many staff from
throughout our organization
who have worked together to
create this budget*

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FINANCE
CITY LEADERSHIP TEAM
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LETTER FROM THE CITY MANAGER

Dear City Council:

On behalf of the entire City of Carlsbad leadership team, it is my pleasure to present the Fiscal Year 2019-20 city budget, my first as your new city manager.

I have always believed a city's budget document to be the single most important expression of a municipality's core mission, City Council policy priorities and, ultimately, the community's vision. With this in mind, I have challenged the entire City of Carlsbad team to look at our budget process, guiding policies and spending priorities with fresh eyes. The result is a budget that reflects where the City of Carlsbad is today and where we are headed in the years to come.

Connected Carlsbad

The concept of "connection" was top of mind as this budget was developed. First and foremost, we want to stay connected to what has always made Carlsbad special, as an organization and a place, while turning our gaze firmly to the future. With your leadership, we are forging an even greater connection to the community. This year's spending priorities have been directly influenced by input from our residents. You will see a number of technology initiatives and new staffing to help us establish and utilize digital connections that have the power to improve the service we provide while gaining efficiencies in the use of taxpayer money. Most of all, this year's budget strengthens the city's connection to its core mission and the sound business practices needed to thrive in today's complex environment.

Budget Process

The process used to develop the Fiscal Year 2019-20 city budget centered around three core principles:

A Strong and Lasting Foundation

Every decision reflected in this year's spending priorities returned to the foundational purpose of our organization, as defined first in the California Constitution: to protect the public's health, safety and welfare. From there, we looked to the California government code, applicable federal law, the City of Carlsbad's charter, our municipal code and the policies put forth by the City Council for direction. By investing in these core responsibilities and duties of municipal government, coupled with a renewed focus on data-driven decision making, we are ensuring the City of Carlsbad is operating from a solid and enduring foundation.

Built on Meaningful Community Engagement

In 2019, members of the Carlsbad community were engaged in budget priority setting like never before. Prior to putting pen to paper (or fingers to keyboard), we asked those we serve to tell us what they love most about their city, how we could make it even better and where specifically they see a need for increased resources. More than 1,700 people contributed over 8,000 comments, and this input is directly addressed in the pages that follow.

Demonstrating Today's Best Professional Standards

The City of Carlsbad has long enjoyed a well-earned reputation for fiscal responsibility. New management at the top, as well as a new team handling the annual budget this year, provided an opportunity to innovate: “to make changes in something established, especially by introducing new methods and ideas.” The “bones” of the budget remain the same. The process to get there reflects the principles of transparency, sound financial policies built around today’s municipal environment, and an increased reliance on data and analytics.

Carlsbad: A Brief Financial History

Before looking forward, we look to the past. Since its founding in 1952, the City of Carlsbad has been known for its stability. Generally speaking, the city pays in cash to avoid interest charges; maintains a healthy savings account to cover unforeseen expenses, and thinks long and hard before committing to new ongoing expenses.

Careful planning and firm standards have helped protect Carlsbad’s enviable quality of life as the city grew up. An award-winning approach to growth management, coupled with strategic land use policies, have left Carlsbad well-funded, well-maintained and well positioned for the coming transition to what city planners call “build out.”

As Carlsbad approaches a time when most of the major planned residential development is complete, the focus turns from building a high-quality community to maintaining and enhancing what has been created. Much of the infrastructure in Carlsbad, as well as parks, libraries and other public amenities, received initial funding from fees paid by developers to offset the impact of an increased population. This one-time revenue stream is naturally decreasing, making property tax, sales tax, hotel room tax and other funding sources more important than ever.

Recession Impacts (Still)

Although more economically stable than many government agencies, the City of Carlsbad is not immune to the effects of market conditions. In 2009, as the nation experienced the most significant recession since the Great Depression, the City of Carlsbad implemented a series of policies to contain costs and maximize revenue, including:

- A “managed” hiring freeze for all non-safety personnel.
- A reduction in pension benefits and a voter-approved charter amendment to prevent future increases without a public vote.
- Elimination of programs and services not core to the city mission.
- Reduction of spending in areas not directly affecting the public.
- An increased emphasis on contractors, consultants, part time staff and other resources not subject to pension liability.

Notably, even during the height of the recession, spending cuts were borne primarily by city staff, not the public. City offices remained open Monday through Friday, libraries and community centers were open seven days a week, and the community experienced no significant decrease in service. City workers redoubled their efforts, taking on additional duties and making do with unfilled positions and less funding for ongoing work.

Returning to a New Normal

As in previous years, the City of Carlsbad experienced fewer effects from the economic downturn and recovered more quickly than many others. By 2014, the city was ready to begin considering adding back resources, although cautiously. But pension costs continued to be a top concern, having caused other cities and counties to forego critical public health and safety services or, in some cases, declare bankruptcy.

The recession's psychological effects on the organization have long outlasted the economic ones. Recent City Councils have urged staff to come forward with resource requests, including staffing, so the organization and its departments could return to leadership roles in their respective service areas. Staff have nonetheless been reluctant to ask the City Council for more. Instead, they have continued to operate under the mantra of "no new FTE (which stands for full time-equivalent positions)" long after the hiring freeze was lifted. Today, the use of contractors and, most commonly, limited term and part time staff, has interfered with long term workforce and resource planning. We have become in some respects penny wise and pound foolish.

As a result, a decade after the start of the recession, the city organization has fallen behind in some key areas. Recent budget requests have begun to restore positions, although not to the pre-recession level, nor to a level needed to meet all of today's needs.

Focus on the Future

The Fiscal Year 2019-20 budget is an opportunity to leave behind past practices that no longer support the city we are today and the city we want to become. This budget looks different because it is different. Each department is starting from the ground up, ensuring compliance with legal requirements and regulations, focusing on its core mission, and supporting the community's top values and priorities.

New full-time positions have been added where most needed. New and expanded programs reflect City Council priorities. The entire budgeting process has been redefined from noun to verb. No longer a document created once a year, the city budget is a critical management tool, a channel for transparency, and, yes, the single greatest expression of who we are as a city.

As your city manager, I have the honor of presenting you with this budget, but please know this budget represents the work of dozens of city staff in all departments. Their subject matter expertise, hard work and creativity are what made this budget possible.

Finally, I would like to thank the City Council for your leadership and vision. With your ongoing guidance and support, the City of Carlsbad will remain not just the best run municipality, but a place where people can live their very best lives, every day secure in the knowledge that their safety and well-being are the City of Carlsbad's highest priority.



Scott Chadwick
City Manager

INTRODUCTION

The annual budget is the most significant expression of how City Council policies are translated into daily operations. In this document, you will see where the city gets the money it uses to carry out its mission and how that money will be spent during the fiscal year that begins July 1, 2019.

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

READERS GUIDE

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

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

INTRODUCTION

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

OPERATING BUDGET

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

CAPITAL IMPROVEMENT PROGRAM

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

BUDGET PROCESS

The City Council sets the overall policy direction for Carlsbad and helps staff prioritize programs, projects and services to support that direction. Public input plays a critical role in setting both the long-range policy direction of the city and decisions about day to day spending.

2019 BUDGET SCHEDULE

- ▶ **JANUARY** Departments prepare budgets
- ▶ **MARCH** Public input on spending priorities
- ▶ **APRIL/MAY** Prepare and refine draft budget
- ▶ **MAY** Preliminary budget to City Council
- ▶ **JUNE** Final budget approval
- ▶ **SEPT/OCT** Annual financial audit
- ▶ **DEC** Comprehensive Annual Financial Report

BUDGET BASICS

The city operates on a fiscal year that begins July 1. City staff in all departments prepare individual budgets for their functional areas. These budgets are then combined into an overall city budget that is presented to the City Council each spring for review and input.

The City Council has the authority to approve the annual budget and may amend it during the year if needed. The legal level of budgetary control is at the fund level, which means spending in each different type of fund may not exceed the budgeted amount without City Council approval.

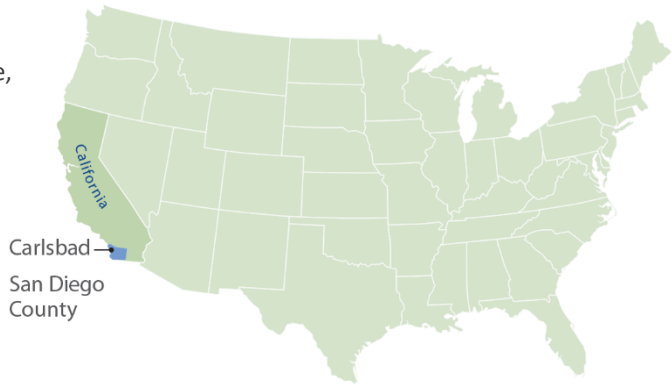




ABOUT CARLSBAD

CARLSBAD, CALIFORNIA

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



POPULATION

115,000

SIZE

39 sq. miles

COASTLINE

6+ miles

LAGOONS

3

OPEN SPACE

9,500 acres

CITY GOVERNMENT

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

DISTRICTS

The City Council consists of an elected mayor and four elected council members. Each serves a four-year term. The city recently switched to a system where City Council members are elected by district instead of at large or citywide.



CHARTER CITY

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

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



1.2 MILLION
Materials circulated
77,000
eBooks downloaded

3
CITY LIBRARIES

350
Miles of streets
7,900
Street lights
559
Miles of water pipes
288
Miles of sewer pipes

INFRASTRUCTURE



178
TRAFFIC
SIGNALS



DRINKING WATER

12 MILLION GALLONS



delivered daily



4,500

Trees trimmed



33 PARKS



3 POOLS



4 COMMUNITY CENTERS



23,000

BUILDING INSPECTIONS COMPLETED

11,000

BUSINESS LICENSES PROCESSED

4,400

BUILDING PERMITS ISSUED

LAW ENFORCEMENT

91,000 Annual calls for service

8,600 Cases processed



LIFEGUARD PROGRAM

TOWERS 3

OCEAN RESCUES 372

PREVENTIVE ACTIONS 26,800

PUBLIC EDUCATION CONTACTS 13,811

*2018 summer season
North Beach*

FOUR K9

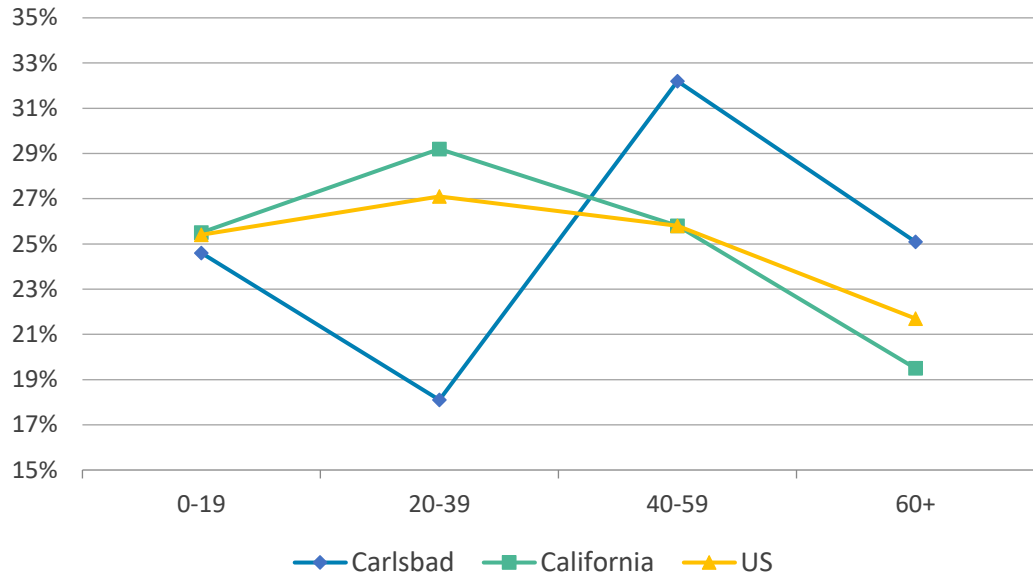


6 
FIRE STATIONS

2 
SHARK SIGHTINGS

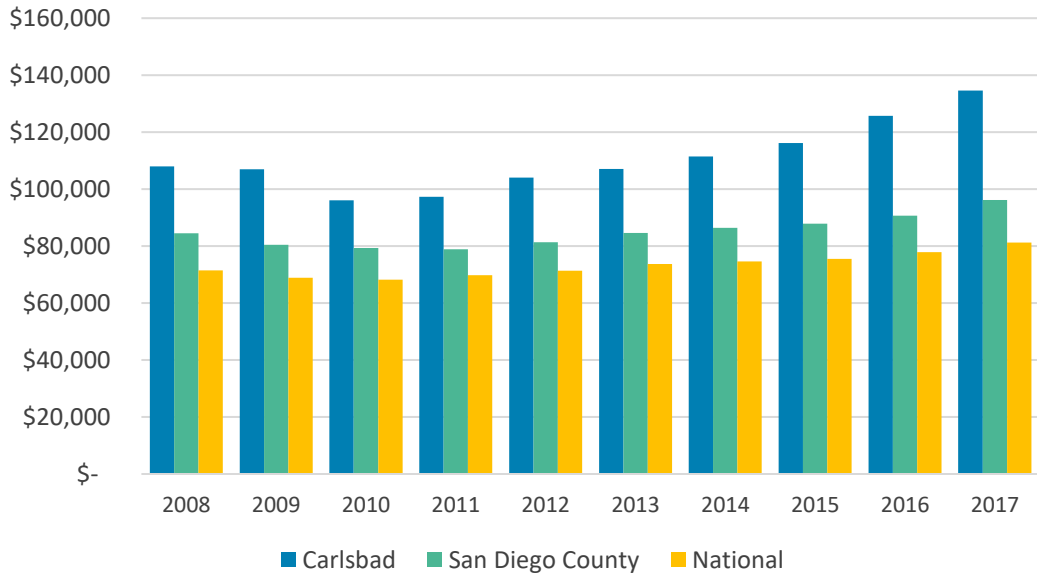
RESIDENT AGE DISTRIBUTION

Population Age Distribution



RESIDENT INCOME

Mean Household Income Comparison



29 % Higher than the county average

\$38,449 More than the county average

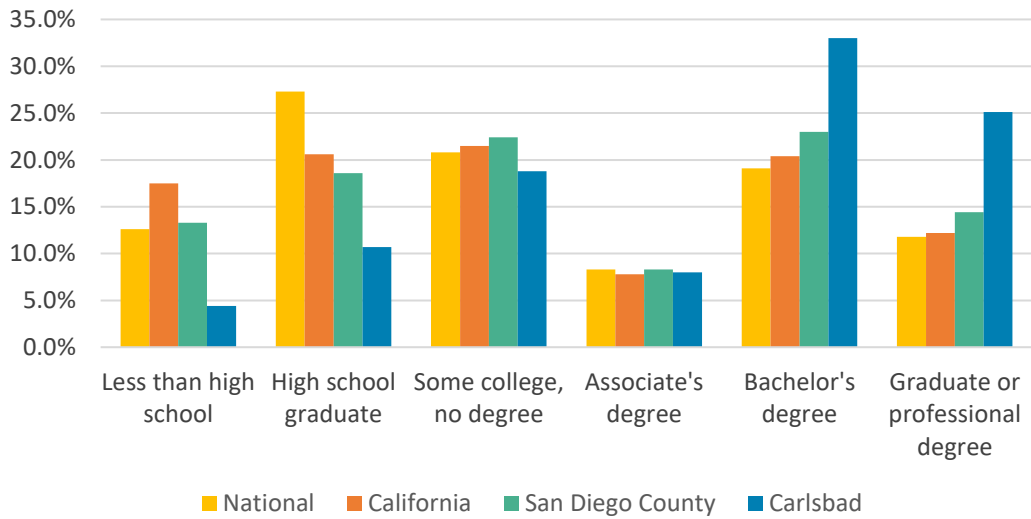
40 % Higher than the national average

\$53,319 More than the national average



EDUCATION

Educational Attainment Comparison
Percent of Population Over 25 Years Old



DOUBLE
National, state averages for post graduate degrees

1/3 HIGHER
Than national average for residents with bachelor's degrees



RACE AND HISPANIC ORIGIN

White alone	84.7%
Black or African American alone (a)	1.0%
American Indian and Alaska Native alone (a)	0.2%
Asian alone (a)	7.6%
Native Hawaiian and other Pacific Islander alone (a)	0.2%
Two or more races	4.4%
Hispanic or Latino (b)	14.1%

US Census July 2018

a. Includes persons reporting just one race

b. Hispanic people may be of any race, so they are also included in applicable race categories

HOUSEHOLDS



86.6 %

Living in the same house as 1 year ago



2.6

Persons per household

TECHNOLOGY

96.3 % Households with a computer



92.6 % Households with broadband internet



TAX BASE



TOP SALES TAX GENERATORS*

Apple Stores	Hoehn Buick GMC Cadillac	North County Hyundai
Bob Baker Chrysler Dodge Hyundai	Hoehn Motors	Omni La Costa
Bob Baker Mazda	Invitrogen	Park Hyatt Aviara Resort
Bob Baker Subaru	Jaguar Land Rover Carlsbad	Shell Service Stations
Chevron Service Stations	Legoland California	Toyota Lease Trust
Coach	Lexus Carlsbad	Toyota Scion
Costco Wholesale	Lowe's Home Centers	Vons Grocery Company
Dixon Ford	Macy's Department Store	Weseloh Chevrolet / Kia

**alphabetical order*

TOP PROPERTY TAX CONTRIBUTORS

Taxpayer	2018 Taxable Assessed Value	% of Total City Net Assessed Value
Poseidon Resources	\$561,306,814	1.87%
La Costa Glen	\$253,391,490	0.84%
Omni La Costa Resort & Spa	\$237,126,463	0.79%
Legoland California, LLC	\$196,899,962	0.66%
The Forum	\$194,668,021	0.65%
The Shoppes at Carlsbad	\$167,971,540	0.56%
La Costa Town Center, LLC	\$140,668,434	0.47%
Carlsbad Premium Outlets	\$124,388,248	0.41%
The Reserve at Carlsbad Apartments	\$114,240,000	0.38%
Pacific View Apartments	\$112,282,022	0.37%

HIGH-TECH INDUSTRIAL CLUSTERS



EMPLOYEES BY CLUSTER

Hospitality/Tourism	13,360
Information/Communication Technology	8,777
Life Sciences	5,415
Action Sports	1,969
Clean Technology	523

TOP EMPLOYERS

Name	Industry	Employees
Legoland California	Hospitality and Tourism	2,300
ViaSat	Information Technology	2,153
Life Technologies	Life Sciences	1,982
Omni La Costa Resort & Spa	Hospitality and Tourism	1,300
Carlsbad Unified School District	Education	1,013
Gemological Institute of America	Research and Education	856
City of Carlsbad	Government	698
Nortex Security Control	Information Technology	637
HM Electronics	Information Technology	571
Taylor Made Golf Company	Action Sports	570

TOURISM ECONOMY



3.5 MILLION
Annual Visitors

4,800
Hotel Rooms



ACCOLADES



Best Place to Live

Named one of the "Best Places to Live 2016," Men's Journal, 2016



Happiest City

23rd Happiest City in the United States, National Geographic, 2017



Game Changing Place to Live

#5 of 20 "Game Changing Places to Live", Sunset Magazine, 2018



Small-business Friendly

Carlsbad Village ranked #3 of over 350 neighborhoods for small-business friendliness, Coast News, 2017



One of America's Most Sustainable Cities

#5 in "America's Most Sustainable Cities", CityLab, 2017



Most Charming Town

The 20 Most Charming Towns and Small Cities in California, Travel Magazine, 2017



Leading in Tech & Energy

#2 Top Solar Cities with most installed solar panels and PV capacity, Shining Cities, 20



ORGANIZATION CHART





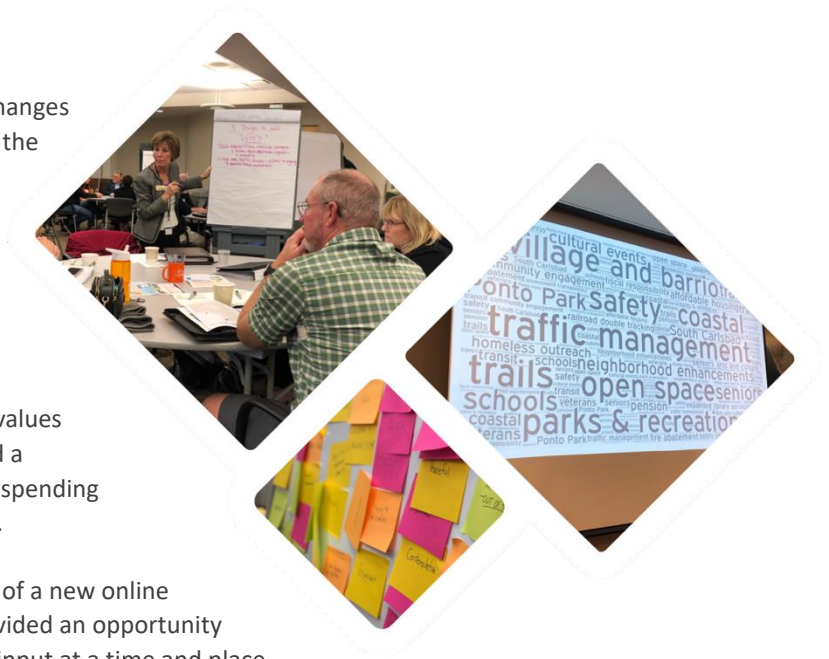


PUBLIC INPUT



PUBLIC INPUT

In 2019, the City of Carlsbad made changes to how it engaged the community in the development of the city budget. Different than in previous years, when the public's main opportunity to review the budget occurred in May, the 2019 engagement started in early March. This allowed the community to provide input on their needs and values earlier in the process, when they had a greater opportunity to influence the spending priorities recommended by city staff.



Another change in 2019 was the use of a new online engagement platform. This tool provided an opportunity for community members to provide input at a time and place most convenient to them.

The public input process consisted of two main opportunities:

Public Workshop

Community members were invited to participate in roundtable discussions facilitated by department directors and city budget analysts. City staff showed a short video about the budget process, followed by an overview of some of the considerations that will go into prioritizing spending in Fiscal Year 2019-20. Following the introduction, questions were posed for small group discussions designed to identify the values and needs behind the community's budget priorities.

Monday March 4, 2019
Faraday Administration Center
5:30 to 7:30 p.m.
Attendance: 38

Online Survey

The Fiscal Year 2019-20 budget online survey provided an opportunity for members of the public to weigh in on budget priorities at a time convenient to them. Topic areas identified at the public workshop helped inform the questions on the online survey.

March 5 – 22, 2019
1,710 respondents
1,330 from Carlsbad
8,602 individual responses
927 comments

About the Findings

By providing multiple ways for the public to provide input, decision makers can hear from a larger and more diverse group of community members. However, unlike a scientific survey, the findings of this process cannot be generalized to the entire Carlsbad population within a specified degree of accuracy.

Respondents were asked to disclose where they live, and the system prevented more than two responses per computer IP address (a computer's unique address). These steps help prevent "gaming" of the process, but they are not foolproof.



For these reasons, the input in this report should be considered with a similar weight as other qualitative forms of feedback that have always been part of the city's decision-making process. It reflects the opinions of those who care about the issues mentioned, were aware of the opportunity to participate and were able to take the time to weigh in.

Main Themes

The following themes were a high priority overall:

- Neighborhood quality of life
- Access to nature, trails and open space
- Environmental sustainability
- Traffic and mobility

Most Important Services

The following services were listed as the most important:

- Neighborhood quality of life
- Parks and recreation
- Law enforcement
- Fire and paramedic services
- Environmental sustainability

Specific Areas for Budget Enhancement

When asked which services they would like to see enhanced in next year's budget, the top five responses were:

- Neighborhood quality of life
- Parks and recreation
- Environmental sustainability
- Mobility/transportation
- Arts and culture

BUDGET SPENDING BY THEME

City staff used the community's input to help shape spending priorities in this year's budget. The following pages provide brief examples in each of the public's main areas of interest. More detailed information about city spending is included in subsequent sections of this budget document.

Safety

Under the California Constitution, the core obligation of a city is to ensure the general safety and welfare of the community. Public safety therefore typically represents the most significant area of spending in a city budget.

The City of Carlsbad is known for providing a very high level of safety services. Police and fire personnel are well trained and well equipped. The crime rate is consistently in the lowest third in the region.

Emergency preparedness efforts are routinely lauded.

Although public safety was not identified as top priority for increased spending during the public input process for the budget, police and fire services were consistently chosen as among the top three most important services to residents. And, public safety services play a key role in other community priorities, including traffic management and the city's response to increasing homelessness in the region.

The Fiscal Year 2019-20 City of Carlsbad budget invests \$68 million in public safety services, a 12% increase over the previous year. Among the new investments are:

- 11 new full-time police positions total, including two additional officers and one sergeant dedicated to homeless outreach and two additional traffic patrol officers.
- 6 new full-time fire positions.
- New police and fire vehicles.
- Increased training and technology.
- \$605,264 in annual spending on the city's North Beach Lifeguard program.

"For me it is important to feel safe. Having the Carlsbad Police Department and state of the art paramedic services close by certainly helps."

2019 survey respondent

Public Safety Spending



Neighborhood Quality of Life

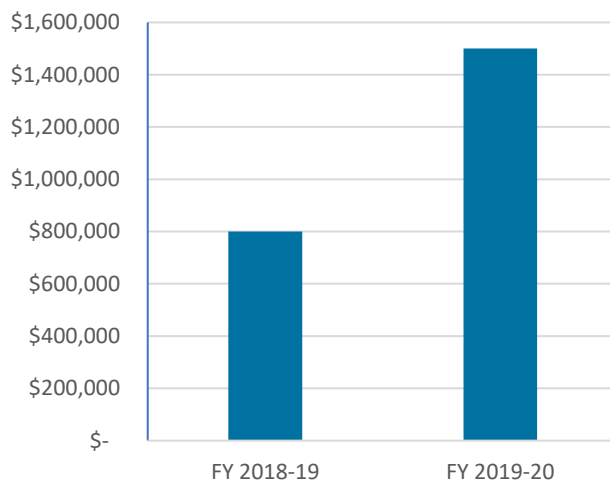
The city helps protect and enhance neighborhood quality of life through a wide variety of services and programs, all of which were reviewed for potential enhancement opportunities in this year's budget. Examples include:

- A total of \$700,000 in additional resources are dedicated to the city's Homeless Response Plan, including staffing that will enable specially trained police officers to be available seven days a week and an increase in the city's focus on community partnerships and services for residents seeking affordable housing and other support.
- Two new code enforcement employees to ensure complaints and violations affecting neighborhood quality of life are addressed promptly.
- A new construction contract administrator position to help ensure construction projects do not experience delays due to contract-related processing.
- \$150,000 for new street lights citywide.

"Control the homeless population better so the streets and parks are cleaner and safer for kids."

2019 survey respondent

Homeless Response Plan Budget



53%

INCREASE IN SPENDING ON
HOMELESS
RESPONSE PLAN

Environmental Sustainability

Caring for the environment was a priority shared by many who participated in the public input process for the budget. Similar to quality of life issues, environmental sustainability is supported through efforts citywide, not just one department or even one branch of the city organization. Some examples of spending to support environmental sustainability include:

- Two new positions and \$2.9 million in drainage projects to keep lagoon and ocean water clean and healthy.
- One new position to oversee enhanced recycling programs.
- Investing over \$1 million in a new system to monitor and operate the city's water and wastewater systems.
- \$6,000 for a new home energy savings program.
- \$330,000 in new spending for Lake Calavera maintenance and operations.
- A full-time biologist and \$526,000 in funding for the city's Habitat Management Program.
- \$1.4 million in new spending for the city's recycled water system.
- Purchase of 25 additional plug-in and standard hybrid vehicles, adding to the 32 hybrid vehicles currently in the city fleet.

"Our beaches and lagoons are a gift to this city. We need to make sure that they are clean and uncontaminated."

2019 survey respondent

INCREASING NUMBER OF PLUG IN AND HYBRID VEHICLES BY



Parks, Recreation, Trails and Open Space

The services and programs related to parks, recreation, trails and open space remain a top community priority. New spending in these areas includes:

- \$3.2 million for a project to connect the trail at the west end of Agua Hedionda Lagoon to Tamarack Beach.
- \$2.5 million in new spending for parks.
- An expanded Opportunity Grant program that makes city recreational programs available to residents who cannot otherwise afford to participate.
- Increased level of recycling, trash and restroom maintenance along the Sea Wall.
- Reclassification of a full-time position to focus on senior services and intergenerational programs at the Pine Avenue Community Center.
- \$85,000 to maintain newly acquired open space and trails at Village H in northwest Carlsbad.
- Adding \$759,000 to a project to put a new restroom and tot lot at Hosp Grove Park. This project now represents a total investment of \$2.2 million.
- Adding \$175,000 to a project that will create a new recreation area on a previously unused part of Calavera Hills Community Park, bringing the total investment to \$1 million.
- \$900,000 to renovate the Senior Center.
- Adding \$770,000 to a project to renovate the Monroe Street Pool, bringing the total project funding for the renovation to date to \$6.2 million.

“The senior center really needs updating.”

2019 survey respondent

NEW SPENDING



\$3.2 MILLION



\$770,000



\$2.5 MILLION

PARKS & RECREATION

Mobility

Mobility issues discussed during this year’s public input process ranges from traffic safety and traffic congestion to creating more opportunities for safe walking and biking on city streets.

Some of the spending in these categories includes:

- \$200,000 for a plan to develop more alternatives to people driving alone in their cars, something called “Transportation Demand Management.”
- 2 new traffic patrol officers in the Police Department.
- \$75,000 to improve pedestrian access on Avenida Encinas north of Palomar Airport Road.
- \$50,000 to upgrade traffic control devices, such as school flashing beacons and speed feedback signs, so that they can be programmed remotely and monitored from the city’s Traffic Management Center.
- \$1.1 million for the Poinsettia Lane connection.
- \$240,000 for Village Intelligent Parking Implementation.
- \$300,000 for the Residential Traffic Improvement Program, to work with neighborhoods on solutions to speeding.

“Enforce traffic laws on Carlsbad roads again. 1) It is rare to see cars stop properly at stop signs, red lights. 2) It is commonplace for drivers to exceed posted speed.”

2019 survey respondent

Cultural Arts

Many community members expressed a love for the arts and a desire to see more investment in this area. The City of Carlsbad has an active Cultural Arts program that recently completed an Arts & Culture Master Plan. Some ways this budget supports the arts includes:

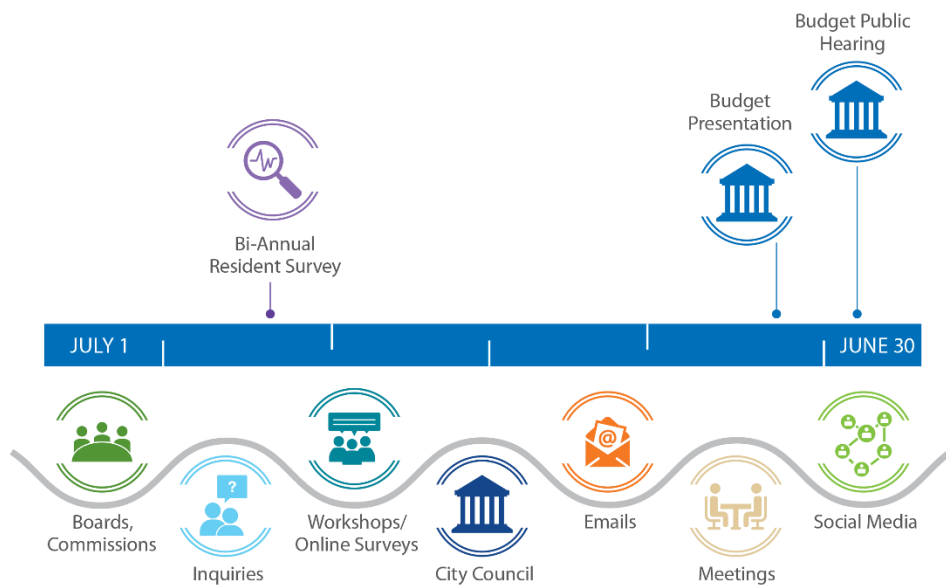
- \$75,000 in funding for new public art projects.
- \$45,000 for a STEAM (Science, Technology, Engineering, Arts and Math) pilot program that will seek contracts with local artists and technical personnel to create either in-school or afterschool programming in partnership with local schools.
- Continuing the popular TIGF Concerts in the Park series with nine events planned in 2020.
- \$35,000 in on-going annual spending to fund maintenances of the city’s public art collection.
- \$50,000 for a new guest residency program that enables Carlsbad to host artists and provide connections and arts experiences to the community.
- An \$8,000 (10%) increase in community arts grant funding to support community-based arts programs and events, to bring the annual funding to \$88,000.

The City of Carlsbad would like to thank everyone who provided input on spending priorities for this year’s budget. A full summary of the 2019 public input process is available on the city website at www.carlsbadca.gov, keyword search city budget.

YEAR-ROUND FEEDBACK

The City of Carlsbad provides opportunities for the public to become engaged in city decision-making throughout the year, not just during the budget preparation process. Input received during workshops about specific projects, comments made at City Council meetings and other forms of feedback are all considered when setting spending priorities.

OPPORTUNITIES FOR PUBLIC INPUT





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FISCAL ISSUES
& FINANCIAL
MANAGEMENT

ECONOMIC AND FISCAL ISSUES FACING THE CITY

Maintaining good fiscal health remains a significant priority. Meeting this objective preserves the city's ability to continue providing important programs and services to the community. Through the past decade of economic challenges, solutions were developed to address lost revenues while preserving vital services. This was combined with expenditure reductions that reduced the City of Carlsbad workforce and required shifting of priorities to maintain service levels. These combined efforts provided a needed measure of stability to offset the decline in economic activity. Although revenues have improved considerably since then, disciplined spending and long-term financial planning remain critical to ensuring the future sustainability of important city programs and services.

Unemployment

The unemployment rate is an important economic statistic indicating the state of the economy in general. It has shown that the state and local region continue to register historically low levels of unemployment, which has helped boost the economy. As of March 2019, the state seasonally adjusted unemployment rate was 4.3%, the same as the prior year. For San Diego County, the March unadjusted rate was 3.7%, a slight increase from last year's rate of 3.4%. Carlsbad historically has trended similar to the county in its unemployment rate. In fact, as of March 2019, Carlsbad's unemployment rate was 3.7%, unadjusted, up slightly from 3.4% in the prior year. While unemployment statistics represent only one measurement of the total economic landscape, they do provide a comparative indicator of how each area is doing relative to the prior year and over time.

Consistent with an unemployment rate that has been low on a sustained basis, paychecks have been on the rise. According to Beacon Economics, average hourly earnings in California continue to rise with job gains across a wide array of sectors, including external income-generating industries such as technology, transportation, manufacturing, and tourism.

Home Prices

With rising home prices and amid an affordability crisis in California, the California Association of Realtors is predicting a weaker housing market in the later part of 2019. The association also added that the surge in home prices due to supply shortages is finally taking a toll on the market. Adding more uncertainty is outmigration, which is the result of the state's affordability crisis, predicted to be a concern for the California housing market in 2019, should interest rates continue to rise.

Meanwhile, home prices in San Diego County hit an all-time high in April 2019 in coastal North County, homes are selling at prices even higher than during the housing bubble of the mid-2000s, especially in Carlsbad. The median sales prices in all four zip codes in Carlsbad from this time last year has increased 12.25%, according to data taken from Market Watch report for North San Diego Association of Realtors.

Looking beyond the near-term performance of the housing market, California’s newly elected governor, Gavin Newsom, and the state legislature have focused directly on the state’s chronic housing shortage, a problem that has been growing in magnitude for many years. California’s economic future, which is increasingly jeopardized by the high cost of housing, is at stake according to economists. As Sacramento searches for solutions, it is up against the reality that land use decisions, such as those related to new housing, have historically been under the purview of local officials and local zoning regulations.

Growth and Development

Growth and new development within the city pose both opportunities as well as challenges. Carlsbad is approaching “built out”, meaning that areas of undeveloped land in the city limits available for improvement are limited. The challenge is to focus on “in-fill” projects, consisting of smaller individual parcels of land dispersed throughout the city, or rebuilding of existing parcels whose current use may be enhanced by new development. The city’s goal is to preserve the quality of life for Carlsbad residents and provide a variety of balanced land uses via established standards for residential, commercial and industrial development.

The city continues to address the overall impacts on the community of future development projects so that they remain manageable and environmentally balanced. The city’s Growth Management Plan was adopted by the residents to ensure that all necessary public facilities are 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.

Long-Term Financial Planning

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 development, constructing and operating new public facilities, and planning resources needed to build them. The city prepares a ten-year operating forecast for the General Fund, and a 15-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 calculates the anticipated operating budget impacts. In this way, the city can anticipate the effects of development from both a capital and an operating perspective.

One important initiative the city has undertaken to ensure its financial health is the development of an Infrastructure Replacement Fund. With this fund, the city sets aside a portion of General Fund revenues on an annual basis for major maintenance and replacement of its infrastructure. Much of the city’s infrastructure is relatively new; thus, the city is just now experiencing the impact of maintenance requirements. By setting aside funds now, the residents 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.

Employee retirement costs continue to require ongoing prudent fiscal management. Overall, levels of funding of the city’s plans and the CalPERS system have improved from higher than expected investment returns over the last two fiscal years. While this boosts the funding position, risks remain in the system. Required employer contributions will continue to increase over the next few years and actual contribution increases could exceed expectations if future experience is unfavorable.

accumulated in a systematic and disciplined manner to fund the long-term cost of benefits to the plan participants and annuitants.

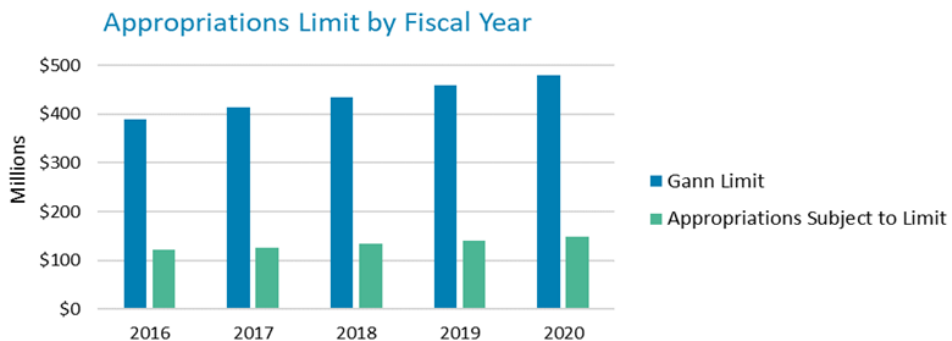
With continued demand for enhancing services for the community, keeping up with technology demands and replacement of aging infrastructure remains an issue. To maintain the city's current and proposed standards of performance, and to protect computer systems from ever increasing outside attacks, viruses and new vulnerabilities, additional resources are continually needed to ensure systems remain stable and reliable for all users and protected against data intrusion or loss. Additional funding in this budget has been made for needed replacements, upgrades, and security.

Connected Carlsbad

As the adoption of new technology expands, expectations from the public and what they demand from government is changing too. Carlsbad is quickly becoming a leader in deploying advanced technological and data tools to provide better services for the community. Connected Carlsbad: An Inclusive Smart Community Roadmap, recently presented to City Council, is designed to provide a high-level, organized guide to the work the city will do in using data and technology. This customized strategic roadmap is based on City Council approved projects, existing city documents, previous IT assessments, and interviews with departments, combined with a global scan of other cities and best practices that have emerged from leading smart city thinkers and Carlsbad-specific community engagement. The roadmap is organized into five primary goal areas to:

- Modernize and Strengthen IT Infrastructure
- Build Capacity for Data-Driven Government
- Foster a Vibrant Civic Engagement Culture
- Enhance Accessibility and Transparency
- Promote Safety and Sustainability Through Connectivity

The city will continue to stay abreast of the economic climate and variables effecting the national, state, and local levels. Updated financial forecasts and maintaining a structurally balanced budget for the long term will allow City Council and decision makers to adjust for potential pitfalls and to ensure fiscal challenges are identified and resolved.



The appropriations limitation (otherwise known as the Gann Limit) imposed by the state creates a restriction on the amount of revenue which can be appropriated in any fiscal year. Carlsbad's appropriation limit is currently in excess of three times its annual appropriations. With such a large margin it is unlikely that the city will reach the appropriation limit in the foreseeable future.

FINANCIAL MANAGEMENT POLICIES

Revenue Policies

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

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

Expenditure and Budget Policies

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

The city manager shall prepare and submit to the City Council annually a proposed operating and capital budget by June 1st of each year, and the budget will be adopted by June 30th of each year. Budget status reports are prepared monthly, distributed to all departments, and posted on the city's website. Because the budget is based on estimates, from time to time, it is necessary to make adjustments to finetune the line-items within it. Various levels of administrative control are utilized to maintain the budget's integrity. Program managers are accountable for the line-item level of control of their individual program budgets. Department heads are accountable for the fund level of control for funds within their departments. Finance oversees the general level of accountability related to budgetary integrity through systems checks and balances and various internal controls.

The city's General Fund Surplus Policy outlines the use of surplus funds resulting from unrestricted General Fund actual revenues exceeding total actual expenditures, encumbrances, and commitments for a given fiscal year. It is the intent of the city to use all surplus funds generated to meet reserve policies, and the reduction or avoidance of long term liabilities.

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

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

Reserve Policies

The city formally mandates the levels at which reserves shall be maintained for the General Fund and informally sets minimum target levels for the Enterprise and Internal Service Funds.

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

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

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

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

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

The *Wastewater and Water Operating Fund Reserves* will target a reserve funding level of 40%. The reserve amount is calculated by dividing unassigned fund balance by total budgeted operating expenses plus replacement transfers plus budgeted debt service payments. The annual budget

process and setting utility user rates and charges will be used to achieve and maintain the target reserve level.

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

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

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

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

Investment Policy

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

Pension Funding Policy

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

DEBT MANAGEMENT

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

City of Carlsbad Outstanding Debt Issues

Debt Issue Name	Repayment Source	Retirement Year	Principal Outstanding at 6/30/19	Debt Service Payments FY 2019-20		
				Principal	Interest	Total
2016 Capital Leases						
Copier Equipment	Governmental Funds	2021	\$ 378,296	\$ 222,373	\$ 16,877	\$ 239,250
1993 Redevelopment						
Tax Allocation Bonds	Tax Increment	2023	\$ 4,520,000	\$ 815,000	\$ 217,759	\$ 1,032,759
CFD #3 2016 Improvement Area 1						
Special Tax Bonds	Special District	2036	\$ 7,630,000	\$ 345,000	\$ 188,412	\$ 533,412
CFD #3 2016 Improvement Area 2						
Special Tax Bonds	Special District	2038	\$ 12,085,000	\$ 480,000	\$ 323,175	\$ 803,175
1998 Rancho Carrillo (AD 96-1)						
Limited Obligation Improvement Bonds	Assessment District	2028	\$ 7,115,000	\$ 550,000	\$ 376,371	\$ 926,371
2013 Reassessment District (AD 2012-1)						
Limited Obligation Improvement Bonds	Assessment District	2035	\$ 25,265,000	\$ 1,130,000	\$ 1,002,658	\$ 2,132,658
State Water Resources Control Board Loans						
2005 Construction Loan	Recycled	2025	\$ 3,562,983	\$ 557,785	\$ 89,075	\$ 646,860
2006 Construction Loan	Water	2027	\$ 8,892,233	\$ 1,025,101	\$ 204,521	\$ 1,229,622
2014 Construction Loan	User Fees	2050	\$ 4,371,390	\$ -	\$ -	\$ -
Totals			\$ 73,819,902	\$ 5,125,259	\$ 2,418,848	\$ 7,544,107

The Government Code of the State of California has established maximum general obligation debt limits for local governments within the State. As of June 30, 2018, the city's calculated debt limit for general obligation debt was \$1.1 billion.

The city currently has approximately \$73.8 million of debt outstanding. Of that \$73.8 million, \$378,296 is considered general obligation debt, \$4.5 million is Redevelopment Tax Allocation Bonds, \$16.8 million is water construction loans and the remainder is debt of financing districts. Outstanding debt obligations of financing districts (special districts and/or assessment districts) within the city do not obligate the City of Carlsbad and are not paid from the city's General Fund. No new debt is anticipated to be issued for the General Fund in the upcoming year.

BASIS OF BUDGETING

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

The city's Governmental Funds consist of:

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

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

Proprietary Fund Budgets

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

Budgetary Control

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 unencumbered, unspent appropriations expire at year-end unless specifically carried into the new fiscal year by City Council actions.

Internal Controls

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.

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

BUDGETARY FUND STRUCTURE

GOVERNMENTAL FUNDS

General Fund

Special Revenue Funds

- Affordable Housing
- Agricultural Mitigation Fee
- Buena Vista Channel Maintenance District
- Citizen's Option for Public Safety
- Community Activity Grants
- Community Development Block Grant
- Cultural Arts Donations
- Flower Fields Grant Program
- Habitat Mitigation Fee
- Library and Arts Endowments
- Library Gifts and Bequests
- Lighting and Landscaping District No. 2
- Local Cable Infrastructure
- Median Maintenance District
- Parking in Lieu Fee
- Police Asset Forfeiture
- Public Safety Grants
- Recreation Donations
- Rental Assistance
- Senior Donations
- Street Lighting Maintenance District
- Street Tree Maintenance District

PROPRIETARY FUNDS

Internal Service Funds

- Worker's Compensation
- Risk Management
- Self-Insured Benefits
- Vehicle Maintenance
- Vehicle Replacement
- Information Technology

Enterprise Funds

- Water Operations
- Recycled Water Operations
- Wastewater Operations
- Solid Waste Management
- Golf Course

PROPRIETARY FUNDS, CONTINUED

Capital Project Funds

- BTD #2 --Poinsettia Lane/Aviara Pkwy.
- BTD #3 - Cannon Road West
- Community Facilities District No. 1
- Gas Tax
- Gas Tax-Road Maintenance and Rehabilitation
- General Capital Construction
- Grants – Federal
- Infrastructure Replacement
- Park Fee Zones 5, 13, 16, 17, 18
- Park in Lieu Fees-Northeast Quadrant
- Park in Lieu Fees-Northwest Quadrant
- Park in Lieu Fees-Southeast Quadrant
- Park in Lieu Fees-Southwest Quadrant
- Planned Local Drainage Area Fees
- Public Facilities Fees
- Sewer Connection
- Sewer Replacement
- Transportation Development Act (TDA)
- Traffic Impact Fee
- TransNet
- Water Connection - Potable
- Water Connection - Recycled
- Water Replacement - Potable
- Water Replacement - Recycled

FIDUCIARY FUND

Private Purpose Trust Fund

- Successor Agency to the Redevelopment Agency

California Society of Municipal Finance Officers

Certificate of Award

Excellence Award for Fiscal Year 2018-2019 Operating Budget

Presented to the

City of Carlsbad

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

December 19, 2018



Margaret Moggia

**Margaret Moggia
CSMFO President**

Sara J. Roush

**Sara Roush, Chair
Recognition Committee**

Dedicated Excellence in Municipal Financial Reporting

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

In preparing the budget for Fiscal Year 2019-20, the city has once again followed CSMFO's award criteria. This budget document will be submitted to CSMFO for the Fiscal Year 2019-20 budget award program.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Carlsbad
California**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Carlsbad, California, for its Annual Budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

This award is valid for a period of one year only. In preparing the budget for Fiscal Year 2019-20, the city has once again followed GFOA's award criteria. This budget document will be submitted to GFOA for the Fiscal Year 2019-20 budget award program.



OPERATING BUDGET OVERVIEW

This section includes a summary of the revenues and expenditures included in the Fiscal Year 2019-20 operating budget. Spending is presented by funding source, department and type, such as personnel or maintenance and operations. For context, previous years' spending levels are often presented alongside this information. To see how spending in this year's budget aligns with community values and priorities, see the Public Input section of this budget document.



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

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

Also within each branch section is a discussion of significant changes in spending, including full time positions. Information about capital projects, such as construction of roads and pipelines and maintenance of city facilities, is included in the Capital Improvement Program section.

OPERATING BUDGET REVENUE SUMMARY

The Operating Budget for FY 2019-20 totals \$297.0 million, with revenues for the year estimated at \$291.8 million. General Fund revenues are estimated at \$170.5 million and General Fund budgeted operating expenditures are \$167.1 million.

Revenue estimates for the Operating Budget indicate that the city will receive a total of \$291.8 million in FY 2019-20, a change of about \$1.9 million under the estimated FY 2018-19 revenues. General Fund revenues are expected to increase by \$3.0 million, compared to the prior year. Most all other sources of revenue indicated in the table (below) decrease. Special Revenue funds are projected to fall by 13%, or \$2.0 million, due to expected decreases in affordable housing revenues and library donations. Enterprise Fund revenues are projected to decrease by 3.6% or \$3.0 million in the upcoming fiscal year. More detailed information on the city’s revenue sources is provided in the following discussion.



The following table shows the total operating revenues anticipated to be received by the city for FY 2018-19, as well as those budgeted for FY 2019-20.

REVENUE SUMMARY BY FUND TYPE
(in Millions)

Fund	Estimated 2018-19	Budgeted 2019-20	\$ Change	% Change
General Fund	\$ 167.5	\$ 170.5	\$ 3.0	1.8%
Special Revenue	15.6	13.6	(2.0)	-13.0%
Enterprise	82.8	79.8	(3.0)	-3.6%
Internal Service	24.2	24.8	0.6	2.7%
Successor Agency Housing Trust	3.5	3.0	(0.5)	-14.3%
Total	\$ 293.6	\$ 291.8	\$ (1.9)	-0.6%

General Fund

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

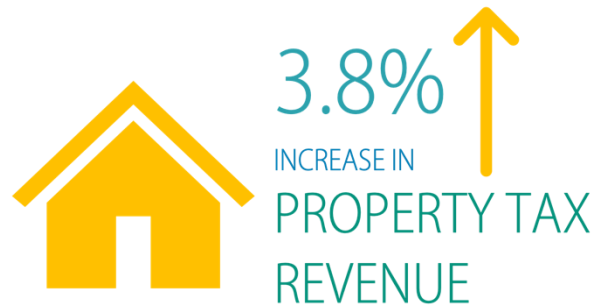
GENERAL FUND REVENUES (In Millions)

	Estimated 2018-19	Budgeted 2019-20	\$ Change	% Change
Property Tax	\$ 68.3	\$ 71.0	\$ 2.6	3.8%
Sales Tax	36.0	37.3	1.3	3.6%
Transient Occupancy Tax	27.6	28.5	1.0	3.5%
Franchise Taxes	6.1	5.6	(0.4)	-7.1%
Business License Tax	4.5	4.6	0.1	2.5%
Development Revenues	3.7	2.4	(1.3)	-35.2%
All Other Revenue	21.3	21.1	(0.3)	-1.3%
Total	\$ 167.5	\$ 170.5	\$ 3.0	1.8%

General Fund revenues continue to indicate a healthy local economy, as growth continues to be positive, although signs point to a slowing in revenue growth. Just over 80% 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 3.8% in FY 2019-20, as assessed values continue to improve.

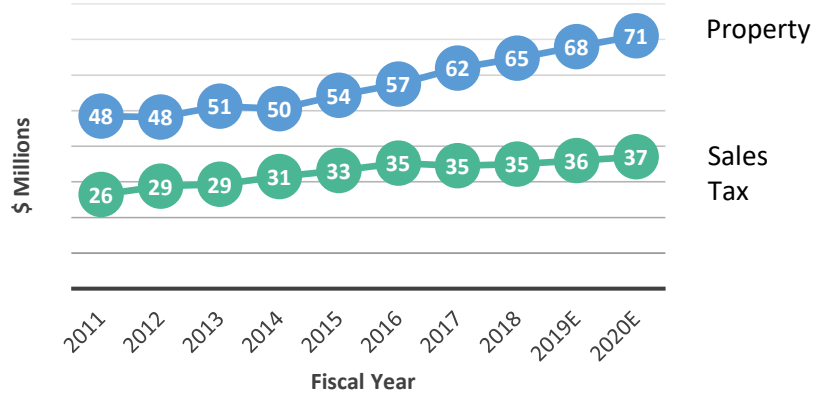
The median price of a single family residence (SFR), based on resale data from Zillow, is up by 2.2% year over year in February 2019. All zip codes, or quadrants, in Carlsbad have seen increases for the year. In addition, according to Zillow estimates, home prices are projected to increase between 0.9% and 2.30% over the next 12 months, depending on the zip code.



Increased fixed rate mortgage interest rates caused ripples across the housing market in 2018, causing home sales volumes to fall back and prices followed by year's end. Further, residential construction has yet to gain any momentum in San Diego, falling back considerably in 2018. Thus far, multi-family construction has experienced a quicker recovery than single-family residential construction. In addition, the Federal Reserve is expected to keep the discount rate flat for the remainder of calendar year 2019, which could help the housing market as a stabilization in interest

rates could lower the pressure on mortgage rates. It would be expected that this, coupled with the recent changes in the federal income tax code which reduces itemized deductions for property taxes, would create a flattening in price increases in housing.

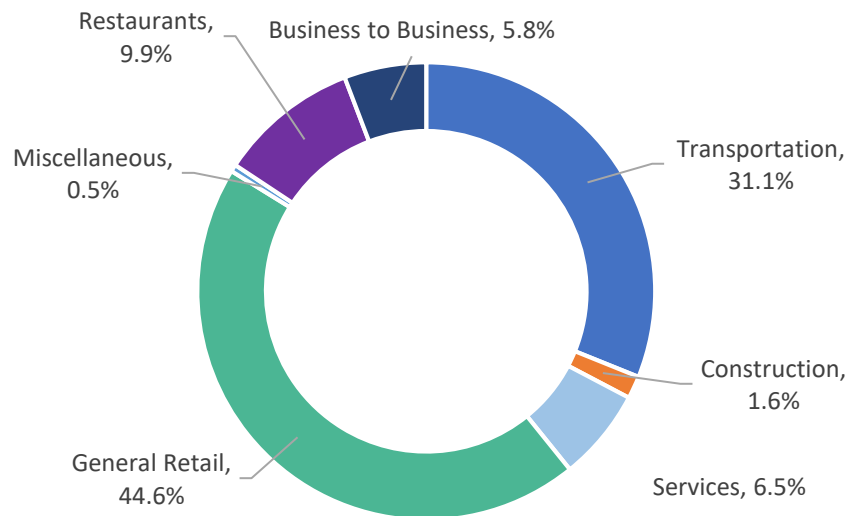
Property and Sales Tax Revenues



Changes in property taxes revenues lag behind changes in the housing market, as the tax revenue for the upcoming fiscal year is based on assessed values from January 2019. Thus, the taxes to be received for FY 2019-20 are based on assessed values as of January 1, 2019.

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 a property. Thus, property taxes tend to grow slowly unless there is a significant amount of housing activity. In past decades, the city has seen robust growth in property tax revenue due to new development, high turnover of existing homes, and double-digit growth in housing prices. However, as the city approaches buildout, development has slowed. This, combined with rising interest rates and tax reform, has caused a slowing in property tax growth in the city.

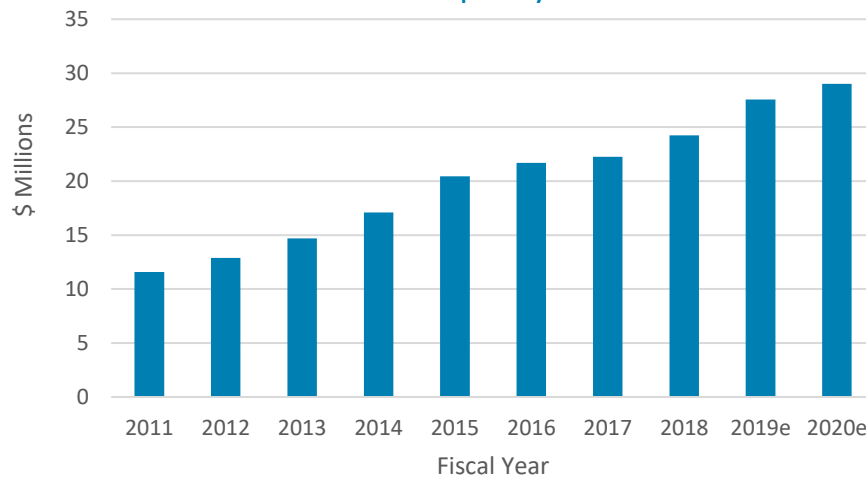
Sales Tax by Category Fourth Quarter 2018



Sales Tax revenues generally move in step with economic conditions and have improved markedly over the past years. Sales tax revenue for FY 2019-20 is expected to increase by 3.6% to \$37.3 million. The most recent UCLA Anderson forecast predicts that taxable sales in California will continue to show positive year-over-year growth, hovering between 0.5% and 2.0% through year 2020. Through the first ten months of FY 2018-19, sales tax revenues have increased by almost six percent. Much of this increase is due to timing differences created by the State of California transitioning to a new sales tax reporting and remittance system. These revenues will level out as these timing differences are resolved.

As indicated in the chart above, the city's sales tax base is heavily weighted in the transportation (comprised heavily of new auto sales) and general retail sectors, both of which account for over three-quarters of taxable sales in Carlsbad. New auto sales are highly elastic in comparison to economic trends, and tax revenues from new auto sales fell precipitously during the recession, from \$6.7 million in 2007 to \$4.4 million in 2009. Since that dip, revenues hit a high of \$8.1 million in 2016 and, for the year ending in the fourth quarter of 2018, revenues from auto sales were close to \$8.4 million. General retail sales, although down slightly in the fourth quarter, remain strong. Revenues received under Proposition 72, a 0.5 cent increase in California sales tax for the funding of local public safety services, is included in sales tax revenues.

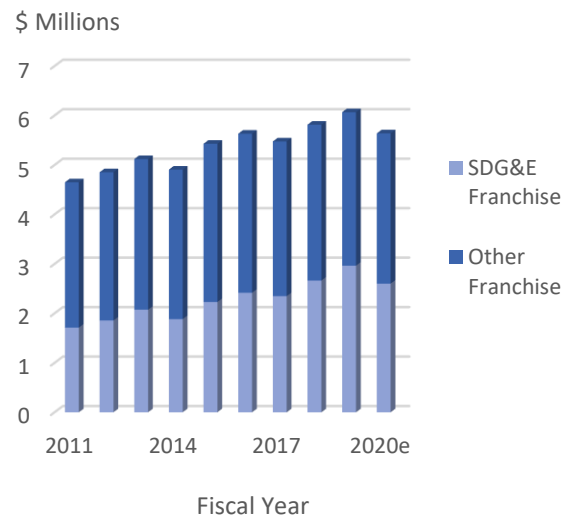
Transient Occupancy Taxes



The third highest General Fund revenue source is **Transient Occupancy Tax** (TOT, or hotel tax). TOT is forecasted to increase by 3.5% in FY 2019-20, stabilizing at a record high just over \$28.5 million. As seen in the above graph, TOT has increased by over 140% since FY 2010-11, as new hotels, such as the two hotels at the Legoland California Resort, Cape Rey Carlsbad Beach Resort, and the Westin Hotel have opened in the past years. According to a report from Tourism Economics, San Diego tourism will see modest growth in visitation of around two percent for the next few years, as an increase in available rooms will impact occupancy rates in the city. However, expenditures and average daily room rates will remain relatively stable in the coming years, according to the report. Carlsbad currently has approximately 4,760 hotel rooms, over 660 vacation rentals, and over 230 registered vacation rentals.

Franchise Tax revenue has stabilized over the past years and is projected at \$5.6 million in FY 2019-20. Franchise taxes are paid by certain industries that use the city’s right-of-way to conduct their business. The city currently has franchise agreements for cable TV service, solid waste services, cell sites, fiber optic antenna systems and gas and electric services. The solid waste franchise experienced minor revenue increases that mirror growth in population and changes in rate structures. Cable TV franchise revenue is expected to decrease by 5% from \$1.5 million to \$1.4 million over the next fiscal year due to decreases in the number of paid subscription services. This trend will most likely continue in future years as more subscribers cut cable services and move to online streaming services.

Franchise Taxes



San Diego Gas & Electric (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, 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 drop slightly in FY 2019-20 due to a spike in electric sales in FY 2018-19, and then flatten out over the next several years.

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. Since then, development-related revenues have fluctuated in line with increases and decreases in residential, commercial and industrial development. In FY 2019-20, the city expects a 35% decrease in development related revenues, to approximately \$2.4 million, following higher than anticipated development activity occurring in FY 2018-19. The projected decrease in development-related revenues is tied to the volume and type of development projected to be permitted, multi-family versus single-family, and the drop in the revenues derived from the early stages of development (plan checks, engineering plan checks, and building fees).



Business license taxes are closely tied to the health of the local economy, and are projected to increase by 2.5% to an estimated \$4.6 million in FY 2019-20. There are currently about 9,750 licensed businesses in Carlsbad, with 2,380 of them home-based.

All other revenues include transfer taxes, interest earnings, ambulance fees, recreation fees, and other charges and fees. The estimate for FY 2019-20 totals \$21.1 million, a \$270,000 decrease from the previous year, primarily due to one-time grant revenues received in FY 2018-19 and a reduction in interest earnings based on a lower forecasted cash balance in the General Fund due to an additional CalPERS payment anticipated to be made in FY 2018-19.

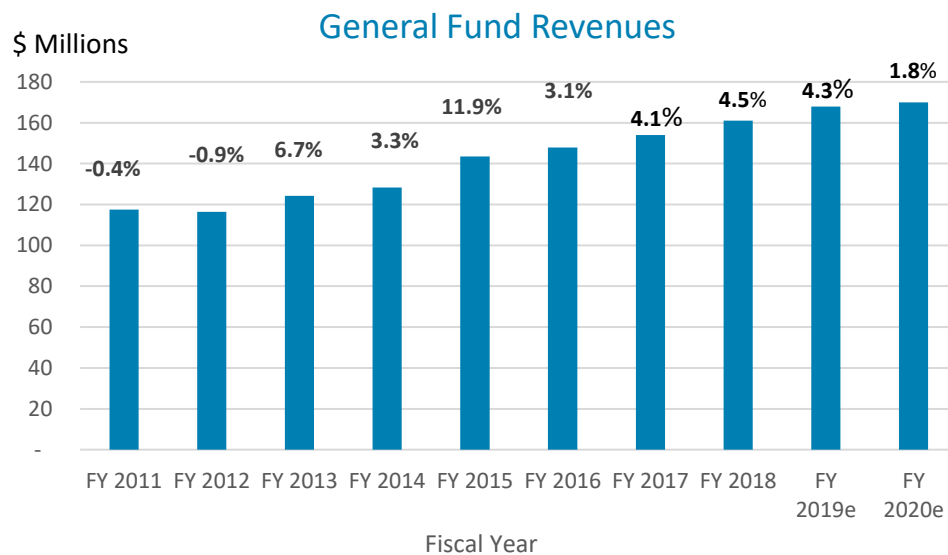
Transfer taxes are those taxes paid to the county upon the transfer of interests in real estate. The tax is \$1.10 per \$1,000 of property value, split equally between the county and the city. Carlsbad expects to receive approximately \$1.2 million in transfer taxes for FY 2019-20, which is a two percent increase from FY 2018-19. Housing prices are continuing to slowly increase in Carlsbad and inventories remain solid. Although economists are not predicting any more Fed discount rate

increases through the end of calendar year 2019, they are predicting multiple increases in the Fed discount rate in 2020 and, coupled with a change in the income tax code in 2019, this could continue to hamper home price appreciation.

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 \$2.8 million in interest on its General Fund investments for Fiscal Year 2019-20, as the yield on the city’s portfolio is expected to remain stable around 2.0% and cash balances are expected to decrease due to the additional CalPERS payment forecasted to be made in June 2019.

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. Through more engineers in the city charging to capital projects and a modest increase in miscellaneous interdepartmental charges due to small cost increases, total interdepartmental charges are expected to increase by 5.5%.

Ambulance fee revenues are estimated to remain flat due to California Senate Bill 523 which was partially implemented in FY 2018-19 requiring the city to remit to the state a portion of their ambulance fee revenues as part of a quality assurance program related to Medi-Cal transports.



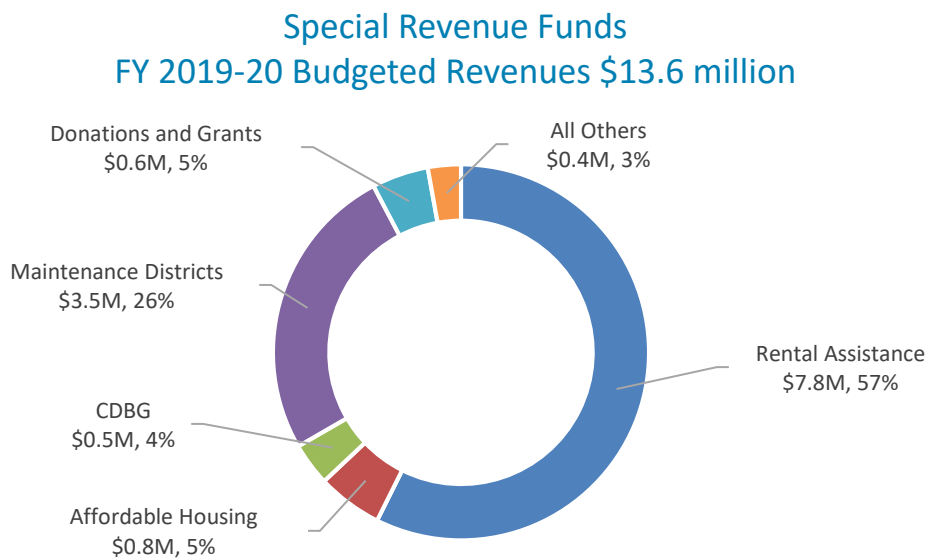
Overall, as reflected in the above bar chart, General Fund revenues are expected to be up 1.8% from FY 2018-19, as the city experiences steady growth in most revenues, except development-related fees, franchise taxes, interest earnings and miscellaneous intergovernmental revenues, which are projected to decrease. Although the city experienced revenue growth between 9% and 17% 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 2% to 3% in the coming years.

Other Funds

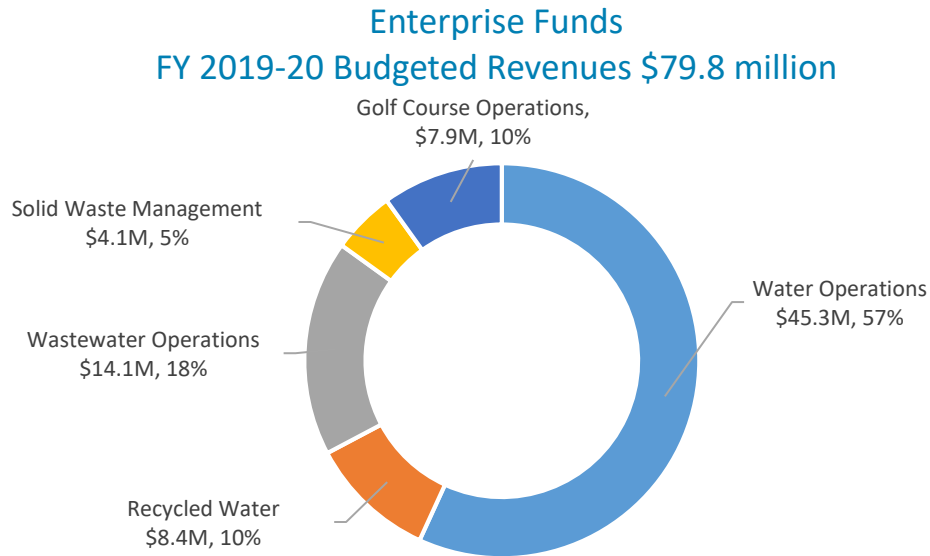
Revenues from **Special Revenue** funds are expected to total \$13.6 million in FY 2019-20, a decrease of 13% from FY 2018-19. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

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



The most noteworthy changes in the Special Revenue funds occurred in the Affordable Housing Fee Fund, a decrease of \$671,000 and the Library Gifts and Bequests Fund, which shows a decrease of \$900,000. Affordable housing fees are related to development and can fluctuate significantly from year-to-year. The decrease in Library Gifts and Bequests is a result of a large one-time donation that was received from an individual donor during FY 2018-19. Revenues from grants and donations are generally one-time revenues and tend to fluctuate from year-to year.

Enterprise fund revenues for FY 2019-20 are projected at \$79.8 million, a decrease of 3% over the current year estimates. The revenue breakdown by activity is shown in the graph below.



Enterprise funds are similar to a business, in that rates are charged to support the operations that supply the service. Carlsbad Enterprise funds include water and recycled water delivery, wastewater services, solid waste management, and operation of a municipal golf course. In addition to paying for the wholesale and fixed water costs, the FY 2019-20 Operating Budget includes funding for replacement of Carlsbad’s water infrastructure, a critical valve replacement project, and maintaining sufficient operating reserves.

The **Water** Enterprise Fund revenue is estimated at \$45.3 million, which is a decrease over the current year estimate of \$46.9 million. **Recycled Water** revenues at \$8.3 million are expected to decrease 12.3%. These decreased estimates are a combination of customer demand hardening, weather expectations and the expiration of the recycled water credit program through Metropolitan Water District and the San Diego County Water Authority.

Estimated revenues for **Wastewater** are \$14.1 million, a 2.6% decrease over the current year estimate. This decreased estimate is largely driven by demand hardening and weather expectations for wastewater’s volumetric customers.

Estimated revenues from operations of the **Golf Course** are expected to increase by 2.1% next year to \$7.9 million. Increased revenues are a result of business growth and new rates and charges set to cover increasing operational costs.

Solid Waste Management revenues remain relatively flat at \$4.1M when compared to current year estimates.

Internal Service funds show estimated revenues of \$24.8 million for FY 2019-20, a 2.7% increase over FY 2018-19 projections.

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. The goal of an Internal Service fund is to match budgeted expenses with charges to the departments.



A recent actuarial review of the **Workers' Compensation** fund determined that the city should continue to set aside cash reserves in anticipation of future workers' compensation claims. In order to achieve this, charges to city departments will increase by 15% in the coming fiscal year to build up the necessary reserve balances in the Workers' Compensation fund.

There are also increases in **Vehicle Maintenance** and **Replacement** charges of 11% and 4%, respectively. Anticipated increases in gasoline costs are anticipated in Vehicle Maintenance and Vehicle Replacement costs rise when the number of vehicles and the price of new vehicles increases; for example, many older generation sedans at the end of their useful life are now being replaced with hybrid and plug-in hybrids at a higher per unit cost. There have also been significant cost increases over the last several years in specialized vehicles, such as fire trucks and ambulances.

Information Technology (IT) charges to departments have increased by 17%, as the division continues to modernize and strengthen IT infrastructure and continue to leverage technology to increase proficiencies citywide.

The Successor Agency Housing Trust Fund revenues are budgeted at \$3.0 million, a 14.3% decrease over FY 2018-19 estimates. Although the Carlsbad Redevelopment Agency has been dissolved, the California Department of Finance has approved the repayment of the approximately \$8.1 million (plus accrued interest) loaned to both the city's former redevelopment areas by the General Fund as well as debt service payments remaining on the former agency's 1993 Tax Allocation Refunding Bonds. Payments are distributed annually from available property tax revenues allocated by the state to the successor agency.

OPERATING BUDGET EXPENDITURE SUMMARY

The city's Operating Budget for FY 2019-20 totals \$297.0 million, which represents an increase of about \$20.9 million, or 7.6%, as compared to the adopted FY 2018-19 budget. A summary of the changes in each of the city's programs will be discussed below. Further information about each program can be found in the individual program summary pages.

BUDGET EXPENDITURE SUMMARY

By Fund Type (In Millions)

	Budget 2018-19	Budget 2019-20	\$ Change	% Change
General Fund	\$ 155.8	\$ 167.1	\$ 11.3	7.3%
Special Revenue	12.9	14.7	1.9	14.5%
Enterprise	79.1	87.5	8.4	10.6%
Internal Service	26.7	26.1	(0.7)	-2.5%
Successor Agency Housing Trust	1.5	1.5	-	1.5%
Total	\$ 276.0	\$ 297.0	\$ 20.9	7.6%

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

The total Operating Budget for the General Fund for FY 2019-20 is \$167.1 million, which is \$11.3 million, or 7.3% greater than the previous year's Adopted Budget of \$155.8 million. The total increase is attributable to an \$8.5 million, or 9.1% increase in personnel, and a \$4.2 million, or 8.6% increase in maintenance & operations costs. Capital outlay, which can vary from year to year has an increase of \$0.3 million and transfers to other funds decreased \$1.7 million, or 13% over the previous year. These changes are discussed in more detail on the following pages.

GENERAL FUND SUMMARY

By Expenditure Type (In Millions)

	Budget 2018-19	Budget 2019-20	\$ Change	% Change
Personnel	\$ 92.9	\$ 101.4	\$ 8.5	9.1%
Maintenance & Operations	49.5	53.8	4.2	8.6%
Capital Outlay	0.2	0.6	0.3	143.6%
Transfers	13.2	11.5	(1.7)	-13.1%
Total	\$ 155.8	\$ 167.1	\$ 11.3	7.3%

Personnel

Personnel costs make up approximately 60% of the General Fund budget. The total personnel budget for FY 2019-20 is \$101.4 million, which is \$8.5 million, or 9.1% greater than the previous year's total personnel budget of \$92.9 million.

GENERAL FUND Personnel Costs (In Millions)					
	Budget 2018-19	Budget 2019-20	\$ Change	% Change	
Salaries and Wages	\$ 62.8	\$ 68.8	\$ 6.0	9.6%	
Retirement Benefits	18.2	19.1	0.9	5.1%	
Health Insurance	7.9	8.8	0.9	11.9%	
Other Personnel	4.1	4.7	0.6	14.6%	
Total	\$ 92.9	\$ 101.4	\$ 8.5	9.1%	

The table above shows the breakdown of personnel costs for the General Fund. General Fund salaries include full and part-time staff costs and are expected to increase in FY 2019-20 by \$6.0 million, or 9.6%. The increase is due to the addition of 34 new full-time positions and a net increase of 11.37 part-time staff in the General Fund as well as anticipated wage increases for current employees scheduled in FY 2019-20. Departments with part-time hourly employees were given a 3.0% increase, in addition to adjustments for minimum wage increases.

A summary by program of the new positions added can be found on the Personnel Allocations schedule at the end of this section. Detailed information on the new positions can be found in the Key Changes section at the beginning of each departmental program section later in the document. A detailed listing of all requested and approved positions can be found in the appendix section of this document.

Retirement Benefits Cost

CalPERS administers the city's defined benefit pension plan, and costs have been increasing in past years as CalPERS addresses a structural shortfall in plan assets to cover unfunded liabilities. As part of CalPERS' strategy to ensure the plan's sustainability, CalPERS deliberately raised participating agencies' contributions over several years to improve the plan's long-term funded status. The pension system continues to pursue tactics in support of its strategy to ensure plan sustainability, such as investing

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

in less risky assets, even though these tactics will increase near-term pension costs. While pension costs are increasing, there is some downward pressure on costs, as new employees receive lower pension benefits. CalPERS has taken significant steps to ensuring plan sustainability.

In support of CalPERS strategies for plan sustainability, and as part of the city's strategic, long-term approach to financial management, the city actively manages its unfunded pension liability. This active management helps ensure that resources are available to fulfill the city's contractual promises to its employees and minimizes the chance that funding these pension benefits will interfere with the city's ability to provide essential public services. While the long-term pension costs are stabilizing, the increase in retirement costs for FY 2019-20 is predominately driven by the addition of new positions to support the city's core mission, City Council policy priorities, and the community's vision.

Insurance

Health insurance costs are increasing by \$900,000 or 11.9% over the prior year. Most of this increase is due to the addition of the new positions; the increase in health insurance for current employees is just under 3%. Other personnel costs include workers' compensation expenses and other miscellaneous costs, such as Medicare, unemployment and disability. Worker's compensation is projected to increase 18.2% due to increasing liability estimates and settlement payments. Miscellaneous other personnel costs, Medicare, unemployment and disability, are projected to increase by 12.4% in FY 2019-20.



Maintenance and Operations

Maintenance and operations costs represent about 32% of the total General Fund budget, and include the budgets for all program expenses other than personnel, capital outlay and transfers. Overall, total maintenance and operations costs are projected at \$53.8 million, an increase of about \$4.2 million, or 8.6%, for FY 2019-20 as compared to FY 2018-19. Maintenance and operations costs are discussed more fully by program later in this section as well as in the Key Changes section at the beginning of each departmental program section later in the document.

Capital Outlay

Capital Outlay includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$600,000 are budgeted in the General Fund for FY 2019-20. The complete list of proposed major capital purchases (over \$10,000) is shown on a schedule in the appendices section.

Operating Costs Associated with Capital Investments

As the city completes major capital projects, the costs of maintaining and operating the facilities and improvements, including additional personnel if necessary, are added to departmental operating budgets. There are no anticipated operating increases included in the upcoming budget related to new capital projects.

Transfers

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:

- \$10.2 million, split evenly between the Infrastructure Replacement Fund and General Capital Construction Fund for major new construction, maintenance and/or replacement of city infrastructure and facilities. This represents 6.0% of the General Fund Revenues.
- \$300,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- \$950,000 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. Annual assessments can only be increased with a majority vote of the property owners.

Advances

Advances and repayments of prior advances are amounts anticipated to be transferred from the General Fund to other city funds and are expected to be repaid to the General Fund in future years. No General Fund advances are included in this year's Operating Budget. It is anticipated that the Successor Agency Trust Fund will repay \$2,098,000 in the upcoming fiscal year towards the outstanding loan between the city and the former Redevelopment Agency. This advance is expected to be fully repaid around the year 2023.

Program Expenditures

Another way of looking at the General Fund budget is by program. The chart below compares the total FY 2019-20 budget to those amounts adopted in the previous year. A detailed description of each department, its services, summary of significant key department budget changes for FY 2019-20 and department accomplishments and priorities can be found in the department program summary pages.

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

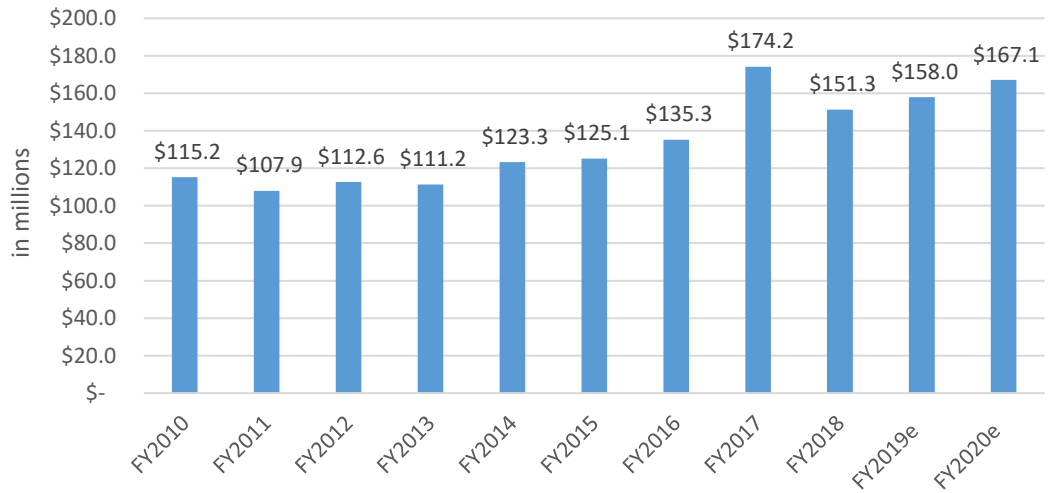
GENERAL FUND EXPENDITURES By Department (In Millions)

	Budget 2018-19	Budget 2019-20	\$ Change	% Change
Policy & Leadership Group	\$ 6.8	\$ 7.8	\$ 1.0	14.2%
Administrative Services - Finance	5.8	6.1	0.3	4.9%
Administrative Services - Human Resources	4.2	5.0	0.8	19.5%
Community Services - City Clerk Services	1.2	1.3	0.1	15.6%
Community Services - Community & Economic Dev.	11.3	12.1	0.8	7.4%
Community Services - Library & Cultural Arts	13.0	13.7	0.7	5.7%
Community Services - Parks & Recreation	18.2	18.9	0.7	4.0%
Public Safety - Fire	23.3	25.7	2.4	10.5%
Public Safety - Police	36.9	42.0	5.1	13.8%
Public Works - Administration	1.8	2.1	0.3	13.4%
Public Works - Environmental Management	0.8	0.8	-	-0.6%
Public Works - General Services	8.8	8.9	0.1	1.3%
Public Works - Transportation	7.5	7.9	0.4	6.0%
Non-Departmental	16.3	14.7	(1.6)	-9.7%
Total	\$ 155.8	\$ 167.1	\$ 11.3	7.3%

As reflected in the graph on the following page, the city's General Fund expenditures were reduced with the budget in FY 2010-11, and expenditure increases were minimal through FY 2012-13. FY 2013-14 expenditures reflected a 10.8% increase due to labor costs and one-time expense for the Poinsettia Fires. The following year, FY 2014-15, expenditures remained relatively flat. The FY 2015-16 budget reflected an 8.1% increase in expenditures due primarily to increased personnel costs, and the FY 2016-17 expenditures included \$25.3 million in one-time costs (\$10.5 million for a transfer to the Capital Improvement Program for Fire Station No. 2 replacement, and \$14.8 million to pay of the golf course construction bonds).

The expenditures for FY 2017-18 reflect a substantial decrease due to the one-time costs reflected in FY 2016-17 for the defeasance of the golf course bonds of \$14.8 million and the transfer of \$10.5 million to the General Capital Construction Fund for the reconstruction of Fire Station No. 2. These cost reductions were partially offset by an additional one-time payment to CalPERS to address the city's unfunded pension liability, the addition of nine staff members, additional legal and expert costs associated with the county airport expansion and the Safety Training Center lawsuit, higher personnel costs due to normal salary and benefit increases, higher mutual aid costs, and the filling of prior year vacancies.

History of General Fund Expenditures



Note: The spike in FY 2016-17 reflects a one-time payment to pay off the golf course construction bonds and a transfer to the General Capital Construction Fund for replacement of Fire Station No. 2.

Summary

The Operating Budget for FY 2019-20 provides a balanced General Fund budget for the coming fiscal year with General Fund revenue estimates exceeding General Fund budgeted expenditures by \$3.4 million. This projected surplus will be added to city reserves to be used in accordance with the city's reserve policy as described in the Financial Management Policies section of this document.

General Fund FY 2019-20 Revenue Estimates	\$170.5 million
General Fund FY 2019-20 Adopted Expenditures	<u>\$167.1 million</u>
Projected Surplus for FY 2019-20	\$3.4 million

Carlsbad continues to benefit from a strong and diverse economic base, and has maintained financial policies that continue to protect the city from the fluctuations 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 to the community.

Changes in Other Funds

Special Revenue funds, at \$14.9 million, show a \$2 million or 15.8% increase when compared to FY 2018-19. The most significant increase is in affordable housing which has an increase of \$800,000. Two new full-time positions were added to this fund to aid in affordable housing and homeless response programs. The homeless response program funding was also added as an on-going budget in FY 2019-20.

Increases were also seen in the federal rental assistance program, which anticipates a \$640,000 increase in housing assistance payments over the current year and the senior donation program with a \$135,000 increase in program spending for senior center supplies and activities when compared to the prior year.

Enterprise funds total \$87.5 million, an increase of \$8.4 million, or 10.6%, over the FY 2018-19 adopted budget. The increase is predominantly driven by increased depreciation replacement transfers to fund the enterprise's new comprehensive asset management program and SCADA program. The asset management program will provide proactive rehabilitation and maintenance for the enterprise's \$2 billion in assets. The SCADA program, which includes the addition of one new full-time position will modernize the enterprises' monitoring and operations technology helping ensure the protection of human health, property, and the environment while also helping maintain affordable rates for consumers. Two new full-time positions were also added for the upcoming fiscal year, one for the solid waste program and one for the storm water program.

The **Internal Service** funds total \$26.1 million, with an overall decrease of \$1.5 million, or 1.5% percent, over FY 2018-19. Four new full-time positions were added, three for Information Technology and one in the Fleet Management division. These new additions are offset by the budget reduction seen in the Self-Insured Benefit Fund, which was the result of the city moving away from self-insurance to set premiums for employee dental benefits.

The budget for the **Successor Agency Housing** Trust Fund has remained the same at \$1.5 million. The Recognized Obligation Payments Schedule (ROPS) identifies financial commitments of the former Redevelopment Agency, including the remaining scheduled debt service payments on the Redevelopment Agency bond issue, the outstanding loan from the city's General Fund and minor allowable administrative costs. These obligations are to be paid from semi-annual property tax increment revenue received by the Successor Agency.



PERSONNEL ALLOCATIONS

	Adopted Budget 2017-18	Adopted Budget 2018-19*	Added Positions 2019-20	Total Adopted Budget 2019-20
City Attorney	7.00	7.00	1.00	8.00
City Clerk & Records Management	6.00	7.00	0.00	7.00
City Council	1.00	2.00	0.00	2.00
City Manager	8.00	9.00	3.00	12.00
City Treasurer	0.75	0.75	0.25	1.00
Communications	5.00	7.00	0.00	7.00
Community & Economic Development	61.75	62.75	5.00	67.75
Finance & Risk Management	32.00	32.00	1.00	33.00
Fire	90.00	92.00	5.75	97.75
Human Resources & Workers Comp	11.00	11.00	3.00	14.00
Information Technology**	27.00	32.00	3.00	35.00
Library & Cultural Arts	51.50	50.50	2.00	52.50
Parks & Recreation	57.00	55.00	0.00	55.00
Police**	170.00	170.00	11.00	181.00
Public Works - Administration	12.30	7.40	0.20	7.60
Public Works - Environmental Management	16.45	16.35	1.85	18.20
Public Works - General Services	45.25	46.25	1.60	47.85
Public Works - Transportation	32.00	35.00	2.00	37.00
Public Works - Utilities	59.00	61.75	0.35	62.10
Total Full-Time Personnel***	693.00	704.75	41.00	745.75
Hourly Full-Time Equivalent Personnel	179.09	185.87	14.10	199.97
Total	872.09	890.62	55.10	945.72

*Includes mid-year council approved changes.

**In FY 2018-19, Police IT was consolidated with city IT, resulting in the transfer of 5.0 FTEs.

***Includes Limited Term.

SCHEDULE OF PROJECTED FUND BALANCES

Fund	Beginning Fund Balance July 1, 2018	Projected Revenues	Projected Expenditures	Advances & Fund Transfers	Projected Ending Fund Balance June 30, 2019
General Fund	\$72,526,169 *	\$167,531,000	\$157,968,101	1,971,000	84,060,068 *
Special Revenue Funds					
Affordable Housing	19,432,033	1,434,000	475,000		20,391,033
Agricultural Mitigation Fee	877,599	16,000	150,000		743,599
Buena Vista Channel Maintenance District	1,384,847	119,000	120,000		1,383,847
Citizen's Option for Public Safety	227,273	190,000	280,000		137,273
Community Activity Grants	1,044,347	14,000	0		1,058,347
Community Development Block Grant	306,183	412,500	690,000		28,683
Cultural Arts Donations	237,042	56,000	60,000		233,042
Flower Fields Grant Program	947,067	18,000	50,000		915,067
Habitat Mitigation Fee	0	20,000	0		20,000
Library and Arts Endowments	252,842	5,000	4,000		253,842
Library Gifts and Bequests	486,515	1,171,000	230,000		1,427,515
Lighting and Landscaping District No. 2	3,329,132	672,500	335,000		3,666,632
Local Cable Infrastructure	662,443	440,000	240,000		862,443
Median Maintenance District	343,253	866,000	778,000		431,253
Parking In Lieu Fee	1,091,030	44,500	46,000		1,089,530
Police Asset Forfeiture	158,568	43,000	45,000		156,568
Public Safety Grants	0	651,000	630,000		21,000
Recreation Donations	272,648	68,500	65,000		276,148
Rental Assistance	8,605	7,575,000	7,450,000		133,605
Senior Donations	289,469	146,000	110,000		325,469
Street Lighting Maintenance District	2,187,293	929,000	575,000		2,541,293
Street Tree Maintenance District	62,184	745,000	665,000		142,184
Total Special Revenue Funds	33,600,373	15,636,000	12,998,000	0	36,238,373
Enterprise Funds					
Water Operations	25,322,431	46,874,000	44,430,000		27,766,431
Recycled Water Operations	9,641,806	9,495,000	7,420,000		11,716,806
Wastewater Operations	9,607,755	14,534,000	11,360,000		12,781,755
Solid Waste Management	14,298,050	4,131,000	2,075,000		16,354,050
Golf Course	2,300,573	7,751,300	7,840,000		2,211,873
Total Enterprise Funds	61,170,615	82,785,300	73,125,000	0	70,830,915
Internal Service Funds					
Workers' Compensation	2,383,278	4,954,000	4,575,000		2,762,278
Risk Management	1,535,286	2,171,000	1,830,000		1,876,286
Self-Insured Benefits	1,909,638	373,000	380,000		1,902,638
Vehicle Maintenance	654,715	2,747,000	2,430,000		971,715
Vehicle Replacement	17,156,762	2,652,000	3,450,000		16,358,762
Information Technology	7,221,892	11,288,600	13,740,000		4,770,492
Total Internal Service Funds	30,861,571	24,185,600	26,405,000	0	28,642,171
Successor Agency Housing Trust Fund	1,211,955	3,512,000	1,415,000	(1,971,000)	1,337,955
Total Operating Funds	\$199,370,683	\$293,649,900	\$271,911,101	0	221,109,482

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

SCHEDULE OF PROJECTED FUND BALANCES

Fund	Beginning Fund Balance June 30, 2019	Estimated Revenues	Adopted Budget	Advances & Fund Transfers	Projected Ending Fund Balance June 30, 2020
General Fund	\$84,060,068 *	\$170,548,841	\$167,147,743	2,098,000	89,559,166
Special Revenue Funds					
Affordable Housing	20,391,033	763,000	1,128,778		20,025,255
Agricultural Mitigation Fee	743,599	15,000	0		758,599
Buena Vista Channel Maintenance District	1,383,847	115,000	194,882		1,303,965
Citizen's Option for Public Safety	137,273	182,000	268,428		50,845
Community Activity Grants	1,058,347	0	10,000		1,048,347
Community Development Block Grant	28,683	501,500	632,895		(102,712)
Cultural Arts Donations	233,042	54,000	70,200		216,842
Flower Fields Grant Program	915,067	17,000	50,000		882,067
Habitat Mitigation Fee	20,000	10,000	0		30,000
Library and Arts Endowments	253,842	5,000	4,000		254,842
Library Gifts and Bequests	1,427,515	280,000	327,277		1,380,238
Lighting and Landscaping District No. 2	3,666,632	672,500	354,378		3,984,754
Local Cable Infrastructure	862,443	322,000	373,000		811,443
Median Maintenance District	431,253	772,000	1,206,305		(3,052)
Parking In Lieu Fee	1,089,530	22,000	50,000		1,061,530
Police Asset Forfeiture	156,568	43,500	94,000		106,068
Public Safety Grants	21,000	0	0		21,000
Recreation Donations	276,148	68,000	112,000		232,148
Rental Assistance	133,605	7,800,000	7,755,564		178,041
Senior Donations	325,469	29,000	205,500		148,969
Street Lighting Maintenance District	2,541,293	915,000	1,038,120		2,418,173
Street Tree Maintenance District	142,184	1,010,000	864,537		287,647
Total Special Revenue Funds	36,238,373	13,596,500	14,739,864		35,095,009
Enterprise Funds					
Water Operations	27,766,431	45,301,210	47,213,561		25,854,080
Recycled Water Operations	11,716,806	8,329,000	10,127,818		9,917,988
Wastewater Operations	12,781,755	14,162,600	17,138,213		9,806,142
Solid Waste Management	16,354,050	4,109,000	4,820,871		15,642,179
Golf Course	2,211,873	7,911,965	8,227,596		1,896,242
Total Enterprise Funds	70,830,915	79,813,775	87,528,059		63,116,631
Internal Service Funds					
Workers' Compensation	2,762,278	3,671,030	3,651,419		2,781,889
Risk Management	1,876,286	2,255,720	2,519,958		1,612,048
Self-Insured Benefits	1,902,638	0	86,000		1,816,638
Vehicle Maintenance	971,715	2,995,200	3,171,081		795,834
Vehicle Replacement	16,358,762	2,756,427	4,107,783		15,007,406
Information Technology	4,770,492	13,148,032	12,549,759		5,368,765
Total Internal Service Funds	\$28,642,171	\$24,826,409	\$26,086,000		27,382,580
Successor Agency Housing Trust Fund	\$1,337,955	\$3,009,000	\$1,546,792	(2,098,000)	702,163
Total Operating Funds	\$221,109,482	\$291,794,525	\$297,048,458	0	215,855,549

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

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2017-18 Actuals	2018-19 Estimated Revenue	2019-20 Estimated Revenue	Change as % of 18-19 Estimated	Difference 2018-19 to 2019-20
General Fund					
Taxes					
Property Tax	\$64,749,965	\$68,343,000	\$70,964,000	3.8%	\$2,621,000
Sales Tax	34,972,085	36,009,000	37,316,000	3.6%	1,307,000
Transient Occupancy Tax	24,233,537	27,571,000	28,547,000	3.5%	976,000
Franchise Tax	5,812,543	6,066,000	5,638,000	-7.1%	(428,000)
Business License Tax	5,025,692	4,500,000	4,612,000	2.5%	112,000
Transfer Tax	1,463,149	1,157,000	1,180,000	2.0%	23,000
Total Taxes	136,256,971	143,646,000	148,257,000	3.2%	4,611,000
Intergovernmental					
Homeowners Exemption	344,611	345,000	345,000	0.0%	-
Other Intergovernmental	962,782	1,257,000	572,000	-54.5%	(685,000)
Total Intergovernmental	1,307,393	1,602,000	917,000	-42.8%	(685,000)
Licenses and Permits					
Building Permits	2,035,681	1,501,000	428,000	-71.5%	(1,073,000)
Other Licenses and Permits	963,497	800,000	796,000	-0.5%	(4,000)
Total Licenses And Permits	2,999,178	2,301,000	1,224,000	-46.8%	(1,077,000)
Charges for Services					
Planning Fees	809,153	700,000	541,000	-22.7%	(159,000)
Building Department Fees	1,189,359	999,000	820,000	-17.9%	(179,000)
Engineering Fees	1,207,113	500,000	610,000	22.0%	110,000
Ambulance Fees	2,410,454	2,300,000	2,308,000	0.4%	8,000
Recreation Fees	3,035,474	3,050,000	3,140,000	3.0%	90,000
Other Charges or Fees	1,380,838	1,075,000	814,000	-24.3%	(261,000)
Total Charges For Services	10,032,391	8,624,000	8,233,000	-4.5%	(391,000)
Fines and Forfeitures	671,642	500,000	689,000	37.8%	189,000
Income from Investments and Property	3,005,954	5,501,000	5,529,000	0.5%	28,000
Interdepartmental Charges	3,159,561	4,347,000	4,749,841	9.3%	402,841
Other Revenue Sources	1,550,527	1,010,000	950,000	-5.9%	(60,000)
Total General Fund	\$158,983,617	\$167,531,000	\$170,548,841	1.8%	\$3,017,841

* Interest is calculated on an amortized cost basis.

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2017-18 Actuals	2018-19 Estimated Revenue	2019-20 Estimated Revenue	Change as % of 18-19 Estimated	Difference 2018-19 to 2019-20
Special Revenue Funds					
Affordable Housing					
Affordable Housing Fees	\$957,385	\$554,000	\$50,000	-91.0%	(\$504,000)
Property Tax	484,398	490,000	308,000	-37.1%	(182,000)
Interest Income	277,526	350,000	365,000	4.3%	15,000
Other Revenue	307,762	40,000	40,000	0.0%	0
Total Affordable Housing	2,027,071	1,434,000	763,000	-46.8%	(671,000)
Agricultural Mitigation Fee					
Agricultural Mitigation Fees	-	-	-	0.0%	-
Interest Income	6,572	16,000	15,000	-6.3%	(1,000)
Total Agricultural Mitigation Fee	6,572	16,000	15,000	-6.3%	(1,000)
Buena Vista Channel Maintenance					
Assessment Fees	154,937	100,000	100,000	0.0%	-
Interest Income	4,103	19,000	15,000	-21.1%	(4,000)
Total Buena Vista Channel Maintenance	159,040	119,000	115,000	-3.4%	(4,000)
Citizen's Option for Public Safety					
State Funding (AB3229)	242,552	186,000	175,000	-5.9%	(11,000)
Interest Income	1,507	4,000	7,000	75.0%	3,000
Total Citizen'S Option For Public Safety	244,059	190,000	182,000	-4.2%	(8,000)
Community Activity Grants					
Interest Income	3,763	14,000	-	-100.0%	(14,000)
Total Community Activity Grants	3,763	14,000	0	-100.0%	(14,000)
Community Development Block Grant					
Federal Grant	48,393	250,000	500,000	100.0%	250,000
Interest Income	21,600	2,500	1,500	-40.0%	(1,000)
Other Revenue	155,143	160,000	-	-100.0%	(160,000)
Total Community Dev. Block Grant	225,136	412,500	501,500	21.6%	89,000
Cultural Arts Donations					
Donations	45,025	48,000	48,000	0.0%	-
Interest Income	769	5,000	3,000	-40.0%	(2,000)
Other Revenue	3,205	3,000	3,000	0.0%	-
Total Cultural Arts Donations	48,999	56,000	54,000	-3.6%	(2,000)
Flower Fields Grant Program					
Interest Income	3,409	18,000	17,000	-5.6%	(1,000)
Total Flower Fields Grant Program	3,409	18,000	17,000	-5.6%	(1,000)
Habitat Mitigation Fee					
Mitigation Fees	96,956	20,000	10,000	-50.0%	(10,000)
Interest Income	(668)	-	-	0.0%	-
Total Habitat Mitigation Fee	96,288	20,000	10,000	-50.0%	(10,000)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2017-18 Actuals	2018-19 Estimated Revenue	2019-20 Estimated Revenue	Change as % of 18-19 Estimated	Difference 2018-19 to 2019-20
Special Revenue Funds - Continued					
Library And Arts Endowment Fund					
Interest Income	960	5,000	5,000	0.0%	-
Total Library And Arts Endowment Fund	960	5,000	5,000	0.0%	0
Library Gifts/Bequests					
Gifts and Bequests	205,785	1,150,000	253,000	-78.0%	(897,000)
Interest Income	1,086	21,000	27,000	28.6%	6,000
Other Revenue	-	-	-	0.0%	-
Total Library Gifts/Bequests	206,871	1,171,000	280,000	-76.1%	(891,000)
Lighting And Landscaping District No. #2					
Assessment Fees	584,117	629,000	629,000	0.0%	-
Interest Income	7,408	43,500	43,500	0.0%	-
Other Revenue	-	-	-	0.0%	-
Total Lighting And Landscaping Dist. No. #2	591,525	672,500	672,500	0.0%	0
Local Cable Infrastructure Fund					
Cable Fees	212,296	427,000	308,000	-27.9%	(119,000)
Interest Income	1,791	13,000	14,000	7.7%	1,000
Total Local Cable Infrastructure Fund	214,087	440,000	322,000	-26.8%	(118,000)
Median Maintenance					
Assessment Fees	357,178	362,000	362,000	0.0%	-
Other	663,525	504,000	410,000	-18.7%	(94,000)
Total Median Maintenance	1,020,703	866,000	772,000	-10.9%	(94,000)
Parking In Lieu					
Parking In Lieu Fees	359,680	22,500	-	-100.0%	(22,500)
Interest Income	(1,376)	22,000	22,000	0.0%	-
Total Parking In Lieu	358,304	44,500	22,000	-50.6%	(22,500)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2017-18 Actuals	2018-19 Estimated Revenue	2019-20 Estimated Revenue	Change as % of 18-19 Estimated	Difference 2018-19 to 2019-20
Special Revenue Funds - Continued					
Police Asset Forfeiture					
Asset Forfeitures	\$7,364	\$40,000	\$42,000	5.0%	\$2,000
Interest Income	1,629	3,000	1,500	-50.0%	(1,500)
Total Police Asset Forfeiture	8,993	43,000	43,500	1.2%	500
Public Safety Grants					
Federal Grant	116,138	651,000	-	-100.0%	(651,000)
Total Police Grants	116,138	651,000	0	-100.0%	(651,000)
Recreation Donations					
Donations	70,630	63,000	63,000	0.0%	-
Interest Income	1,516	5,500	5,000	-9.1%	(500)
Total Recreation Donations	72,146	68,500	68,000	-0.7%	(500)
Rental Assistance					
Federal Grant	6,693,289	7,440,000	7,680,000	3.2%	240,000
Other Revenue	104,393	135,000	120,000	-11.1%	(15,000)
Total Rental Assistance	6,797,682	7,575,000	7,800,000	3.0%	225,000
Senior Donations					
Donations	10,442	130,000	10,000	-92.3%	(120,000)
Interest Income	1,295	6,000	6,000	0.0%	-
Other Revenue	12,886	10,000	13,000	30.0%	3,000
Total Senior Donations	24,623	146,000	29,000	-80.1%	(117,000)
Street Lighting					
Assessment Fees	734,928	742,000	742,000	0.0%	-
Other Revenue	169,043	157,000	145,000	-7.6%	(12,000)
Interest Income	4,833	30,000	28,000	-6.7%	(2,000)
Total Street Lighting	908,804	929,000	915,000	-1.5%	(14,000)
Street Tree Maintenance					
Assessment Fees	467,011	470,000	470,000	0.0%	-
Other Revenue	202,471	275,000	540,000	96.4%	265,000
Total Street Tree Maintenance	669,482	745,000	1,010,000	35.6%	265,000
Total Special Revenue Funds	\$13,804,655	\$15,636,000	\$13,596,500	-13.0%	(\$2,039,500)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2017-18 Actuals	2018-19 Estimated Revenue	2019-20 Estimated Revenue	Change as % of 18-19 Estimated	Difference 2018-19 to 2019-20
Enterprise Funds					
Water Operations					
Water Sales	\$29,391,329	\$30,165,000	\$28,307,000	-6.2%	(\$1,858,000)
Ready-to-Serve charge	11,805,980	12,033,000	11,900,000	-1.1%	(133,000)
Property Tax	3,719,829	3,111,000	3,457,700	11.1%	346,700
New Account Charges	137,260	120,000	135,200	12.7%	15,200
Back-Flow Program Fees	155,874	144,000	15,410	-89.3%	(128,590)
Penalty Fees	299,229	296,000	284,100	-4.0%	(11,900)
Interest Income	84,932	570,000	403,700	-29.2%	(166,300)
Engineering Overhead	118,238	36,000	108,200	200.6%	72,200
Service Connection Fees	119,881	64,000	103,100	61.1%	39,100
Other Revenue	403,495	335,000	586,800	75.2%	251,800
Total Water Operations	46,236,047	46,874,000	45,301,210	-3.4%	(1,572,790)
Recycled Water Operations					
Water Sales	7,083,738	6,970,000	6,677,200	-4.2%	(292,800)
Ready-to-Serve charge	1,109,622	1,150,000	1,113,300	-3.2%	(36,700)
Recycled Water Credits	1,273,980	800,000	150,000	-81.3%	(650,000)
Interest Income	22,489	110,000	27,200	-75.3%	(82,800)
Other Revenue	384,243	465,000	361,300	-22.3%	(103,700)
Total Recycled Water Operations	9,874,072	9,495,000	8,329,000	-12.3%	(1,166,000)
Wastewater Operations					
Service Charges	13,767,502	14,100,000	13,728,000	-2.6%	(372,000)
Misc. Sewer	27,466	28,000	29,100	3.9%	1,100
Engineering Overhead	91,024	27,000	83,400	208.9%	56,400
Penalty Fees	90,316	85,000	87,800	3.3%	2,800
Interest Income	21,458	220,000	159,500	-27.5%	(60,500)
Other Revenue	63,268	74,000	74,800	1.1%	800
Total Wastewater Operations	14,061,034	14,534,000	14,162,600	-2.6%	(371,400)
Solid Waste Management					
Recycling Fees (AB939)	363,676	368,000	370,000	0.5%	2,000
Penalty Fees	56,815	59,000	62,000	5.1%	3,000
Trash Surcharge	3,006,592	2,989,000	3,000,000	0.4%	11,000
Interest Income	50,351	283,000	276,000	-2.5%	(7,000)
Other Revenue	373,459	432,000	401,000	-7.2%	(31,000)
Total Solid Waste Management	3,850,893	4,131,000	4,109,000	-0.5%	(22,000)
Golf Course Operations					
Charges for Services	7,989,269	7,750,000	7,911,365	2.1%	161,365
Interest Income	4,514	200	600	200.0%	400
Other Revenue	29,539	1,100	-	-100.0%	(1,100)
Total Golf Course Operations	8,023,322	7,751,300	7,911,965	2.1%	160,665
Total Enterprise Funds	\$82,045,368	\$82,785,300	\$79,813,775	-3.6%	(\$2,971,525)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2017-18 Actuals	2018-19 Estimated Revenue	2019-20 Estimated Revenue	Change as % of 18-19 Estimated	Difference 2018-19 to 2019-20
Internal Service Funds					
Workers' Compensation					
Interdepartmental Charges	\$2,731,260	\$3,004,000	\$3,455,030	15.0%	\$451,030
Interest Income	38,340	230,000	216,000	-6.1%	(14,000)
Other Revenue	1,575,081	1,720,000	-	-100.0%	(1,720,000)
Total Workers' Compensation	4,344,681	4,954,000	3,671,030	-25.9%	(1,282,970)
Risk Management					
Interdepartmental Charges	1,991,540	2,091,000	2,195,720	5.0%	104,720
Interest Income	15,877	55,000	60,000	9.1%	5,000
Other Revenue	35,655	25,000	-	-100.0%	(25,000)
Total Risk Management	2,043,072	2,171,000	2,255,720	3.9%	84,720
Self-Insured Benefits					
Interdepartmental Charges	717,032	298,000	-	-100.0%	(298,000)
Other Revenue	146,394	75,000	-	-100.0%	(75,000)
Total Self-Insured Benefits	863,426	373,000	0	-100.0%	(373,000)
Vehicle Maintenance					
Interdepartmental Charges	2,688,084	2,668,000	2,953,200	10.7%	285,200
Interest Income	1,086	14,000	14,000	0.0%	-
Other Revenue	40,209	65,000	28,000	-56.9%	(37,000)
Total Vehicle Maintenance	2,729,379	2,747,000	2,995,200	9.0%	248,200
Vehicle Replacement					
Interdepartmental Charges	2,047,109	2,272,000	2,366,427	4.2%	94,427
Interest Income	70,371	350,000	300,000	-14.3%	(50,000)
Other Revenue	525,518	30,000	90,000	200.0%	60,000
Total Vehicle Replacement	2,642,998	2,652,000	2,756,427	3.9%	104,427
Information Technology					
Interdepartmental Charges	8,919,400	11,126,000	13,048,032	17.3%	1,922,032
Interest Income	25,158	130,000	100,000	-23.1%	(30,000)
Other Revenue	-	32,600	-	-100.0%	(32,600)
Total Information Technology	8,944,558	11,288,600	13,148,032	16.5%	1,859,432
Total Internal Service Funds	\$21,568,114	\$24,185,600	\$24,826,409	2.7%	\$640,809
Trust Funds					
Successor Agency Housing Fund					
Property Tax Increment	3,589,291	3,500,000	3,000,000	-14.3%	(500,000)
Interest Income	15,011	12,000	9,000	-25.0%	(3,000)
Total Successor Agency Housing Fund	3,604,302	3,512,000	3,009,000	-14.3%	(503,000)
Total Trust Funds	\$3,604,302	\$3,512,000	\$3,009,000	-14.3%	(\$503,000)
Total Operating Funds	\$280,006,056	\$293,649,900	\$291,794,525	-0.6%	(\$1,855,375)

SCHEDULE OF BUDGET EXPENDITURES

Department	2016-17 Actuals	2017-18 Actuals	2018-19 Estimated Expenditures	2018-19 Budget	2019-20 Budget	% Incr / (Decr) 18-19 Budget to 19-20 Budget
General Fund						
Policy And Leadership Group						
City Council	\$416,688	\$414,273	475,000	\$484,436	\$608,117	25.5%
City Attorney	1,541,716	1,645,117	1,773,000	1,799,072	1,930,232	7.3%
City Manager	1,963,818	2,345,020	2,725,000	2,884,933	3,350,555	16.1%
City Treasurer	203,614	236,335	250,000	226,804	249,496	10.0%
Community Outreach And Engagement	1,491,473	1,511,292	1,868,000	1,448,034	1,675,553	15.7%
Total Policy And Leadership Group	5,617,309	6,152,037	7,091,000	6,843,279	7,813,953	14.2%
Administrative Services						
Finance	4,215,040	4,075,310	6,425,000	5,815,571	6,099,607	4.9%
Human Resources	2,956,469	3,174,602	4,375,000	4,220,912	5,043,384	19.5%
Total Administrative Services	7,171,509	7,249,912	10,800,000	10,036,483	11,142,991	11.0%
Community Services						
City Clerk Services	941,016	886,743	980,000	1,155,991	1,336,532	15.6%
Community And Economic Development	9,538,140	9,306,882	9,730,000	9,806,140	10,041,792	2.4%
Housing And Neighborhood Services	1,021,746	1,271,980	1,880,000	1,458,903	2,056,973	41.0%
Library And Cultural Arts	12,525,663	11,990,021	13,180,000	12,998,338	13,743,851	5.7%
Parks And Recreation	15,192,708	16,028,770	18,112,000	18,160,929	18,890,152	4.0%
Total Community Services	39,219,273	39,484,396	43,882,000	43,580,301	46,069,300	5.7%
Public Safety						
Fire	23,247,660	22,736,339	23,850,000	23,285,123	25,724,746	10.5%
Police	33,729,286	35,310,020	39,400,000	36,938,455	42,017,261	13.7%
Total Public Safety	56,976,946	58,046,359	63,250,000	60,223,578	67,742,007	12.5%
Public Works						
Public Works Administration	1,837,702	1,569,375	1,833,000	1,822,723	2,067,458	13.4%
Environmental Management	459,659	585,802	639,000	776,876	772,217	-0.6%
General Services	7,779,659	7,446,509	7,650,000	8,766,722	8,876,736	1.3%
Transportation	5,941,560	6,283,209	7,187,000	7,493,933	7,945,081	6.0%
Total Public Works	16,018,580	15,884,895	17,309,000	18,860,254	19,661,492	4.2%
Miscellaneous Non-Departmental Expenditures						
Community Contributions	23,365	13,666	10,000	0	0	-
Dues & Subscriptions	50,012	50,848	52,000	55,000	55,000	0.0%
Legal Services	305,473	717,087	995,000	500,000	750,000	50.0%
Professional Services	113,864	143,077	26,000	38,000	40,000	5.3%
Other Miscellaneous Expenditures	1,636,457	163,807	550,000	0	0	-
Personnel Related	150,735	140,607	150,000	220,000	175,000	-20.5%
Property Tax & Other Administration	638,325	639,319	650,000	780,000	725,000	-7.1%
Total Expenditures	2,918,231	1,868,411	2,433,000	1,593,000	1,745,000	9.5%

SCHEDULE OF BUDGET EXPENDITURES

Department	2016-17 Actuals	2017-18 Actuals	2018-19 Estimated Expenditures	2018-19 Budget	2019-20 Budget	% Incr / (Decr) 18-19 Budget to 19-20 Budget
General Fund - Continued						
Transfers						
Transfer to Infrastructure Replacement Fund	9,460,000	9,970,000	10,681,000	10,681,000	5,111,500	-52.1%
Transfer to General Capital Construction Fund	0	0	0	0	5,111,500	-
Transfer To LLD#1 (Medians & Trees)	500,000	850,000	775,000	775,000	950,000	22.6%
Transfer To Storm Water Program	255,862	218,511	247,101	247,101	300,000	21.4%
Other Miscellaneous Transfers	1,697,000	1,858,216	1,500,000	1,500,000	0	-100.0%
Total Transfers	11,912,862	12,896,727	13,203,101	13,203,101	11,473,000	-13.1%
Total Miscellaneous Non-Departmental	14,831,093	14,765,138	15,636,101	14,796,101	13,218,000	-10.7%
Subtotal General Fund	139,834,710	141,582,737	157,968,101	154,339,996	165,647,743	7.3%
Contingencies	-	-	-	1,500,000	1,500,000	0.0%
Total General Fund	139,834,710	141,582,737	157,968,101	155,839,996	167,147,743	7.3%
Special Revenue Funds						
Affordable Housing	\$552,586	\$393,438	\$475,000	\$510,989	\$1,128,778	120.9%
Agricultural Mitigation Fee	140,130	275,834	150,000	0	0	-
Buena Vista Channel Maintenance	97,054	102,839	120,000	194,882	194,882	0.0%
Citizen's Option For Public Safety	195,934	322,045	280,000	256,732	268,428	4.6%
Community Activity Grants	5,642	0	0	10,000	10,000	0.0%
Community Development Block Grant	750,523	132,519	690,000	516,899	632,895	22.4%
Cultural Arts Donations	26,794	49,182	60,000	54,150	70,200	29.6%
Flower Fields Grant Program	16,678	0	50,000	0	50,000	-
Habitat Mitigation Fee	5,161	4,356	0	0	0	-
Library And Arts Endowment Fund	5,179	5,955	4,000	4,000	4,000	0.0%
Library Gifts/Bequests	309,353	132,290	230,000	249,765	327,277	31.0%
Lighting And Landscaping District No. 2	219,003	253,297	335,000	338,544	354,378	4.7%
Local Cable Infrastructure Fund	341,557	166,285	240,000	364,780	373,000	2.3%
Median Maintenance	803,302	981,749	778,000	1,191,179	1,206,305	1.3%
Parking In Lieu	43,871	43,262	46,000	45,000	50,000	11.1%
Police Asset Forfeiture	113,086	92,205	45,000	88,600	94,000	6.1%
Police Grants	107,622	113,278	630,000	0	0	-
Recreation Donations	89,347	89,871	65,000	133,600	112,000	-16.2%
Rental Assistance	6,877,237	7,216,263	7,450,000	7,113,824	7,755,564	9.0%
Senior Donations	35,965	52,004	110,000	71,200	205,500	188.6%
Street Lighting	590,509	566,517	575,000	1,015,827	1,038,120	2.2%
Street Tree Maintenance	602,422	665,323	665,000	713,073	864,537	21.2%
Total Special Revenue Funds	11,928,955	11,658,512	12,998,000	12,873,044	14,739,864	14.5%

SCHEDULE OF BUDGET EXPENDITURES

Department	2016-17 Actuals	2017-18 Actuals	2018-19 Estimated Expenditures	2018-19 Budget	2019-20 Budget	% Incr / (Decr) 18-19 Budget to 19-20 Budget
Enterprise Funds						
Water Operations	\$40,158,331	\$44,087,903	\$44,430,000	\$44,221,643	\$47,213,561	6.8%
Recycled Water Operations	7,714,021	8,732,260	7,420,000	9,076,679	10,127,818	11.6%
Wastewater Operations	12,541,653	13,224,657	11,360,000	13,840,192	17,138,213	23.8%
Solid Waste Management	3,136,338	3,318,047	2,075,000	4,150,540	4,820,871	16.2%
Golf Course Operations	8,568,408	7,322,249	7,840,000	7,840,063	8,227,596	4.9%
Total Enterprise Funds	72,118,751	76,685,116	73,125,000	79,129,117	87,528,059	10.6%
Internal Service Funds						
Workers' Compensation	\$1,672,937	\$4,291,779	\$4,575,000	\$3,990,371	\$3,651,419	-8.5%
Risk Management	3,890,722	2,041,118	1,830,000	2,374,996	2,519,958	6.1%
Self-Insured Benefits	865,620	746,570	380,000	925,000	86,000	-90.7%
Vehicle Maintenance	2,535,728	2,605,205	2,430,000	2,761,138	3,171,081	14.8%
Vehicle Replacement	1,312,500	3,201,201	3,450,000	4,181,662	4,107,783	-1.8%
Information Technology	8,652,541	8,769,808	13,740,000	12,514,983	12,549,759	0.3%
Total Internal Service Funds	18,930,048	21,655,681	26,405,000	26,748,150	26,086,000	-2.5%
Trust Funds						
Successor Agency Housing Fund	1,619,655	1,816,779	1,415,000	1,524,557	1,546,792	1.5%
Total Trust Funds	1,619,655	1,816,779	1,415,000	1,524,557	1,546,792	1.5%
Total Operating Funds	244,432,119	253,398,825	271,911,101	276,114,864	297,048,458	7.6%
				General Fund	167,147,743	
				Non GF	129,900,715	
					<u>\$297,048,458</u>	

PUBLIC SAFETY

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

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



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PUBLIC SAFETY SERVICES



KEY CHANGES – PUBLIC SAFETY

FIRE PREVENTION

New legislation, SB 1205, requires cities to provide an annual report of various fire inspection activities, including schools, hotels, motels and apartments. In Carlsbad, this includes more 3,500 individual inspection reports be completed. Current staffing levels are insufficient to complete the inspections and the new reporting requirement without greatly reducing resources for inspection of building and remodeling projects in Carlsbad. Such a reallocation of resources would cause delays in the final stages of approved developments as well as a reduction in responsive customer service.

The city's Fire Prevention Division has not had an increase in permanent full time staffing for more than 10 years. Increases in annual inspections, new construction inspections and reporting needs have been handled by hiring part time and temporary staff. Ensuring the safety of existing buildings and the timely inspection of new buildings is an important part of proactive fire prevention.

2 Fire Prevention Specialist II

The addition of two Fire Prevention Specialist II positions will enable the Fire Department to complete required inspections through a coordinated program with dedicated resources, resulting in a more efficient implementation and better consistency in operations. Without these positions, resources would have to be reallocated from vital fire department activities or inspection of new construction leading to a reduced level of service overall.

Fire Prevention Specialist

Carlsbad's ample natural open space presents hazards that must be managed to ensure public safety. The Hazard Reduction Program is currently managed by a part-time employee. Due to increased needs over the past five years, this level of effort is no longer adequate to meet the demand for the city's weed abatement program, fuel modification review and inspection program, and responding to resident complaints related to vegetation, open burning and general fire code complaints.

Senior Office Specialist

The Senior Office Specialist in Fire Prevention will provide administrative support to the new construction and annual inspection divisions, scheduling individual inspections and coordinating the required reporting documentation. Working with the Finance Department, this position will also assist with cost recovery fee programs. This position will also manage the digitization of historical and current plans and records.

SAFETY TRAINING

Ensuring personnel receive the very best training and preparation available has long been a focus of the Carlsbad Fire Department. Training needs are significant, with over than 7,000 hours of training completed in the first quarter of 2019 alone. Managing an effective and efficient training program requires ongoing planning and coordination. This role has been handled by a part time employee for the past two years, and the workload is now exceeding this capacity.

Fire Captain Specialist

This position will play a role in supporting, managing, and coordination within the Training Division. They will support training, battalion chiefs, EMS, public education, and paramedic students. They will manage the training calendar, regional training plans, Target Solutions, and state mandated training requirements. Lastly, they will coordinate conferences and travel, and reimbursement programs (Fire 98, UASI, and CalJAC). The addition of a fire training captain will also alleviate some of the work that is currently completed either on overtime or while on-duty (taking units out of service). This includes acting as an instructor for the New Hire Academy, as well as other assignments line personnel perform. They would also add a level of depth to training conducted at the Safety Training Center, where a certified instructor and safety officer are required when following NFPA 1403.

BUSINESS SYSTEMS AND TECHNOLOGY

Modern Fire Departments are increasingly moving from a reactive to a predictive state, thanks to advances in technology and data systems. Just as other city operating departments have added staff with expertise in business systems, the Fire Department is need of a professional to manage current and future work in this area. The Fire Department currently has over 37 applications or device platforms and more than a dozen applications used in the city's Emergency Operations Center that need to be managed on an ongoing basis. Additionally, there is emerging technology that could allow for more dynamic deployment of resources and better analysis of department response needs. Traditionally, staffing and response time analysis is done on a historic basis with the assistance of a consultant often costing \$100,000 or more. The department is exploring new technology that could provide more real-time analytics based on type and location of call that would allow for on-going needs analysis and a more targeted approach to protecting public safety. This will require in house technical expertise and working cross-departmentally

Business Systems Specialist

This new position will collect, analyze and communicate data across multiple platforms to fire management to aid in decision making. This position will also assist in the deployment of current, new and emerging technologies, coordinate maintenance, and provide user technical support. Lastly, the Business Systems Specialist will act as a liaison between inter-department and outside agencies (IT, North County Dispatch JPA, County of San Diego, regional technology partnership, and emergency alerting technologies).

LIFEGUARD PROGRAM

On October 23, 2018 the City Council directed the fire department staff to implement an on-going program to provide lifeguard services on the stretch of beach from Oak Avenue to the city's northern border with Oceanside. Unlike the beach to the south, this area is not managed by the California State Parks. Funding for communications, rescue equipment, uniforms and various associated costs with the program has been included in this budget. This program is important to providing for the safety of residents and visitors who visit this stretch of coastline.

INCREASED PATROL OFFICERS

To meet the city's growing needs, the Police Department has in recent years made changes to its organizational structure and staffing levels. New technology has enabled the department to redeploy officers to meet new and emerging community needs, and the department's crime analysis program helps ensure patrol priorities are aligned with trends in data. As Carlsbad's population continues to increase – including residents, the daytime workforce and visitors – the Police Department must also increase staff to maintain the high level of service expected by the Carlsbad community.

- Dispatched calls have increased 30 percent since 2006.
- Changes in state law have created additional law enforcement needs that require new resources.

4 Police Officers

The Carlsbad Police Department currently has 1.05 officers per 1,000 residents, which is the second lowest for budgeted officers and third lowest for actual sworn strength. Recent staffing study also shows additional staffing is needed.

Agency	Budgeted	Actual	Vacancies	Population	Budgeted Ratio	Actual Ratio
Carlsbad	120	119	1	113,725	1.06	1.05
Chula Vista	242	235	7	267,917	0.90	0.87
Coronado	45	42	3	24,543	1.83	1.70
El Cajon	124	--	--	102,803	1.21	--
Escondido	161	157	4	151,492	1.06	1.04
La Mesa	69	68	1	60,286	1.14	1.13
National City	86	85	1	61,210	1.40	1.39
Oceanside	225	211	14	176,461	1.28	1.20
San Diego	2,040	1,809	231	1,406,318	1.45	1.29
Sheriffs (all)	1,424	1,365	59	911,394	1.56	1.50
County Average	4,536	4,091*	321*	3,276,149	1.38	1.29*

*excludes El Cajon due to non-participation in survey

The department has effectively managed to meet the community's most critical needs, but response times for other calls for service have steadily increased.

Year	Dispatch	Proactive	Total	Dispatched Calls Per Resident
2014	50,614	40,700	91,314	0.45
2015	53,424	38,637	92,061	0.47
2016	51,759	33,099	84,858	0.46
2017	55,093	35,666	90,759	0.48
2018	60,508	39,054	99,562	0.52

HOMELESS OUTREACH TEAM

The Police Department's Homeless Outreach Team (HOT) plays a critical role in addressing local effects of the regionwide increase in homelessness, as part of the citywide Homeless Response Plan. Currently, two full time officers are assigned to the team, along with a sergeant that splits his time between the HOT team and the Crime Suppression Team. Neighborhood quality of life and public safety were top concerns identified by the public during the budget public input process.

1 Police Sergeant

Currently one sergeant supervises three Crime Suppression Team detectives and two Homeless Outreach Team officers. The detectives focus on crime prevention strategies, often involving dangerous criminals, within Carlsbad and outside the area, who pose a threat to Carlsbad's safety. Adding a dedicated sergeant for the Homeless Outreach Team will result in both teams having full time supervision. It will also enable the Police Department to more effectively coordinate with community partners and other agencies, which is an important part of the city's overall homeless response effort.

2 Police Officers

Additional HOT officers are needed to address increasing transient-related issues in the city and to provide a full seven-day a week coverage by specially trained officers. In 2018, there were approximately 4,500 transient-related calls for service. Homeless Outreach Team officers responded to 1,275, leaving patrol officers to handle the remaining 75 percent.

2018 Homeless-Related Calls for Service

Month	Total Calls	Specialized Response (HOT)
Jan	412	135
Feb	340	99
Mar	417	100
Apr	437	109
May	398	95
Jun	407	106
Jul	480	101
Aug	527	155
Sep	315	62
Oct	384	92
Nov	364	109
Dec	401	112
YEAR TOTAL	4,482	1,275

In 2019, the number of monthly calls continues to be high exceeding the number of calls for most of the months in 2018. If this pace continues, the total number of HOT team calls in 2019 will be nearly double the number of calls in 2018.

2019 Homeless-Related Calls for Service

Month	Total Calls	Specialized Response (HOT)
Jan	360	113
Feb	492	183
Mar	561	175
Apr 1-26	451	114
YTD Total	1,864	585

Proactively providing resources dedicated to homeless response will not only provide specialized expertise but may avoid the diversion of other law enforcement resources.

TRAFFIC SAFETY

Increased enforcement of traffic laws will help improve public safety and reduce concerns about speeding in neighborhoods and school zones. The city has added 11 miles of roadway in recent years. Speeding is the primary factor in collisions, and speed enforcement can reduce the collision rate.

2 Police Officers

With the additional two motor officers, traffic officers will be on duty seven days a week, solely focused on traffic enforcement and responding to concerns.

PUBLIC RECORDS COMPLIANCE AND TRANSPARENCY

Population increases, recent legislative changes and new programs have increased the needs in the Police Records Department, which has not had a staffing increase over the last 20 years. Failure to comply with state and federal records laws, including audits and public records requests, could subject the city to liability and fines, while falling short of the public’s expectation for transparency and customer service.

2 Records Technicians

In addition to handling the increased records workload, the new records technicians will provide customer service assistance from a new detached lobby area currently planned at the Safety Center. This will enable members of the public to more easily obtain records, get their questions answered and conduct other business with the Police Department.

Agency	Number Sworn	Annual Reports	Records Staffing
Carlsbad	120	8,700	5.5
Chula Vista	242	15,500	14.5
La Mesa	69	7,800	8
Oceanside	214	19,000	19
National City	84	7,000	7.5

FIRE DEPARTMENT |

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$11,364,565	\$12,385,583	\$12,210,163	\$13,471,287
Retirement Benefits	3,394,537	3,833,797	3,815,040	4,454,145
Health Insurance	1,141,508	1,261,201	1,328,545	1,541,811
Other Personnel Expenses	766,682	838,595	886,551	1,098,837
Personnel Services Subtotal	16,667,292	18,319,176	18,240,299	20,566,080
Operating Expenses				
Professional & Contract Services	3,139,054	1,221,736	1,692,471	1,665,755
Supplies & Materials	568,250	656,014	697,581	782,831
Repair & Maintenance	57,885	86,456	76,500	85,800
Interdepartmental Charges	2,164,007	2,125,121	2,320,914	2,176,692
Other Operating Expenses	219,334	253,944	257,358	312,308
Capital Outlay	431,838	73,892	0	135,280
Operating Expenses Subtotal	6,580,368	4,417,163	5,044,824	5,158,666
TOTAL EXPENDITURES	\$23,247,660	\$22,736,339	\$23,285,123	\$25,724,746
Full Time Positions	90.00	90.00	92.00	97.75
Hourly/FTE Positions	2.00	2.00	5.50	5.50

Account: 0012210-0012260 Fund: General

ABOUT

The Fire Department is separated into three main bureaus; Emergency Operations, Emergency Preparedness, and Fire Prevention. Each bureau is a vital component to the overall success of the department and follows the direction of prevention, preparation, response, and recovery.

SERVICES

Emergency Operations provides a high level of cooperation with our community and neighboring jurisdictions. The operations bureau is committed to delivering high-quality service in the most effective and efficient manner possible.

- Prevention – seize every opportunity to educate our customers about safety risks and keep an experienced eye on the community to track health and safety issues they face currently, and to predict potential issues they may face in the future.
- Preparation – maintain a constant commitment to train and equip our personnel at the levels needed to keep our firefighters and community safe.
- Response – ensure that the staffing and resources required to respond to emergencies are adequate to perform the task of keeping our community safe, and constantly monitor trends and changes in the community.
- Recovery – assist the community after an emergency and apply lessons learned from past events to better support the community in the future.

Emergency Preparedness coordinates the highest quality of emergency preparedness planning and training for city staff and the Carlsbad community. A focus on cross-department and multi-agency planning for large-scale incidents distinguishes the Emergency Preparedness Division from the day-to-day emergency response planning by other Fire Department divisions.

- Prevention – coordinate and execute the City of Carlsbad’s prevention and mitigation goals, objectives, and actions articulated in the County of San Diego Multi-Jurisdictional Hazard Mitigation Plan.
- Preparation – lead the Carlsbad Emergency Management Administration Team (CEMAT), conduct disaster preparedness training and exercises, and develop and update emergency operations plans to maintain city staff, Community Emergency Response Team (CERT) volunteers, and other community organizations at the optimal state of disaster preparedness.
- Response – maintain the capacity to manage large-scale incident response efforts through the city’s Emergency Operations Center (EOC), and maintain the ability to conduct emergency notifications (AlertSanDiego) and direct emergency care and shelter operations.
- Recovery – maintain a close professional relationship with the San Diego County Unified Disaster Council (UDC) to maximize mutual aid support to city disaster recovery efforts and ensure compliance with state and federal disaster assistance and recovery requirements. This bureau will also coordinate the establishment and operation of a Local Assistance Center (LAC) to assist the Carlsbad community in recovering from a disaster.

Fire Prevention safeguards Carlsbad residents and businesses from unnecessary risk by reducing safety hazards and enforcing state of California and Carlsbad Fire and Life Safety Codes. This bureau also manages the Hazard Reduction Program through the identification and abatement of potential grass and brush fire hazards on unimproved property.

- Prevention – maintain a fire safety public education program to prevent emergencies in homes and businesses and promote fire and life safety behavior. This bureau will also assure buildings in our community meet industry safety standards through the adoption, education, and enforcement of fire and life safety codes.
- Preparation – seek continuing educational opportunities to ensure outstanding customer service, correctly enforce safety codes, keep current with industry changes, and learn new investigative techniques.
- Response – support all emergency responses as directed by the Incident Commander and will assist with the operation of the Fire Department Operations Center and the city’s EOC during large-scale emergencies. This bureau will investigate the origin and cause of fires within our city and report product defects or the possibility of arson to the proper authorities to safeguard our community.
- Recovery – promptly and accurately process an emergency scene after an incident to enable residents and businesses to reoccupy their premises as soon as possible, minimizing the interruption to their daily lives.

RECENT ACCOMPLISHMENTS

- Approval and development of a permanent lifeguard program.
- Development of an annual inspection program for the state mandated inspections of hotels, motels, all public and private schools, and all multi-family dwellings.
- Approval of a multi-jurisdictional Hazard Mitigation Plan.

- Approval of the City of Carlsbad Emergency Operations Plan.
- Executed Wireless Emergency Alert MOU with San Diego County OES.
- Ready Carlsbad Business Alliance Symposiums focusing on Stop-the-Bleed training and Wildfire Preparedness.
- Execution of the multi-jurisdictional Mutual Threat Zone agreement.
- Continue to promote firefighter health and wellness through the installation of Chemical Detox Units at nearly all fire stations.

GOALS | OBJECTIVES | PRIORITIES

- Enhance the Carlsbad Fire Department Inspection Program.
- Full implementation of a permanent lifeguard program.
- Addition of a Regional Medical Director through the North Comm JPA.
- Implementation of a Regional Technical Rescue Program.
- Process improvement for data collection, analysis, and communication.
- Enhancement of department performance measures for internal assessment.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 2.0 full-time Fire Prevention Specialist II positions and associated vehicles.
- The addition of 1.0 full-time Senior Office Specialist.
- The conversion of a 0.50 part-time employee in Fire Prevention to a 0.75 full-time Fire Prevention Specialist.
- The addition of 1.0 full-time Business Systems Specialist.
- The addition of 1.0 full-time Fire Captain Specialist and associated new vehicle.
- The addition of 0.5 full-time equivalent in part-time staff for Fire Prevention.
- The addition of a permanent lifeguard program to service the north beach area.

POLICE DEPARTMENT | SUMMARY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$17,543,852	\$18,086,325	\$18,860,231	\$20,786,831
Retirement Benefits	5,409,341	6,197,678	6,464,096	7,212,014
Health Insurance	1,940,506	2,044,517	2,319,366	2,542,616
Other Personnel Expenses	1,163,278	1,345,541	1,499,086	1,877,306
Personnel Services Subtotal	26,056,977	27,674,061	29,142,779	32,418,767
Operating Expenses				
Professional & Contract Services	1,406,495	1,401,166	1,530,316	1,682,213
Supplies & Materials	829,564	548,559	424,978	481,492
Repair & Maintenance	420,022	521,999	212,140	218,744
Interdepartmental Charges	4,131,844	3,820,578	5,416,170	6,714,251
Other Operating Expenses	690,803	815,848	370,463	493,163
Capital Outlay	610,223	1,055,337	186,941	371,059
Operating Expenses Subtotal	8,088,951	8,163,487	8,141,008	9,960,922
TOTAL EXPENDITURES	\$34,145,928	\$35,837,548	\$37,283,787	\$42,379,689
General Fund	\$33,729,286	\$35,310,020	\$36,938,455	\$42,017,261
Special Revenue Fund	416,642	527,528	345,332	362,428
TOTAL FUNDING	\$34,145,928	\$ 35,837,548	\$ 37,283,787	\$ 42,379,689
Full Time Positions	168.00	170.00	170.00	181.00
Hourly/FTE Positions	2.00	2.00	2.00	2.00

POLICE DEPARTMENT | ADMINISTRATION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$470,446	\$481,424	\$491,190	\$724,970
Retirement Benefits	144,822	149,609	167,712	210,771
Health Insurance	67,972	51,653	52,918	89,207
Other Personnel Expenses	39,000	39,699	45,370	58,691
Personnel Services Subtotal	722,240	722,385	757,190	1,083,639
Operating Expenses				
Professional & Contract Services	683,609	745,423	962,941	990,741
Supplies & Materials	40,676	76,860	29,900	42,800
Repair & Maintenance	9	127	50	9,540
Interdepartmental Charges	29,350	45,761	3,311,330	3,980,034
Other Operating Expenses	234,955	277,447	243,050	279,050
Capital Outlay	0	5,708	0	0
Operating Expenses Subtotal	988,599	1,151,326	4,547,271	5,302,165
TOTAL EXPENDITURES	\$1,710,839	\$1,873,711	\$5,304,461	\$6,385,804
Full Time Positions	5.00	5.00	5.00	6.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012110, Fund: General
0012122

ABOUT

The Administration Division includes command staff personnel, administrative specialists, and station volunteers. The division develops and administers functions and programs that support the city's and the Police Department's statement of values, provides leadership and support to department divisions, and establishes policies and long-range plans to meet department goals and city needs.

SERVICES

- Develop and manage programs that reduce crime, encourage citizen participation, and improve community safety.
- Assist staff with individual and group development.
- Provide support to divisions to assist with meeting goals.
- Develop and manage programs that reduce crime, encourage citizen participation, and improve community safety.

RECENT ACCOMPLISHMENTS

- The position of an Assistant Chief was created during FY 2018-19 to assist with planning, organizing, and directing.

GOALS | OBJECTIVES | PRIORITIES

- 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 IN THIS YEAR'S BUDGET

- Structural financial reporting changes were made throughout the division to accurately reflect the department's expenses, in an effort to increase transparency.
- Budget increases for employee training and conferences have been added to most divisions.

POLICE DEPARTMENT | FIELD OPERATIONS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$9,976,722	\$9,880,522	\$10,704,566	\$11,025,512
Retirement Benefits	3,240,186	3,711,453	3,814,088	4,293,373
Health Insurance	1,067,971	1,089,236	1,310,951	1,334,434
Other Personnel Expenses	608,520	728,458	823,340	1,020,666
Personnel Services Subtotal	14,893,399	15,409,669	16,652,945	17,673,985
Operating Expenses				
Professional & Contract Services	256,352	286,150	274,250	355,938
Supplies & Materials	183,529	110,498	78,085	89,699
Repair & Maintenance	22,617	19,145	14,900	8,600
Interdepartmental Charges	1,597,769	1,596,707	1,538,030	2,077,465
Other Operating Expenses	137,243	113,106	57,600	104,100
Capital Outlay	543,532	981,036	119,173	259,562
Operating Expenses Subtotal	2,741,042	3,106,642	2,082,038	2,895,364
TOTAL EXPENDITURES	\$17,634,441	\$18,516,311	\$18,734,983	\$20,569,349
Full Time Positions	93.00	96.00	95.00	95.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012118-2121, Fund: General
0012123-2125

ABOUT

The field operations division includes Patrol, Traffic, Canines, Lagoon Patrol, and Police Rangers. The Police Department compares its average response time to different priority calls to the national average.

SERVICES

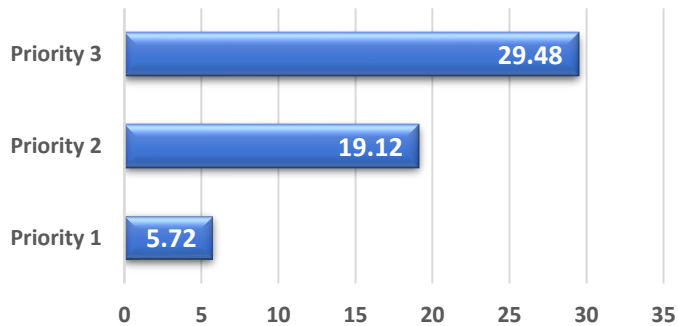
- Respond to calls for emergency and non-emergency services.
- Provide emergency services, preventative patrol, traffic enforcement, and special enforcement in the community.
- Take reports including crime, arrest, collisions, incident, citation, and field interview.
- Enforce laws and ordinances, preserve the peace, and provide for the protection of life and property through proactive programs of enforcement and prevention.

	CY2014	CY2015	CY2016	CY2017	CY2018
Police Activities/Calls for Service	91,314	92,061	84,858	90,760	99,562
Cases	8,349	9,253	8,884	8,643	8,705
9-1-1 Calls	28,864	29,765	27,410	29,144	32,509
Total Phone Calls	148,400	151,406	145,944	149,715	156,488

RECENT ACCOMPLISHMENTS

- Response time for Priority 1 calls reduced from 5.82 to 5.72 in 2018.
- All police canines were trained for narcotics detections in 2018.

Average Response Time (Minutes)



GOALS | OBJECTIVES | PRIORITIES

- Increase staffing in the Patrol Division to accommodate the growing city.
- Increase staffing in the Traffic Division to address traffic issues and complaints.
- 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.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 4.0 full-time police officers for patrol.
- The addition of 2.0 full-time police officers for traffic.
- The addition of two new patrol vehicles for the new patrol officers.
- The addition of two new motorcycles for the new traffic officers.

POLICE DEPARTMENT | SUPPORT OPERATIONS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$5,830,680	\$6,529,749	\$7,061,070	\$8,430,189
Retirement Benefits	1,677,831	1,994,990	2,248,458	2,496,828
Health Insurance	673,961	783,422	882,454	1,066,912
Other Personnel Expenses	425,465	487,128	577,254	734,837
Personnel Services Subtotal	8,607,937	9,795,289	10,769,236	12,728,766
Operating Expenses				
Professional & Contract Services	186,051	182,062	178,225	192,634
Supplies & Materials	266,583	96,019	84,675	87,175
Repair & Maintenance	142,921	99,135	145,865	149,879
Interdepartmental Charges	451,136	467,215	546,250	635,592
Other Operating Expenses	57,180	72,763	46,770	65,470
Capital Outlay	0	31,192	57,768	111,497
Operating Expenses Subtotal	1,103,871	948,386	1,059,553	1,242,247
TOTAL EXPENDITURES	\$9,711,808	\$10,743,675	\$11,828,789	\$13,971,013
Full Time Positions	60.00	58.00	65.00	76.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0012126-2137 Fund: General
0012142-2145

ABOUT

The support operations division includes the Crime Suppression Team (CST), the Homeless Outreach Team (HOT), SWAT Team, Crisis Negotiation Team, Investigations Division, Family Services, Communications, and Records.

SERVICES

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

	CY2014	CY2015	CY2016	CY2017	CY2018
Violent Crime Clearance Rate	92%	70%	55%	48%	46%
Property Crime Clearance Rate	21%	29%	15%	10%	11%

RECENT ACCOMPLISHMENTS

- Solved an 11-year cold homicide case using DNA.
- Solved several high-profile cases.
- A webpage was created to inform residents of the Homeless Response Plan and update residents on monthly encampment clean-ups and the Homeless Outreach Team’s (HOT) Statistics. An email address was also created to provide residents with a means to directly contact HOT.

GOALS | OBJECTIVES | PRIORITIES

- Continue training and professional development for succession planning.

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

- The addition of 2.0 full-time Police Officers to the Homeless Outreach Team.
- The addition of 1.0 full-time Police Sergeant to the Homeless Outreach Team.
- The addition of 2.0 full-time Police Record Specialist II positions.
- The addition of three vehicles for the Homeless Outreach Team.

POLICE DEPARTMENT | PROFESSIONAL SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$556,971	\$556,445	\$515,217	\$491,025
Retirement Benefits	178,677	173,682	198,675	174,627
Health Insurance	70,405	64,995	56,303	39,448
Other Personnel Expenses	45,468	40,357	51,481	52,379
Personnel Services Subtotal	851,521	835,479	821,676	757,479
Operating Expenses				
Professional & Contract Services	64,514	57,294	94,900	121,900
Supplies & Materials	133,636	87,000	104,318	153,818
Repair & Maintenance	14,484	0	5,725	5,725
Interdepartmental Charges	13,080	12,690	20,560	17,630
Other Operating Expenses	21,536	22,297	23,043	34,543
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	247,250	179,281	248,546	333,616
TOTAL EXPENDITURES	\$1,098,771	\$1,014,760	\$1,070,222	\$1,091,095
Full Time Positions	4.00	5.00	4.00	3.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0012140

Fund: General

ABOUT

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

SERVICES

- 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.
- Provide information to the media 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.

RECENT ACCOMPLISHMENTS

- Adopted a new training management program, Managing Employee Training Records

GOALS | OBJECTIVES | PRIORITIES

- Training and professional development.
- Engagement using social media to engage the community.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

POLICE DEPARTMENT |
INFORMATION TECHNOLOGY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$560,523	\$400,617	\$0	\$0
Retirement Benefits	134,564	133,189	0	0
Health Insurance	51,266	44,612	0	0
Other Personnel Expenses	37,877	41,056	0	0
Personnel Services Subtotal	784,230	619,474	0	0
Operating Expenses				
Professional & Contract Services	174,321	130,237	0	0
Supplies & Materials	94,652	31,537	0	0
Repair & Maintenance	239,991	323,237	0	0
Interdepartmental Charges	2,038,639	1,695,665	0	0
Other Operating Expenses	239,610	330,235	0	0
Capital Outlay	1,984	31,178	0	0
Operating Expenses Subtotal	2,789,197	2,542,089	0	0
TOTAL EXPENDITURES	\$3,573,427	\$3,161,563	\$0	\$0
Full Time Positions	5.00	5.00	0.00	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012147

Fund: General

ABOUT

Provide information technology support to the Police Department. This activity and budget was transferred and incorporated into the city's Information Technology Department beginning in Fiscal Year 2018-19.

POLICE DEPARTMENT | POLICE GRANTS AND ASSET FORFEITURE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$148,510	\$237,568	\$88,188	\$115,135
Retirement Benefits	33,261	34,755	35,163	36,415
Health Insurance	8,931	10,599	16,740	12,615
Other Personnel Expenses	6,948	8,843	1,641	10,733
Personnel Services Subtotal	197,650	291,765	141,732	174,898
Operating Expenses				
Professional & Contract Services	41,648	0	20,000	21,000
Supplies & Materials	110,488	146,645	128,000	108,000
Repair & Maintenance	0	80,355	45,600	45,000
Interdepartmental Charges	1,870	2,540	0	3,530
Other Operating Expenses	279	0	0	10,000
Capital Outlay	64,707	6,223	10,000	0
Operating Expenses Subtotal	218,992	235,763	203,600	187,530
TOTAL EXPENDITURES	\$416,642	\$527,528	\$345,332	\$362,428
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account:</i>	<i>121-122</i>	<i>Fund:</i>	<i>Special Revenue-Asset Forfeiture</i>	
	<i>123</i>		<i>Special Revenue-COPS Fund</i>	
	<i>124</i>		<i>Special Revenue-Public Safety Grants</i>	

ABOUT

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

SERVICES

- Purchases include thermal cameras, safety and forensic equipment and mobile shields.
- The COPS grant is used to fund 1.0 full-time sworn officer position.

RECENT ACCOMPLISHMENTS

- The Police Department was awarded \$478,000 by the UASI Program to replace six dispatch consoles. The grant was part of a countywide initiative.

GOALS | OBJECTIVES | PRIORITIES

- The Police Department will continue to seek grant funding for necessary equipment.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.



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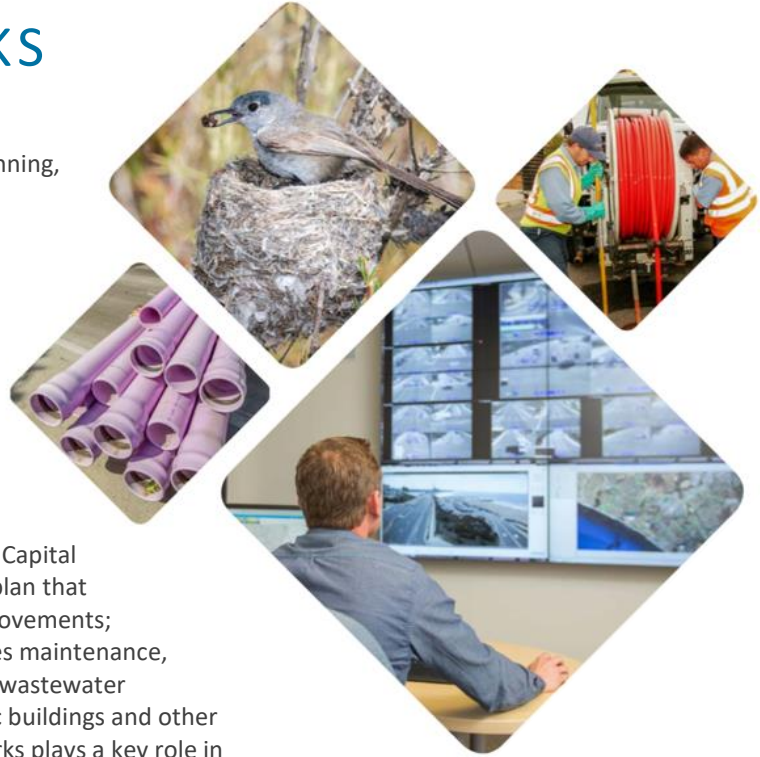
PUBLIC WORKS

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

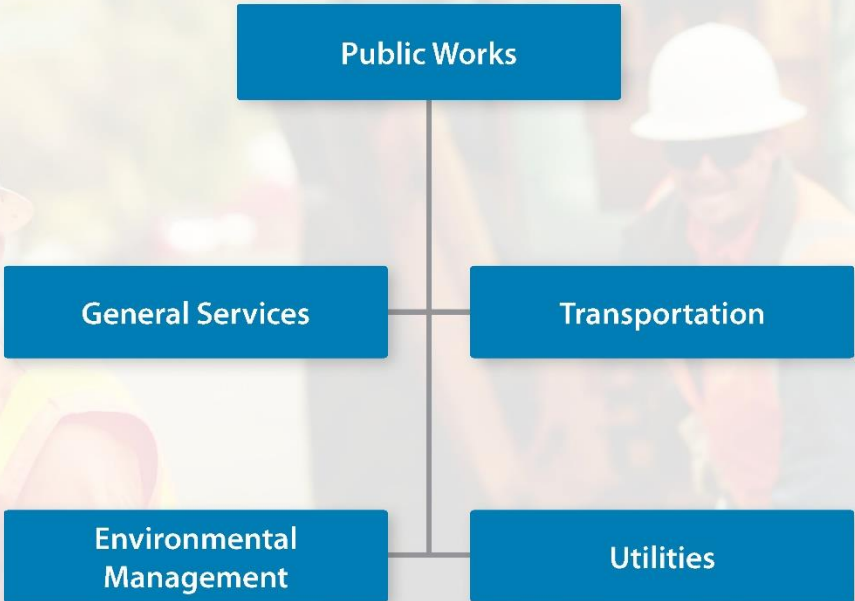
This includes administration of the Capital Improvement Program, a 15-year plan that encompasses road and traffic improvements; storm drain systems; major facilities maintenance, repairs and renovation; water and wastewater infrastructure; construction of civic buildings and other infrastructure projects.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

Paz Gomez
Deputy City Manager, Public Works

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PUBLIC WORKS BRANCH



KEY CHANGES – PUBLIC WORKS

ENVIRONMENTAL QUALITY & SUSTAINABILITY

Dedication to the natural environment, addressing climate change and providing a healthy place for everyone to live are ideas the city has long supported. At the same time, recent mandates from the state require new monitoring, public education, enforcement and reporting, which places more responsibility on the city. One of the top issues during the budget prioritization public input was environmental sustainability. Rising to the challenge and consistent with long-time environmental leadership, this budget continues to enhance investment in the environment and regulatory compliance.

Environmental Specialist II

New solid waste regulations, SB 1383 and AB 1826, require that the City of Carlsbad develop and implement a program to recycle organic waste, which includes food waste, green waste and other plant- and animal-based biodegradable materials, to help meet the state's recycling and greenhouse gas emission goals. By complying with these new regulations, Carlsbad residents and businesses will have access to services that enable convenient and cost-effective organics recycling.

Senior Environmental Specialist

State-mandated storm water pollution prevention regulations help prevent trash and other contaminants from entering Carlsbad's lagoons and the ocean, where they could harm the environment as well as public health. This position is critical to support compliance with new and existing regulations, including an Amendment to the Water Quality Control Plan for Ocean Waters of California to Control Trash and Part I Trash Provision of the Water Quality Control Plan for Inland Surface Waters, Enclosed Bays, and Estuaries (Trash Amendments). This position will also assist with contracts, customer service, special projects and studies that are requirements of the San Diego Regional Water Quality Control Board storm water permit.

Senior Engineer

A well-maintained storm drain system helps protect water quality in Carlsbad's lagoons and the ocean, safeguard public health and prevent property from flooding. The city has a Drainage Master Plan that identifies priority projects to keep the system working effectively and address parts of the city in need of new or improved infrastructure. One engineer is currently assigned to handle drainage projects, which is not sufficient to meet current and future needs.

There are currently 20 active drainage projects and 16 future projects that have no staff resources assigned. The older Village and Barrio areas of the city have the most significant needs in this area. This new position can address these needs as well as other projects identified in the Village and Barrio Master Plan.

WATER QUALITY AND UTILITIES RESILIENCY

Dedication to the public health and safety of our community and protection of the natural environment are ideas the city has long supported. At the same time, recent mandates from the state require new monitoring, public education, enforcement and reporting, which places more responsibility on the city. One of the top issues during the budget prioritization public input was environmental sustainability. Rising to the challenge and consistent with long-time environmental leadership including protection of public health and safety of the drinking water and wastewater collection, this budget continues to enhance investment in the environment, community well-being and regulatory compliance.

SCADA Supervisor

A properly maintained water and wastewater system is critical to protecting human health, property and the environment, as well as maintaining affordable rates for consumers. The city currently maintains and operates over \$2 billion in water and wastewater system assets. Monitoring and operations technology is outdated and, in some cases, nonfunctioning, providing just minimal emergency notification features. A new, integrated Supervisory Control and Data Acquisition or “SCADA” system was identified as part of a comprehensive master planning process for the city’s water and wastewater systems, and the city is now ready to proceed with its implementation.

A SCADA Supervisor will oversee the new monitoring and control system for drinking water, recycled water and wastewater, starting with overseeing implementation of the new system. Once developed, the supervisor will manage it on a daily basis, including enhanced automation of monitoring and reporting, optimizing maintenance schedules, early detection of potential system problems, and remote operation of the system. Without this position, an asset manager in the Utilities Department would take on this new work, leaving other duties under-resourced and the system vulnerable to operational failures and costly repairs.

CONSTRUCTION PROJECT OVERSIGHT & EFFICIENCY

The City of Carlsbad utilizes construction contractors for public and private projects, such as road widenings, new drainage systems and water pipeline replacements. In addition to an increase in project activity in recent years, procedural changes in private development right-of-way (ROW) permitting mean the city is on track to quadruple the annual number of ROW permits processed. To avoid delays that could inconvenience the public and result in delays, the city must be vigilant in the way it manages construction and the contractors that deliver projects.

Associate Contract Administrator

Currently, one staff person oversees contract administration. When this staff person is unavailable for unforeseen reasons, time-sensitive tasks cannot be completed, causing significant project delays. These tasks include contract change orders, permits tracking, notices of completion, bonds and securities, cash reductions/releases, payments to contractors, warranty punch lists, records management and project close-outs. This budget proposes a position to increase capacity and ensure projects are delivered in a timely manner that meets public expectations.

FLEET SAFETY AND MANAGEMENT

The City of Carlsbad's Fleet Division manages over \$30 million in assets, including police cars, fire engines, construction equipment and other public works vehicles. Maintaining these assets in safe, optimal condition not only helps ensure public and worker safety, it reduces city liability, overall repair expenses and long-term replacement costs.

Fleet Superintendent & Technology Upgrades

To comply with the provisions of Administrative Order No. 3, a fleet superintendent is needed to perform the following key functions:

- Comprehensive oversight of fleet vehicles including their usage, operator safety, technology updates, driver training, data integrity, shop/staff safety, vehicle assignments and fleet right-sizing.
- Compliance with the Climate Action Plan and other sustainability goals.
- Developing and overseeing common vehicle specifications and procurement best practices.
- Development and enforcement of guidelines and policies for the use of city fleet vehicles to protect staff and fleet assets.

Additionally, to support approved goals of the city and to address potential risk this budget proposes to invest in global positioning system (GPS) technology that will improve safety and compliance with city policies.

PUBLIC WORKS | SUMMARY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$12,593,027	\$12,205,737	\$14,057,413	\$15,058,602
Retirement Benefits	3,127,620	4,756,454	3,907,075	3,494,352
Health Insurance	2,102,596	2,182,598	2,460,867	2,592,061
Other Personnel Expenses	674,549	645,886	743,034	744,207
Personnel Services Subtotal	18,497,792	19,790,675	21,168,389	21,889,222
Operating Expenses				
Professional & Contract Services	14,862,081	14,937,000	17,029,164	20,218,139
Supplies & Materials	26,754,757	29,547,167	30,852,897	31,338,821
Repair & Maintenance	2,146,898	2,315,932	3,020,219	3,491,707
Interdepartmental Charges	6,746,139	6,776,891	7,370,558	7,995,092
Other Operating Expenses	13,810,408	14,958,950	15,013,472	18,375,935
Capital Outlay	1,549,513	3,693,468	4,231,662	4,569,283
Operating Expenses Subtotal	65,869,796	72,229,408	77,517,972	85,988,977
TOTAL EXPENDITURES	\$84,367,588	\$92,020,083	\$98,686,361	\$107,878,199
TOTAL FUNDING				
General Fund	\$16,018,580	\$15,884,895	\$18,860,254	\$19,661,492
Enterprise Fund	\$63,550,343	\$69,362,867	\$71,289,054	\$79,300,463
Internal Service Fund	\$3,848,228	\$5,806,406	\$6,942,800	\$7,278,864
Special Revenue Fund	950,437	965,915	1,594,253	1,637,380
TOTAL FUNDING	\$84,367,588	\$ 92,020,083	\$ 98,686,361	\$ 107,878,199
Full Time Positions	163.85	165.00	166.75	172.75
Hourly/FTE Positions	8.00	13.00	15.50	15.00

PUBLIC WORKS | ADMINISTRATION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$895,753	\$794,465	\$814,411	\$816,856
Retirement Benefits	196,688	245,894	272,413	199,685
Health Insurance	141,301	134,758	131,189	102,381
Other Personnel Expenses	41,288	41,060	49,616	40,916
Personnel Services Subtotal	1,275,030	1,216,177	1,267,629	1,159,838
Operating Expenses				
Professional & Contract Services	230,357	53,303	144,680	494,680
Supplies & Materials	55,423	41,407	55,828	44,829
Repair & Maintenance	24,224	23,990	52,192	60,787
Interdepartmental Charges	225,352	216,046	228,466	233,992
Other Operating Expenses	26,116	18,124	73,928	73,332
Capital Outlay	1,200	328	0	0
Operating Expenses Subtotal	562,672	353,198	555,094	907,620
TOTAL EXPENDITURES	\$1,837,702	\$1,569,375	\$1,822,723	\$2,067,458
Full Time Positions	9.85	10.90	7.65	7.60
Hourly/FTE Positions	0.00	1.00	1.00	1.00

Account: 0018310 Fund: General

ABOUT

Public Works Administration provides leadership and strategic vision for the entire Public Works Branch, and administrative support services with a focus on strategic alignment to the Community Vision and City Council goals.

SERVICES

Functional areas include department management, budget oversight, business systems and technology support, outreach and community engagement, contract administration and records management.

RECENT ACCOMPLISHMENTS

- Updated Administrative Order 50, Capital Improvement Program – Project Initiation, Prioritization, Budgeting and Adoption Procedure.
- Achieved a 90% reduction in paper records storage for the Construction Management & Inspection division by digitizing records according to city policies and procedures.
- Application of business intelligence tools such as Tableau and Alteryx to generate analytics for divisions to better manage workload, assets and costs.
- Successful use of online engagement tool to enhance community engagement efforts for road design improvement and sustainable mobility projects.

- Reduced contract execution time by 60% through implementation of DocuSign electronic signature and Exigis insurance compliance tracking systems.
- Received awards from the American Public Works Association, San Diego Chapter in recognition of several projects including Advanced Metering Infrastructure, Drainage Master Plan, and an individual award for Outstanding Service in the Public Sector.

GOALS | OBJECTIVES | PRIORITIES

- Engage in the planning and design of an Enterprise Asset Management system in partnership with Information Technology.
- Engage in the planning, design and implementation of a Capital Improvement Program project management system.
- Update the city's Engineering Manual and other relevant standards.
- Continue implementing a strategy to digitize all Public Works records per the city's records retention schedule.
- Develop the next generation of Public Works professionals by participating in the American Public Works Association summer internship program.
- Continue to focus on employee coaching, development and training for staff at all levels throughout the department.
- Continue to focus on employee coaching, development and training for staff at all levels throughout the department.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Budget increases for staff training and one-time funding for an Engineering Manual & Standards update.

PUBLIC WORKS | ENVIRONMENTAL MANAGEMENT

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$234,236	\$283,702	\$273,305	\$276,028
Retirement Benefits	60,583	81,453	74,146	66,632
Health Insurance	28,516	38,791	44,262	37,263
Other Personnel Expenses	6,548	7,069	10,074	9,501
Personnel Services Subtotal	329,883	411,015	401,787	389,424
Operating Expenses				
Professional & Contract Services	115,886	146,327	326,250	326,250
Supplies & Materials	1,467	1,386	3,900	6,300
Repair & Maintenance	0	12	0	0
Interdepartmental Charges	1,030	22,264	33,967	41,671
Other Operating Expenses	6,019	4,798	10,972	8,572
Capital Outlay	5,374	0	0	0
Operating Expenses Subtotal	129,776	174,787	375,089	382,793
TOTAL EXPENDITURES	\$459,659	\$585,802	\$776,876	\$772,217
Full Time Positions	2.75	2.55	2.55	2.55
Hourly/FTE Positions	0.00	0.50	0.50	0.50
<i>Account: 0015110, 0015130 Fund: General</i>				

ABOUT

The Environmental Management Division oversees the Climate Action Plan (CAP) Program, Habitat Management Plan (HMP) Program, and provides coordination of the municipal component of the National Pollutant Discharge Elimination System Municipal Storm Water Permit (SW Permit). These programs support the community vision areas of open space and the natural environment, sustainability, and access to recreation and active, healthy lifestyles.

SERVICES

Habitat Management Plan

- Provide leadership and citywide coordination related to compliance with HMP regulations.
- Protect threatened and endangered species, such as the coastal California gnatcatcher, least Bell's vireo and vernal pool species, by providing targeted monitoring and management.
- Coordinate with Planning Division to ensure that projects are implemented in a manner consistent with the HMP.
- Assist with capital improvement plan related mitigation sites, vegetation maintenance areas and vegetation monitoring sites including administration of associated contracts.
- Support 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.
- 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.

Storm Water Permit – Municipal

- Support municipal compliance activities related to the municipal facilities including inventory, contract administration for inspections, training and Storm Water Pollution Prevention Plans.

Sustainability Initiatives

- Assist the city in implementing the Sustainability Guiding Principles as resources allow.
- Coordinate and participate in climate adaptation projects.

Climate Action Plan

- Coordinate and oversee implementation of the CAP through an interdepartmental 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 programs.
- Research and monitor upcoming regulations and activities related to energy initiatives.
- Monitor regional climate change preparedness activities.
- Coordinate and provide training opportunities.

RECENT ACCOMPLISHMENTS

- Conducted Year 4 quantitative habitat recovery monitoring in the Poinsettia Fire burn area.
- Participated in regional efforts to implement efficient and scientifically based species and habitat monitoring and management.
- Coordinated with land managers and private landowners to ensure protection of the city’s 6,187-acre preserve system.
- Reviewed and coordinated HMP compliance for approximately 25 private projects and 15 city projects.
- Established long-term management fund for Poinsettia Station Vernal Pool Preserve.
- Trained municipal staff from various departments and divisions related to SW Permit.
- Facilitated the data collection from city departments to complete the Jurisdictional Runoff Management Plan Annual Report.
- Coordinated with California Department of Fish and Wildlife, Batiquitos Lagoon Foundation and Climate Science Alliance – South Coast to complete the stakeholder kickoff and science review meetings for the Batiquitos Lagoon Resiliency Plan.

- Served on SANDAG stakeholder group for development of a regional framework for Climate Action Planning
- Drafted energy efficiency ordinances; made presentations to Building Industry Association, Carlsbad Chamber of Commerce Green Business Committee, Carlsbad Sustainability Coalition; and completed adoption at city council.
- Received authorization to participate in the Electrify America program, which financed the installation of 20 electric vehicle charging stations at city facilities.
- Partnered with Scripps Institute of Oceanography's Center for Climate Change Impacts and Adaptation for submittal of a Senate Bill 1 Caltrans Adaptation Planning Grant.
- 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, SANDAG regional Energy Action Collaboratives, Climate Collaborative and Climate Science Alliance).
- Educational presentations at Carlsbad Planning Commission, SANDAG North County, Inland, and East County Energy Action Collaboratives and Southwest Carlsbad Homeowners Association Coalition.
- Completed CAP Annual Report and presented report to City Council.
- Partnered with Carlsbad Chamber of Commerce Green Business Committee to hold business-oriented panel discussions and the Green Business Expo highlighting rebates, incentives and programs available for energy efficiency, renewable energy, electric vehicles and commuting.

GOALS | OBJECTIVES | PRIORITIES

- Coordinate with local and regional working groups to monitor, manage, and conduct outreach for shot hole borer and Ward's weed, which are the highest priority threats to the HMP preserve system.
- Develop volunteer program to address habitat management concerns to protect high priority species and habitats in unmanaged areas.
- Participate in regional collaborations, such as the San Diego Management and Monitoring Program, Climate Science Alliance, and SANDAG's Environmental Mitigation Program maximize opportunities for grant funding, stay informed of best management practices, and foster effective conservation.
- 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.
- Identify strategy to incorporate "climate-smart" conservation standards into HMP preserve management plans.
- Improve implementation of municipal storm water activities citywide with assistance from Storm Water Permit-Municipal contractor.
- Work with Municipal Facility Inspection contractor to complete all required inspections at municipal facilities.
- 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.
- Conduct a Home Energy Score Assessment pilot program for major renovations of residential buildings.

- Develop a CAP monitoring and reporting web portal.
- Complete 2016 community greenhouse gas emissions inventory and present results to city council.
- Prepare CAP Annual Report and present findings to City Council.
- Continue to administer CAP Interdepartmental Implementation Team and provide assistance to their respective CAP implementation responsibilities.
- 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.
- Continue to partner with industry organizations in CAP implementation.
- Continue to research grant funding opportunities.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

PUBLIC WORKS |

ENVIRONMENTAL MANAGEMENT: RECYCLING PROGRAM

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$144,119	\$131,141	\$154,489	\$259,351
Retirement Benefits	39,586	39,554	43,279	52,557
Health Insurance	30,624	26,148	37,054	54,217
Other Personnel Expenses	5,338	4,886	7,108	8,904
Personnel Services Subtotal	219,667	201,729	241,930	375,029
Operating Expenses				
Professional & Contract Services	277,420	314,643	400,958	716,047
Supplies & Materials	86,212	90,614	19,365	31,807
Repair & Maintenance	0	0	1,870	1,870
Interdepartmental Charges	97,089	124,285	108,575	115,217
Other Operating Expenses	12,834	22,919	7,686	6,574
Capital Outlay	2,707	0	0	0
Operating Expenses Subtotal	476,262	552,461	538,454	871,515
TOTAL EXPENDITURES	\$695,929	\$754,190	\$780,384	\$1,246,544
Full Time Positions	1.80	1.80	1.80	2.80
Hourly/FTE Positions	0.00	0.50	0.50	0.50

Account: 5206375 Fund: Enterprise

ABOUT

The Environmental Management: Recycling Program provides oversight and coordination of the city's recycling program consistent with the General Plan, and helps the city maintain compliance with state regulations related to diversion and disposal of solid waste. Staff oversee the Coast Waste Management contract for recycling and trash services, the Palomar Transfer Station agreement, composting service contract, waste reduction and diversion education contracts, and household hazardous waste service contracts.

SERVICES

- 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 waste reduction, recycling and waste diversion programs.
- Prepare state and county grant applications with Council approval, appropriate funds, implement grant activities, track expenses, and submit reports.
- Coordinate outreach and education targeted to increase recycling for residents, businesses, municipal employees and the general public.

- Coordinate the annual Earth Month events that promote waste diversion and recycling among residents including Household Hazardous Waste and Earth Day Celebration.
- 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 SB1016.
- Participate in regional activities with SANDAG Solid Waste Technical Advisory Committee.
- Research innovative environmental stewardship best practices to recycle more.
- Actively promote innovative methods to engage businesses and residents to decrease waste and increase recycling.

RECENT ACCOMPLISHMENTS

- Coordinated third annual Earth Month activity events for the City of Carlsbad.
- Developed and executed a pilot green waste compost program for two routes of residential green waste to divert organic material from the landfill.
- Worked collaboratively with Carlsbad Unified School District to assess and improve waste diversion and recycling practices at all elementary schools.
- Developed effective contract management monitoring measures with new contractors, ensuring accountability and best value for contracted services.
- Held the twelfth annual grant-funded Household Hazardous Waste event to encourage residents to properly dispose of 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 including social media.
- 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 by labeling all recycling bins.
- Responded to CalRecycle's compliance questions related to previous year's annual report of existing programs activities and statistics.
- Reviewed special event applications for compliance with recycling and trash best practices.
- Hosted CalRecycle Informal Rulemaking Stakeholder Workshop for SB1383 – Short-Lived Climate Pollutants.

GOALS | OBJECTIVES | PRIORITIES

- Coordinate Earth Month activities and events across several city departments.
- Increase waste diversion in the commercial sector by implementing outreach to targeted high trash generating businesses with low diversion rates.
- Coordinate outreach efforts to businesses to prevent and reduce food waste based on waste audits and onsite assistance.
- Continue outreach and education of residents to increase recycling rates encouraging composting to divert food waste.

- Work with the Building Department, Palomar Transfer Station and Waste Management to increase outreach to construction companies to improve diversion levels of construction and demolition material.
- 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 Waste Management.
- Continue tracking disposal rate (pounds per person per day) to verify accuracy and/or adjustments needed.
- Increase awareness and participation in household hazardous waste recycling program.
- Ensure grant funds are appropriated and utilized to maximum effectiveness.
- Attend conferences that will provide information about SB1383 and AB1826 and apply best practices to outreach and education provided.
- Research organic recycling opportunities to provide solutions for city's businesses and residents.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Environmental Specialist II.
- Additional funding was approved to support compliance activities related to the new mandatory organics recycling state regulation.

PUBLIC WORKS |

ENVIRONMENTAL MANAGEMENT: WATERSHED PROTECTION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$379,799	\$366,023	\$406,999	\$467,287
Retirement Benefits	104,183	107,049	118,055	108,189
Health Insurance	60,047	50,768	66,803	86,102
Other Personnel Expenses	15,320	14,822	19,238	19,854
Personnel Services Subtotal	559,349	538,662	611,095	681,432
Operating Expenses				
Professional & Contract Services	260,275	274,124	540,092	540,092
Supplies & Materials	8,430	7,424	32,257	30,866
Repair & Maintenance	1,434	460	1,112	1,112
Interdepartmental Charges	256,850	279,389	318,655	342,483
Other Operating Expenses	6,927	12,465	14,736	16,127
Capital Outlay	0	328	0	0
Operating Expenses Subtotal	533,916	574,190	906,852	930,680
TOTAL EXPENDITURES	\$1,093,265	\$1,112,852	\$1,517,947	\$1,612,112
Full Time Positions	4.95	5.15	5.25	5.70
Hourly/FTE Positions	0.00	0.50	0.50	0.50

Account: 5215110 Fund: Enterprise

ABOUT

The Environmental Management: Watershed Protection program provides leadership and stewardship of the city's resources, specifically protecting our creeks, lagoons and ocean. This division coordinates the citywide Watershed Protection Program and helps the city maintain compliance with the National Pollutant Discharge Elimination System Municipal Storm Water Permit (SW Permit) issued by the San Diego Regional Water Quality Control Board (Regional Board).

SERVICES

- Watershed Principal and Participation – Act as the Principal Copermittee and participate in watershed activities with neighboring cities in the Carlsbad Watershed.
- Water Quality Monitoring – Monitor and 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.
- Education/Outreach and Public Participation – Conduct 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.

- 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.
- Illicit Discharge Detection and Elimination (IDDE) – Response to, and investigation of, potential illicit discharges in the city, field screening at major outfalls and the management of a public hotline. The SW Permit requires an IDDE program to detect and eliminate illicit discharges into the MS4.
- Total Maximum Daily Load (TMDL) Regulation Management – In the past few years, the Regional Board has issued several draft and final TMDL orders that affect the City of Carlsbad. Watershed 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.
- Statewide Trash Amendments – Act as the lead division for planning and implementation of the statewide trash amendments. Currently, in the planning phase it is anticipated that multiple divisions will implement the program over time.

RECENT ACCOMPLISHMENTS

- Worked inter-departmentally to implement the SW Permit.
- Managed the contract for a Watershed Coordinator to assist the watershed agencies with implementing the WQIP and report to optimize the watershed's compliance with the SW Permit.
- Submitted the Carlsbad Watershed Management Area WQIP and the Jurisdictional Urban Runoff Management Plan Annual Reports (JURMP) to the Regional Board.
- Worked inter-departmentally with staff and consultants to complete the Track 2 Trash Implementation Plan and submitted to the Regional Board. Executing the implementation plan will require substantial future resources to achieve compliance.
- Participated in regional and watershed efforts to complete the Report of Waste Discharge for the reissuance of the SW Permit
- Continued San Marcos HA participation in the Beaches and Creeks Bacteria TMDL.
- Revised and updated divisional procedures plans to better define and monitor program performance and costs.
- Worked inter-departmentally to update the JRMP to direct the implementation of strategies developed in the WQIP.
- 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.

GOALS | OBJECTIVES | PRIORITIES

- Continue to support the City of Carlsbad's quality of life by responsibly managing environmental resources.
- Continue serving as the Principal Copermittee for the Carlsbad Watershed Management Area.
- Implement 100% of required WQIP strategies and meet WQIP interim and final numeric goals in the WQIP.
- Prepare and submit WQIP Annual Report to the Regional Board as required.
- Incorporate innovative methods to implement the city's JRMP in conjunction with the Carlsbad Watershed WQIP. Prepare and submit JRMP to Regional Board as required.
- Plan for implementation of the revised SW Permit which is expected to include new requirements to control trash. This is expected late in 2019.
- Conduct 100% of Existing Development Inspections required by the SW Permit. Prepare and submit 100% of plans, studies, or other documents as required by the SW Permit or other regulatory order.
- Conduct 100% of Water Quality Monitoring required by the SW 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 IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Senior Environmental Specialist.

PUBLIC WORKS | GENERAL SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$2,921,726	\$2,759,440	\$3,283,377	\$3,467,761
Retirement Benefits	682,196	735,917	843,703	761,059
Health Insurance	522,532	473,985	634,495	633,821
Other Personnel Expenses	188,018	167,275	191,533	189,790
Personnel Services Subtotal	4,314,472	4,136,617	4,953,108	5,052,431
Operating Expenses				
Professional & Contract Services	1,195,870	1,191,617	1,567,680	1,582,380
Supplies & Materials	894,726	986,869	1,179,462	1,226,151
Repair & Maintenance	1,065,376	972,540	1,667,981	1,680,981
Interdepartmental Charges	1,371,454	1,309,541	1,392,966	1,429,641
Other Operating Expenses	730,161	751,719	868,561	908,987
Capital Outlay	189,124	158,390	50,000	46,500
Operating Expenses Subtotal	5,446,711	5,370,676	6,726,650	6,874,640
TOTAL EXPENDITURES	\$9,761,183	\$9,507,293	\$11,679,758	\$11,927,071
FUNDING				
General Fund	7,779,659	7,446,509	8,766,722	8,876,736
Special Revenue Fund	634,380	609,779	1,060,827	1,088,120
Enterprise Fund	1,347,144	1,451,005	1,852,209	1,962,215
Total Funding	\$9,761,183	\$9,507,293	\$11,679,758	\$11,927,071
Full Time Positions	42.65	43.65	44.25	45.30
Hourly/FTE Positions	5.00	7.00	9.50	9.00
Account:	0015310	Fund:	General	
	0015320		General	
	0018410		General	
	1626357		Special Revenue-Street Light Maint.	
	5216310		Enterprise-Storm Drain Maint.	

ABOUT

General Services maintains streets, storm drains, street lighting, city facilities and the Safety Training Center. Activities include maintenance and posting of street signs, street legends, striping, graffiti and trash removal, street sweeping and pot hole and sidewalk repairs. Other services include maintaining storm drains, city facilities and the operation of the Safety Training Center for public safety organizations including the Carlsbad Police and Fire departments.

SERVICES

- Streets and Storm Drain Maintenance – roadside maintenance of more than 900 lane miles, including street signs, street legends, striping, graffiti and trash removal, street sweeping, pot hole and sidewalk repairs, and inspection and maintenance of the storm drain system.
- Lighting - street lamps and decorative lighting maintenance and repair.
- Facilities Maintenance - building improvements, renovations, repairs and relocations, and manages custodial services at all facilities.
- Safety Training Center - provide safe, high quality facilities for public safety personnel training including Carlsbad police and fire, and rentals to other regional organizations.

RECENT ACCOMPLISHMENTS

- Saved \$75,000 by completing an electrical meter split at Stagecoach and Calavera Parks.
- Implemented new secured access system at several city facilities.
- Improved safety and computer network security by completing fire suppression system installation in the Faraday server room.
- Completed partial LED lighting conversion and ventilation duct cleaning at Dove Library.
- Completed refurbishment of the Senior Center’s paint and flooring.
- Supported 172 days of leases with 13 outside agencies at the Safety Training Center.
- Completed audio-visual system upgrades to Safety Training Center classrooms.
- Continued safety committee training initiatives including implementation of online training programs and drafting of city-wide Injury and Illness Prevention Plan.
- Completed upgrades to firearms range exhaust systems.
- Replaced 185 signs that were knocked down in vehicle incidents.
- Inspected 100% of high priority storm drain inlets.
- Hosted or supported over 400 separate training events at the Safety Training Center.
- Onboarded new facility attendant position to maximize facility operational efficiency.

GOALS | OBJECTIVES | PRIORITIES

- Update Job Hazard Analysis forms for all work activities identified in the Hansen system.
- Complete installation of the citywide street light replacement program, Phase 1.
- Develop plans and specifications for citywide regulatory and warning sign replacement.
- Begin conversion of the city facility/parking lot light pole and fixture replacement project.
- Continue implementation of ADA upgrades at city maintained facilities.
- Implement next phase of secured access system improvement at several city facilities.
- Develop a road map for “smart building” conversion.
- CIP projects: roof and exterior improvements to New Village Arts building, replacement of Dove Library fire alarm system and improvements to Calavera Hills Community Center.
- Upgrade Stormwater Best Management Practices inside the Safety Training Center.
- Upgrade rappelling tower to support technical rescue and rope operator courses.
- Replace fire suppression and standpipe training props in the commercial training tower.
- Continue lease agreement negotiations for use of the facility.

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

- Increase overtime salaries to deploy special event barricade security devices.
- One new vehicle for a facilities maintenance position.

PUBLIC WORKS |

GENERAL SERVICES: FLEET MAINTENANCE & REPLACEMENT

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$580,283	\$544,560	\$611,941	\$779,297
Retirement Benefits	146,326	157,056	169,184	165,094
Health Insurance	97,003	88,096	108,884	130,061
Other Personnel Expenses	39,640	33,475	32,764	34,281
Personnel Services Subtotal	863,252	823,187	922,773	1,108,733
Operating Expenses				
Professional & Contract Services	38,612	31,321	33,764	39,343
Supplies & Materials	1,247,031	1,282,828	1,279,995	1,486,033
Repair & Maintenance	258,286	327,124	382,394	382,394
Interdepartmental Charges	113,205	121,850	112,362	124,728
Other Operating Expenses	15,342	18,895	29,850	29,850
Capital Outlay	1,312,500	3,201,201	4,181,662	4,107,783
Operating Expenses Subtotal	2,984,976	4,983,219	6,020,027	6,170,131
TOTAL EXPENDITURES	\$3,848,228	\$5,806,406	\$6,942,800	\$7,278,864
Full Time Positions	8.65	8.50	8.50	9.70
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 6205460 Fund: Internal Service
6215461

ABOUT

The Fleet Maintenance program funds labor, parts, services, fuel and oil necessary to maintain the city's fleet of vehicles and equipment. This program funds asset replacement and vehicle outfitting. Cost-effective vehicle procurement is achieved through cooperative purchasing agreements, and formal and informal bidding processes. Fleet assets enable client departments to achieve their operational mission in a safe, efficient manner.

The Fleet Vehicle Replacement program is funded through a replacement charge for each vehicle or piece of equipment in service, based on the actual costs of vehicle procurement divided by the expected life of the vehicle. Additional revenue is collected from the sale of retired city fleet assets at auction.

SERVICES

- Provide safe and appropriately maintained vehicles for use by city staff; inspect vehicles per requirements of the Biannual Inspection of Terminals and smog programs.
- Perform timely repairs to city vehicles, and maintain 24/7 road call services for emergency vehicles.
- Comply with relevant regulations.

- Provide reliable, cost-effective fuel management by maintaining sufficient fuel supplies for emergencies and monitoring fuel tanks in accordance with state and county regulations.
- Maintain 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.
- 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 CAP.
- 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.

RECENT ACCOMPLISHMENTS

- Replaced two half-ton pickup trucks, four compact pickup trucks, three SUVs and two older generation hybrid sedans with 11 new plug-in hybrid vehicles in support of the CAP.

GOALS | OBJECTIVES | PRIORITIES

- Annually assess vehicles for conversion to hybrid and plug-in hybrid in support of CAP goal L-7 to increase the proportion of fleet low and zero-emissions vehicle miles traveled to 25% of all city-related vehicle miles traveled by 2035.
- Develop a fleet master plan to contribute to more efficient management of fleet resources.
- Assess and improve fleet database and data management systems and techniques.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Fleet Superintendent.
- Increase in fuel budget to accommodate anticipated rise in gasoline costs.

PUBLIC WORKS | TRANSPORTATION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$2,812,327	\$2,739,123	\$3,412,170	\$3,734,123
Retirement Benefits	718,769	826,746	936,370	894,839
Health Insurance	403,309	427,681	567,780	585,947
Other Personnel Expenses	145,920	140,863	169,825	180,646
Personnel Services Subtotal	4,080,325	4,134,413	5,086,145	5,395,555
Operating Expenses				
Professional & Contract Services	479,150	795,912	1,120,982	949,179
Supplies & Materials	44,129	43,188	38,690	87,058
Repair & Maintenance	599,617	619,774	609,720	694,720
Interdepartmental Charges	840,716	820,592	923,442	1,102,501
Other Operating Expenses	182,188	186,914	248,380	265,328
Capital Outlay	31,492	38,552	0	0
Operating Expenses Subtotal	2,177,292	2,504,932	2,941,214	3,098,786
TOTAL EXPENDITURES	\$6,257,617	\$6,639,345	\$8,027,359	\$8,494,341
General Fund	\$5,941,560	\$6,283,209	\$7,493,933	\$7,945,081
Special Revenue Fund	316,057	356,136	533,426	549,260
TOTAL FUNDING	\$6,257,617	\$ 6,639,345	\$ 8,027,359	\$ 8,494,341
Full Time Positions	33.00	32.00	35.00	37.00
Hourly/FTE Positions	1.50	2.00	2.00	2.00
<i>Account:</i>	<i>0016310</i>	<i>Fund:</i>	<i>General</i>	
	<i>00185xx</i>		<i>General</i>	
	<i>00186xx</i>		<i>General</i>	
	<i>00187xx</i>		<i>General</i>	
	<i>163</i>		<i>Special Revenue-Buena Vista Channel</i>	
	<i>164</i>		<i>Special Revenue-LLD #2</i>	

ABOUT

The Transportation Department cares for road infrastructure and projects, keeps people and traffic moving, and supports the construction of city and private development projects. It is responsible for enhancing mobility and safety citywide through ongoing transportation planning, traffic engineering, and signal operations activities. The department also provides oversight of the Buena Vista Creek Channel Maintenance Assessment District and Lighting and Landscape District No. 2.

SERVICES

- Transportation and storm drain engineering.
- Asset management of transportation, drainage and other city infrastructure.
- Construction Management & Inspection (CM&I) – manages capital improvement projects and public works contracts for all city departments, inspection and oversight of private

development grading, storm water and improvements, inspection and oversight of all activity in the public right of way, and provides project management and development services for civic projects.

- Traffic & Mobility – planning, engineering, and signals operations, and liaison with the Traffic Safety Commission.
- Buena Vista Creek Channel Maintenance Assessment District – ensures adequate funds are collected to administer and maintain the Buena Vista Creek Channel from Jefferson Street easterly to South Vista Way bridge.
- Lighting and Landscape District No. 2 – this maintenance and assessment district funds the costs of streetlights, street trees and medians within the district boundaries covering newer developments in the city.

RECENT ACCOMPLISHMENTS

Transportation Engineering and Storm Drain Engineering: Projects Constructed

- 2018 and 2017 Slurry Seal Projects.
- 2018 Concrete Replacement Project.
- Parking Lot Maintenance Program.
- Bridge Preventive Maintenance Program.
- ADA Improvement Program in Village area.
- Drainage Master Plan Project: BCA – Tamarack Avenue, Park Drive and Monroe Street
- La Costa Storm Drain Improvement Program (Piraeus Street).
- Kelly Channel 2018 Emergency Repair.
- CMP Replacement Program – Carlsbad Boulevard Median Grading.

Transportation Engineering and Storm Drain Engineering: Design and Initiatives Completed

- 2018 and 2017 Slurry Seal Projects.
- City Hall Exterior Safety and Accessibility Improvements.
- Kelly Channel 2018 Emergency Repair.
- CMP Replacement Program – Romeria at La Costa Avenue.
- Parking Lot Maintenance Program.
- 2018 Pavement Overlay Project (re-design).
- 2019 Bridge Preventive Maintenance Program.
- 2019 Slurry Seal Project.
- Sidewalk Construction on La Costa Avenue.
- Terramar Area Coastal Improvement Project – City Council selected project alternative.
- Initiated the process to update the 2008 Drainage Master Plan.

Asset Management and Capital Improvement Program Administration: Activities Completed

- Transitioned the facilitation of the annual update to the city's Capital Improvement Program to the Public Works Administration Division.
- Managed the preparation and update of the annual Capital Improvement Program for transportation and storm drain projects.
- Prepared and processed a variety of annual reports to various transportation agencies including SANDAG, Caltrans, and California Transportation Commission to secure funding for transportation Capital Improvement Program projects.
- Created, edited and added asset inventory data associated with Transportation, drainage, General Services, and Parks and Recreation assets.

- Conducted a gap analysis and produced maps to identify city streets that do not have a legal speed limit.
- Produced a variety of atlas books, mapping products and data analysis for use by design, maintenance and operations staff.
- Completed the second phase of the storm drain condition assessment program.

Construction Management and Storm Water Inspection Services

- Implemented process improvements with Community and Economic Development department, including a new Annual Right-of-Way Permit.
- Updated the CM&I Inspection Manual to capture current procedures.
- Implemented new Energov modules and continued the refinement of existing Energov modules.
- Storm Water
 - Maintained storm water compliance through training, education, outreach, and enforcement actions resulting in zero construction related Notices of Violations through March 2019.
 - Hosted a storm water prevention workshop for homeowners, property managers, HOAs and maintenance companies responsible for maintaining and inspecting privately owned treatment control best management practices (TCBMPs).
 - Hosted a storm water prevention workshop for private industry contractors, developers and those responsible for implementing best management practices at construction sites in Carlsbad.
 - Completed a comprehensive review of backlogged SWMPs/SWQMP resulting in an increase of approximately 400 new TCBMP structure raising the total TCBMP inventory to 1,487.

Traffic & Mobility

- Received an award from the Institute of Transportation Engineers (ITE) for Technical Document of the Year for the Traffic Impact Analysis Guidelines.
- Advanced the development of the Transportation Demand Management Program, the Trolley Feasibility Study and the Sustainable Mobility Plan.
- Completed design for traffic calming projects on Cadencia Street, Corintia Street, Daisy Avenue and Harbor Drive.
- Implemented a road diet on Avenida Encinas between Cannon Road and Palomar Airport Road and provided new buffered bicycle lanes as part of the Vista/Carlsbad Interceptor Sewer project.
- Completed design of projects to implement permanent speed feedback signs and rectangular rapid flashing beacons on various signs in response to speeding and pedestrian access concerns.
- Implemented wider bicycle lanes and/or buffers on Melrose Drive, Paseo Del Norte, Rancho Santa Fe Road and Tamarack Avenue as part of the pavement management program.
- Installed upgraded hardware for the automated traffic monitoring system (BlueTOAD), installed 45 traffic signal controllers in the southeast quadrant of the city, completed the Adaptive Traffic Signal pilot project, and documented results.
- Completed the Transportation Facility Growth Management Plan Monitoring and Analysis.
- Managed the signal maintenance contract including the resolution of service requests and 390 mark-outs for the Dig Alert System.

Buena Vista Creek Channel Maintenance

- Completed a channel geometry survey to provide the foundation for analysis and permitting activities.
- Complete a drainage analysis of Buena Vista Creek through the project site to reflect current day flood conditions in supporting the term extension of current discretionary permits.
- Submitted permit amendment and extension applications to California Department of Fish and Wildlife and Coastal Commission.
- Coordinated with the Community and Economic Development Department of Oceanside and private developer, regarding the proposed Inns at Buena Vista Creek.
- Coordinated with the Carlsbad Police Department Homeless Outreach Team.
- Maintained compliance with California Environmental Quality Act (CEQA) and issued environmental permits.
- Maintained the drainage outfalls entering the channel from Oceanside.
- Removed exotic plants and trash.
- Prepared and submitted monitoring reports as required by agency permits.

GOALS | OBJECTIVES | PRIORITIES

Transportation and Storm Drain Engineering

- Complete various ongoing transportation engineering and drainage system Capital Improvement Program projects.
- Update the 2018 Drainage Master Plan.
- Continue conducting special and technical studies and investigations on various public infrastructure systems.
- Continue managing the preparation and update of the annual Capital Improvement Program for transportation and storm drain projects.
- Continue preparing and processing a variety of engineering and environmental reports to various local/regional/state/federal agencies including: SANDAG, Caltrans, and the California Transportation Commission to secure funding for Capital Improvement Program projects.
- Continue managing the ongoing implementation of the financing districts and assist developers with the formation of additional financing districts and reimbursement agreements.

Asset Management and Capital Improvement Programs Administration

- Continue work that supports the formation of Finance Districts as needed to facilitate the construction of public infrastructure throughout the city.
- Continue efforts to implement the General Plan and the CAP.
- Continue creating, updating and refining the inventory of the city's public works assets and implementation of the data reviewer tool in concert with the creation of the inventory.
- Continue preparing and delivering mapping products and complete analyses of the public works asset inventory data for various customers.
- Continue facilitating the utilization of the asset inventory data in coordination with the city's business systems staff and Geographic Information System Division.
- Review existing CIP inventory and analyze consistency with General Plan update, CAP, Commission and Council goals, and prioritize as appropriate.

Construction Management and Stormwater Inspection Services

- Complete construction of the Agua Hedionda Vista-Carlsbad interceptor and other high visibility sewer projects.
- Initiate design-build process for Safety Center improvements project.
- Continue progress on key civic facility projects, including the Orion Center, Fire Stations 2 and 4, Monroe Street Pool renovation and others.
- Continue focus on TCMP related efforts, including data management.
- Complete update of the Inspection Manual.
- Develop a Private Development Project Close-Out flow chart to provide to owners upon submission of permit application to aid in the understanding of the project close-out and bond release process.
- Leverage project management software specific to CM&I to improve efficiency and effectiveness.
- Implement process improvements to support innovation efforts, where possible.

Traffic & Mobility

- Complete the Sustainable Mobility Plan.
- Complete the Trolley Feasibility Study.
- Evaluate and implement micromobility options.
- Prepare the traffic study associated with the Poinsettia 61 development and identify proposed improvements.
- Continue updating the Engineering Standards in accordance with the General Plan Mobility Element.
- Continue the implementation of the traffic calming improvements on residential streets per the Carlsbad Residential Traffic Management Program.
- Implement the new Growth Management monitoring program for transportation facilities in conjunction with the General Plan Mobility Element.
- Develop the Traffic Signal Master Plan.
- Continue the implementation and development of the Adaptive Traffic Signal Program.

Buena Vista Creek Channel Maintenance

- Continue compliance with California Environmental Quality Act (CEQA) and environmental permitting.
- Receive permit extensions from California Department of Fish and Wildlife and California Coastal Commission to extend the term an additional 5 years.
- Continue monitoring and reporting as required by agency permits.
- Continue coordination with the Carlsbad Police Department Homeless Outreach Team.
- Continue coordination with Community and Economic Development Department, City of Oceanside, and private developer regarding the proposed Inns at Buena Vista Creek.
- Maintain the drainage outfalls entering the channel from Oceanside.
- Continue exotic plant and trash removal.
- Solicit a Request for Proposals in late 2019 for maintenance and monitoring through the end of 2024.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Associate Contract Administrator.
- The addition 1.0 full-time Senior Engineer.

PUBLIC WORKS | UTILITIES: POTABLE WATER OPERATIONS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$2,327,053	\$2,277,223	\$2,460,083	\$2,551,421
Retirement Benefits	582,953	1,325,525	673,130	598,737
Health Insurance	460,521	582,255	422,204	449,801
Other Personnel Expenses	118,180	121,517	127,556	125,896
Personnel Services Subtotal	3,488,707	4,306,520	3,682,973	3,725,855
Operating Expenses				
Professional & Contract Services	7,226,785	7,236,298	7,065,500	7,970,600
Supplies & Materials	22,103,826	24,875,512	25,752,700	25,797,700
Repair & Maintenance	178,264	340,265	209,300	358,450
Interdepartmental Charges	2,237,589	2,196,626	2,483,079	2,655,773
Other Operating Expenses	4,919,321	5,082,938	5,028,091	6,340,183
Capital Outlay	3,839	49,744	0	365,000
Operating Expenses Subtotal	36,669,624	39,781,383	40,538,670	43,487,706
TOTAL EXPENDITURES	\$40,158,331	\$44,087,903	\$44,221,643	\$47,213,561
Full Time Positions	31.85	29.60	29.80	30.30
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 5016310

Fund: Enterprise

ABOUT

The Utilities Department is responsible for providing reliable drinking water that meets all federal and state health standards to approximately 88,000 customers within the Carlsbad Municipal Water District (CMWD). CMWD is a wholly owned subsidiary of the city. CMWD owns and maintains drinking water system assets valued at \$1.285 billion dollars.

SERVICES

- Operation and maintenance of infrastructure (reservoirs, pressure regulating stations, pump stations, pipelines, valves, meters, etc.).
- Delivery of drinking water.
- Water quality and cross-contamination (between drinking water and recycled water) testing.
- Regulatory reporting.
- Water conservation education and outreach.

RECENT ACCOMPLISHMENTS

- Added Advanced Metering Infrastructure technology which allows staff to quickly alert customers to high water usage and potential leaks.
- Completion of the Potable Water and SCADA Master Plans.

GOALS | OBJECTIVES | PRIORITIES

- Meet all federal and state water quality objectives.
- Meet or exceed the American Water Works Association (AWWA) benchmark for pipeline breaks (1.4 to 12.6 breaks per 100 miles of pipeline). CMWD's break rate is 0 for FY 2017-18.
- Meet or exceed the AWWA benchmark for pipeline leaks (1.5 to 11 leaks per 100 miles of pipeline). CMWD's leak rate is .22 for FY 2017-18.
- Continue to meet or exceed operational requirements and benchmarks.
- Establish program compliance with SB 998 in calendar year 2020.
- Complete the installation of the Maerkle Reservoir cover replacement project which is required to meet regulatory requirements.
- Complete the design phase of a critical valve replacement project that includes replacement of valves throughout the District.
- Complete design and agreements for Flow Control Facility No. 5, which will provide CMWD with a direct connection to the Poseidon Water LLC desalinated water pipeline.
- Begin implementation of the new Supervisory Control and Data Acquisition (SCADA) Master Plan.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time SCADA Manager, shared with recycled water and wastewater budgets.
- Additional one-time funding included for an Urban Water Management Plan which is required every five years.
- An addition of a hydro excavator (funding to be split with Recycled Water).

PUBLIC WORKS | UTILITIES: RECYCLED WATER OPERATIONS

	Actual	Actual	Budget	Budget
Personnel Services				
Salaries & Wages	\$881,409	\$908,012	\$1,011,965	\$1,053,002
Retirement Benefits	232,785	501,237	339,081	257,352
Health Insurance	131,870	133,445	162,845	196,340
Other Personnel Expenses	44,499	44,926	53,462	51,846
Personnel Services Subtotal	1,290,563	1,587,620	1,567,353	1,558,540
Operating Expenses				
Professional & Contract Services	1,103,228	1,159,795	1,545,481	1,991,087
Supplies & Materials	2,069,938	1,940,254	2,222,900	2,361,500
Repair & Maintenance	1,370	12,328	12,500	78,643
Interdepartmental Charges	318,465	365,226	520,140	596,566
Other Operating Expenses	2,930,457	3,659,778	3,208,305	3,491,482
Capital Outlay	0	7,259	0	50,000
Operating Expenses Subtotal	6,423,458	7,144,640	7,509,326	8,569,278
TOTAL EXPENDITURES	\$7,714,021	\$8,732,260	\$9,076,679	\$10,127,818
Full Time Positions	11.00	12.40	11.95	12.20
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account: 5026310 Fund: Enterprise</i>				

ABOUT

The Utilities Department is responsible for providing reliable recycled water that meets federal and state health standards to customers within the Carlsbad Municipal Water District (CMWD), for use on landscaping and certain industrial processes. CMWD is a wholly owned subsidiary of the city. CMWD owns and maintains recycled water system assets valued at almost \$300 million dollars. In FY 2019-20, CMWD celebrates its thirtieth year producing and delivering recycled water.

The Carlsbad Water Recycling Facility treatment plant is located next to the Encina Wastewater Authority (EWA) Treatment Plant. CMWD takes wastewater from Encina Wastewater Authority, and treats it to the state's Title 22 recycled water quality standards, and then delivers that water to customers for irrigation and certain industrial uses. This effort reduces the amount of wastewater that would normally be released by EWA into the ocean outfall, reduces dependence on imported drinking water, and provides customers with a reliable local supply of recycled water. Recycled water is not subject to state water conservation requirements.

SERVICES

- Operation of infrastructure (Carlsbad Water Recycling Facility plant, reservoirs, pressure regulating stations, pump stations, pipelines, valves, meters, etc.).
- Treatment of wastewater to meet California Title 22 recycled water requirements.

- Maintenance of infrastructure.
- Delivery of recycled water.
- Water quality testing.
- Backflow testing (cross-contamination).
- Recycled Water conversion program.

RECENT ACCOMPLISHMENTS

- Added Advanced Metering Infrastructure technology to existing meters which allows staff to quickly alert customers to high water usage and potential leaks.
- Completion of the Recycled Water Master Plan.
- Completion of the SCADA Master Plan.

GOALS | OBJECTIVES | PRIORITIES

- Complete the design of a 1.5 million gallon storage tank.
- Meet all federal and state water quality objectives.
- Meet or exceed the American Water Works Association (AWWA) benchmark for pipeline breaks (1.4 to 12.6 breaks per 100 miles of pipeline). CMWD's break rate is 0 for FY 2017-18.
- Meet or exceed the AWWA benchmark for pipeline leaks (1.5 to 11 leaks per 100 miles of pipeline). CMWD's leaks rate is 0 for FY 2017-18.
- Continue to meet or exceed operational requirements and benchmarks.
- Complete the design of a 1.5 million gallon storage tank.
- Complete installation of recycled water services project, which will provide an opportunity to connect more customers to the system.
- Rebuild several pumps and motors at two pump stations to ensure the reliability of the delivery system.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time SCADA Manager, shared with potable water and wastewater budgets.
- An addition of a hydro excavator (funding to be split with Potable Water).

PUBLIC WORKS | UTILITIES: WASTEWATER OPERATIONS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$1,416,322	\$1,402,048	\$1,628,673	\$1,653,476
Retirement Benefits	363,551	736,023	437,714	390,208
Health Insurance	226,873	226,671	285,351	316,128
Other Personnel Expenses	69,798	69,993	81,858	82,573
Personnel Services Subtotal	2,076,544	2,434,735	2,433,596	2,442,385
Operating Expenses				
Professional & Contract Services	3,934,498	3,733,660	4,283,777	5,608,481
Supplies & Materials	243,575	277,685	267,800	266,577
Repair & Maintenance	18,327	19,439	83,150	232,750
Interdepartmental Charges	1,284,389	1,321,072	1,248,906	1,352,520
Other Operating Expenses	4,981,043	5,200,400	5,522,963	7,235,500
Capital Outlay	3,277	237,666	0	0
Operating Expenses Subtotal	10,465,109	10,789,922	11,406,596	14,695,828
TOTAL EXPENDITURES	\$12,541,653	\$13,224,657	\$13,840,192	\$17,138,213
Full Time Positions	17.35	18.45	20.00	19.60
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 5116310 Fund: Enterprise

ABOUT

The Utilities Department is responsible for providing wastewater services to approximately 85,000 customers in the City of Carlsbad municipal boundary. Wastewater services are supported by cost of service rates, the budget belongs to a separate Enterprise fund. The Wastewater Division provides reliable wastewater collection services and delivers that wastewater to the Encina Wastewater Authority (EWA) treatment plant. The Carlsbad wastewater system is valued at \$535 million dollars.

SERVICES

- Operation of infrastructure (lift stations, wet wells, pipelines, manholes, etc.).
- CCTV camera review of pipelines to determine pipeline integrity.
- Maintenance of infrastructure.
- Collection of wastewater.
- Delivery of wastewater to the Encina Wastewater Authority treatment plant.
- Prevention of wastewater spills.
- Fats, Oils, and Grease program.
- Public outreach regarding “Dos and Don’ts” of what can go into a pipeline.

RECENT ACCOMPLISHMENTS

- Complete construction of the \$45 million Agua Hedionda Pump Station that will replace the 1964 pump station at the same location. The new pump station is in the commissioning process to ensure that it functions as designed.
- Completion of the Wastewater Master Plan.
- Completion of the SCADA Master Plan.

GOALS | OBJECTIVES | PRIORITIES

- Meet or exceed the American Water Works Association (AWWA) benchmark rate for wastewater system reliability (0.6 to 3.7 overflows per 100 miles of pipeline). The city's overflow rate is approximately 1.0 for FY 2017-18.
- Continue to meet or exceed operational requirements and benchmarks.
- Complete the generator replacement project at two lift stations where the existing generators have met their useful lifespan, and new generators are needed to ensure system reliability.
- Complete CCTV inspections of several large diameter interceptor sewers, to determine the existing integrity of these pipelines that convey wastewater from collector pipelines to the Encina Wastewater Authority treatment facility.
- Begin implementation of the new Supervisory Control and Data Acquisition (SCADA) Master Plan.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time SCADA Manager, shared with potable and recycled water budgets.



COMMUNITY SERVICES

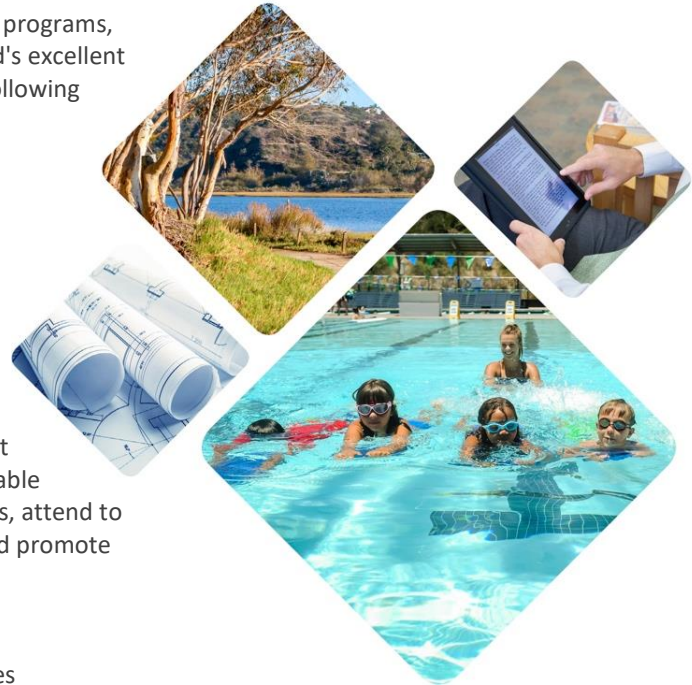
The Community Services Branch includes programs, services and events that support Carlsbad's excellent quality of life. The branch includes the following key areas of focus:

- City Clerk Services
- Community & Economic Development
- Library & Cultural Arts
- Parks & Recreation

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

Gary Barberio
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COMMUNITY SERVICES BRANCH



KEY CHANGES – COMMUNITY SERVICES

HOMELESS RESPONSE PLAN

In 2016 the City Council approved a Homeless Response Plan, which included 26 individual programs aimed at reducing homelessness in Carlsbad and the effects of homelessness on the local community. To date, implementation of this plan has been coordinated primarily by a manager who has a number of other ongoing responsibilities. A dedicated resource is needed to make significant progress on the plan's implementation, which is a high priority for the local community. The plan has seen signs of early success:

With the assistance of two and a half contracted social workers, the city has achieved the following:

- Engaged 84 homeless individuals; and provided 46 provided with two or more case management sessions.
- 25 of the 84 are currently receiving weekly or bi-weekly case management sessions.
- Nearly 100 homeless residents are in a stage of pre-engagement, which means they are not yet working with a social worker and relationships need to be further cultivated to move them toward development of a life action plan to help move them out of homelessness.

Program Manager

This position will carry out the efforts and strategies contained in the city's Homeless Response Plan and work directly with people experiencing homelessness in Carlsbad. This position will coordinate the homeless response among city departments and will oversee contractors hired to implement various parts of the homeless response plan, including licensed social workers. This program manager position will be funded through the Housing Trust Fund and therefore not affect resources available for day-to-day city services.

Housing Assistant

With a vacancy rate of less than 1% in Carlsbad for rental properties, it is difficult for residents to find available housing. This position will help identify housing opportunities for those who qualify such as homeless, voucher holders and low-income residents. This position will be funded through the Housing Trust Fund and will provide dedicated housing assistance and navigator support which will in turn also allow for the reallocation of time from various city staff who currently provide some level of service to this population.

NEIGHBORHOOD QUALITY OF LIFE

Protecting neighborhood quality of life was identified as a key priority during the public input into the fiscal year 2019-20 budget. Recently, new programs have been added for code enforcement which include increased hours of service, active enforcement of signs in the public right of way, a new sidewalk vendor program and regulation of short-term vacation rentals. During fiscal year 2017-18, the city code enforcement program had 6,033 general code actions and 4,115 business license code actions. Businesses, short-term vacation rentals and other operations found to be not in compliance with the city's municipal code often will seek to remedy their warnings or enforcement actions by seeking the proper permits and licenses. With recent increased code enforcement activity comes an increase in these licensing and permitting needs.

Code Enforcement Program Manager

The number of code enforcement staff has increased in recent years to enable coverage seven days a week from 7 a.m. to 6 p.m. Current staffing includes three full time and seven part time employees. This new position will provide daily management of the code enforcement program, which will help ensure its effective and efficient implementation, while enabling the current supervisor to focus on other priority needs in the department.

Code Enforcement Officer II

For the past year, an employee in the city's Finance Department has served in this position in a temporary capacity. As a result of staffing this need, the city has processed a 13 percent increase in business license code cases from fiscal years 2017 to 2018 and 27 percent more general code cases. This staff position also enabled additional compliance and inspection services, back up cashiering services and a significant increase in collection of license fees and transient occupancy tax for short term vacation rentals. To maintain current levels of service, this position is being added on a permanent basis.

CUSTOMER SERVICE AT PUBLIC SERVICE COUNTER

Since 2005, the city has utilized three full-time technicians in each of the three service areas (building, planning, and land development engineering) to staff the public counter at the city's Faraday Administration Center. Functions carried out by these technicians include:

- Processing permits.
- Assisting with research for internal and external customers.
- Performing site surveys and inspections.
- Managing information systems.
- Providing general customer service.

Engineering Technician II

The Community & Economic Development (CED) customer service team at the front counter for development services performs permit processing, research assistance, internal and external customer service, site surveys and inspections and manages information systems. Adding this position will allow for timely customer service and the reallocation of a senior position that will lead to improved performance overall.

LIBRARIES WITH AN EYE TO THE FUTURE

Libraries have become education and cultural hubs introducing people to new ideas, equipping them with advanced tools and inspiring connections to the past, present and future. Adopting technology in its operations and introducing the public to technology that can shape hobbies, passions, careers and deep learning has been a journey the city has been on for some time. At the Dove Library there is a center for innovation and creativity with the Exploration HUB – equipped with advanced technology for multi-media, video and music production, 3D printers, electronics and coding, photo archiving and mini-manufacturing. Library operations has advanced analytics supporting circulation, self-service kiosks for easy check-out and a variety of electronic resources. Continuing to provide offerings that are relevant to the public and exciting requires consistent investment with an eye towards the future. In Carlsbad, libraries continue to be a place of learning, human connection and inspiration

Library Technology Vision & Strategic Staffing

Funding in this budget is proposed to develop a vision and roadmap for technology adoption for library operations, offerings and programming. Ensuring well-trained staff are equipped to adapt to new technology and have clear milestones for embracing the future is as important as a clear roadmap. Taking a strategic approach to technology and people will enable the city to continue to be a leader in library services.

Library Assistant

The new position of Library Assistant at the Library Learning Center will support the programs and services of the Library Learning Center, with a primary focus on literacy services. This position will also support the Library's desire to open the Learning Center on Saturdays. Adding Saturday hours will also provide the resources and space necessary to pursue new state grant funding for family literacy programming. The additional service hours and the additional programs made possible by this position will increase the visibility of the Learning Center and further develop it as a destination that addresses the diverse learning aspirations of our community.

ARTS & CULTURE MASTER PLAN

Adopted June 26, 2018, the Arts & Culture Master Plan presents a vision for how the city will:

- Continue work to enhance its reputation for vibrant, creative community expression and gathering.
- Develop new solutions for business, government, education and philanthropic sectors.
- Work toward access and inclusion to arts and culture for all residents.
- Contribute to the creation of dynamic neighborhoods, vibrant market areas and an engaging city center known for its high quality of life and robust histories.

Implementation of the plan is furthered through this year's budget.

Guest Artist Residency Program

Supporting the goal of lifelong learning, creating opportunities for guest artist residencies for master classes or other engagement events is one of the elements of the Arts & Culture Master Plan. Connecting working artists with the public, city programming and those interested in the arts as a hobby or career is furthered by forging partnerships with working artists and integrating them into city programming. Although unfunded in 2018, the Cultural Arts Office launched the first guest artist residency with local artist and author Janell Cannon in July 2018. In the coming fiscal year, based on current research of available options and current level of performance fees, Cultural Arts would like to attract six artistic residencies. This may include visual arts, performing arts and arts education.

STEAM Pilot Program

The Cultural Arts Office will launch a STEAM pilot program with local partners. The focus will be to identify the most impactful opportunities in K-12 that will inspire interest, learning and attract youth to a career path that will be rewarding and support the innovation ecosystem.

Community Arts Coordinator

This new position will manage the city's public art program. The Cultural Arts Office has maintained the same level of full-time staffing since 2001; thus staff struggles with the capacity to meet the specific demands and technical knowledge required to bring forth new public art projects. A public

art coordinator would bring an in-depth knowledge of national trends in public art and how best to bring them to Carlsbad. In addition to managing new projects, this position would also handle the ongoing maintenance of the current and future public art collection city-wide.

PROVIDING RECREATION AND OPEN SPACE

Providing 33 parks, nearly 50 miles of trails and 9,500 acres of open space, the City is dedicated to the wellness of people and our environment. Approaching 40%, open space Carlsbad continues to bring new parks and open space into service and ensure their quality maintenance. With new parks and open spaces on the way, like Veterans Park and Village H, it is important to commit resources to the ongoing maintenance and care of our public spaces. And we can't forget about our coastline. Through an innovative partnership with the State of California, Carlsbad residents and visitors alike enjoy well maintained spaces along the bluffs as they experience the spectacular beaches and views of the Pacific Ocean. It is also important to connect the youth to nature and recreation, which is why the city provides welcoming spaces and programs that encourage youth to experience all that the outdoors have to offer.

Calavera Hills Village H and Seawall Trash and Portable Restroom Maintenance

In January of 2019 the City Council accepted a grant deed for Calavera Hills Village H property from Presidio Cornerstone, and the city has assumed the ongoing management and maintenance of this new property. The city has also continued to pursue a long-term agreement with California State Parks to replace the annual agreement that allows the city to provide ongoing maintenance of trash and portable restrooms along the upper and lower seawall. One-time funds are being proposed to continue to implement and extend area covered by the agreement with the state for this fiscal year while discussions continue on a long-term agreement.

Opportunity Grant Scholarship Program

For over 20 years the Opportunity Grants Program has offered scholarships to Carlsbad youth to participate in city recreation programs. In 2018 the City Council expanded the program to include residents of all ages and adjusted the scholarship amounts. Coupled with support from the community, this program offers an inclusive opportunity for everyone to experience what Carlsbad has to offer. To meet the needs of an expanded program, funding is proposed in this budget.

COMMUNITY SERVICES | CITY CLERK SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$391,648	\$418,992	\$464,778	\$582,240
Retirement Benefits	97,651	103,135	123,273	121,221
Health Insurance	63,250	64,919	86,056	121,843
Other Personnel Expenses	16,081	16,991	21,645	24,150
Personnel Services Subtotal	568,630	604,037	695,752	849,454
Operating Expenses				
Professional & Contract Services	40,449	53,678	75,345	103,200
Supplies & Materials	70,743	69,960	108,407	126,562
Repair & Maintenance	8,766	1,103	6,221	5,221
Interdepartmental Charges	139,795	123,688	129,043	144,319
Other Operating Expenses	112,633	32,197	141,223	107,776
Capital Outlay	0	2,080	0	0
Operating Expenses Subtotal	372,386	282,706	460,239	487,078
TOTAL EXPENDITURES	\$941,016	\$886,743	\$1,155,991	\$1,336,532
Full Time Positions	5.00	6.00	7.00	7.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00
<i>Account: 0011010</i>		<i>Fund: General</i>		
<i>0011610</i>				

ABOUT

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

SERVICES

- City Council Agenda preparation.
- Minutes preparation.
- Legal noticing and publishing.
- Maintain Fair Political Practices Commission (FPPC) filings.
- Maintain Carlsbad Municipal Code.
- Ensure public records are archived, preserved and accessible to the public.
- Respond to Public Records Act Requests.
- Process subpoenas, summons and claims.
- Administer local elections.
- Develop and implement citywide records management and document management programs.
- Process recorded documents and bond releases.

RECENT ACCOMPLISHMENTS

- Implemented a new Public Records Act Request portal that allows members of the public to search for information requested by others.
- Began comprehensive update of Carlsbad Municipal Code.
- Updated all Board, Commission and Committee agenda material templates.
- Conducted Board, Commission and Committee member training.
- Created a Staff Report Preparation Manual to assist staff in preparing clear, concise staff reports.
- Performed back-file conversion digitizing over 500 boxes of records previously held in off-site storage.
- Added over 18,500 records to the city's document management system to allow for online searching for residents and staff.
- Completed Records Retention Schedule update.
- Began records audits of various departments.

GOALS | OBJECTIVES | PRIORITIES

- Implement a new City Council inquiry platform to allow City Council Members to efficiently obtain information for constituents.
- Research and recommend a replacement program for the city's document management system.
- Automate the staff report routing process.
- Evaluate feasibility of offering passport application acceptance services.
- Continue to systematically update the Carlsbad Municipal Code.
- Continue to conduct departmental records audits.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

COMMUNITY & ECONOMIC DEVELOPMENT | SUMMARY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$5,390,402	\$5,354,340	\$5,470,715	\$6,493,528
Retirement Benefits	1,378,771	1,517,937	1,598,541	1,469,575
Health Insurance	771,328	788,489	911,994	965,630
Other Personnel Expenses	200,111	205,274	242,413	271,541
Personnel Services Subtotal	7,740,612	7,866,040	8,223,663	9,200,274
Operating Expenses				
Professional & Contract Services	2,663,862	2,209,412	2,861,843	2,901,480
Supplies & Materials	226,252	301,500	229,836	375,217
Repair & Maintenance	1,940	8,918	7,326	6,046
Interdepartmental Charges	1,083,448	1,162,647	1,323,575	1,383,177
Other Operating Expenses	8,803,734	8,852,744	8,295,069	9,356,600
Capital Outlay	7,650	16,790	0	0
Operating Expenses Subtotal	12,786,886	12,552,011	12,717,649	14,022,520
TOTAL EXPENDITURES	\$20,527,498	\$20,418,051	\$20,941,312	\$23,222,794
TOTAL FUNDING				
General Fund	\$10,559,886	\$10,578,862	\$11,265,043	\$12,098,765
Special Revenue Fund	8,347,957	8,022,410	8,151,712	9,577,237
Trust Fund	1,619,655	1,816,779	1,524,557	1,546,792
TOTAL FUNDING	\$20,527,498	\$ 20,418,051	\$ 20,941,312	\$ 23,222,794
Full Time Positions	63.75	61.75	62.75	67.75
Hourly/FTE Positions	2.84	4.34	4.34	12.50

COMMUNITY & ECONOMIC DEVELOPMENT | ADMINISTRATION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$558,366	\$653,419	\$753,385	\$851,870
Retirement Benefits	132,772	156,849	188,923	199,198
Health Insurance	48,389	80,518	112,761	114,482
Other Personnel Expenses	16,686	19,306	25,430	26,987
Personnel Services Subtotal	756,213	910,092	1,080,499	1,192,537
Operating Expenses				
Professional & Contract Services	573,275	287,202	146,893	125,000
Supplies & Materials	79,643	88,050	36,434	72,816
Repair & Maintenance	2,028	460	0	0
Interdepartmental Charges	71,071	82,179	132,999	143,903
Other Operating Expenses	10,269	26,959	9,989	19,500
Capital Outlay	5,326	1,114	0	0
Operating Expenses Subtotal	741,612	485,964	326,315	361,219
TOTAL EXPENDITURES	\$1,497,825	\$1,396,056	\$1,406,814	\$1,553,756
Full Time Positions	5.00	5.00	7.00	7.00
Hourly/FTE Positions	1.00	0.50	0.50	3.00

Account: 0013010 Fund: General

ABOUT

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. Community & Economic Development Administration supports the building, engineering, planning and economic development divisions and coordinates with other departments.

SERVICES

- Supports 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, specifically Enterprise Content Management (ECM).
- Continue to modernize and streamline operations, including scanning building plan prints and project files, to make them available in digital form making documents readily available for staff and the public.

RECENT ACCOMPLISHMENTS

- In August of 2018, CED successfully implemented testing user acceptance as an update to the enterprise software system, Energov, was introduced. The city typically performs updates as the Energov software offers improved functionality for the departments day to day business. Updates require staff commitments from several other city departments such as Information Technology, Public Works and Finance.
- Updated the Development Fees via the Energov system. Updating the fee templates allows staff to calculate fees automatically by selecting items on a permit or plan case.
- Continued efforts to enhance staff engagement and customer service with providing events such as Staff Development day that promotes team building and highlights success stories.

GOALS | OBJECTIVES | PRIORITIES

- 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.
- 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.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 2.5 full-time equivalent in part-time staff.

COMMUNITY & ECONOMIC DEVELOPMENT | ECONOMIC DEVELOPMENT

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$183,445	\$279,590	\$209,090	\$325,554
Retirement Benefits	46,208	83,483	77,821	66,891
Health Insurance	13,183	21,865	21,960	29,592
Other Personnel Expenses	5,821	8,983	8,364	10,073
Personnel Services Subtotal	248,657	393,921	317,235	432,110
Operating Expenses				
Professional & Contract Services	92,164	184,445	290,000	409,000
Supplies & Materials	32,457	42,885	32,905	30,905
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	34,357	35,674	36,435	41,147
Other Operating Expenses	10,551	40,478	32,300	30,300
Capital Outlay	2,324	0	0	0
Operating Expenses Subtotal	171,853	303,482	391,640	511,352
TOTAL EXPENDITURES	\$420,510	\$697,403	\$708,875	\$943,462
Full Time Positions	3.00	3.00	3.00	3.00
Hourly/FTE Positions	0.00	0.00	0.00	0.50

Account: 0013020

Fund: General

ABOUT

Economic Development works to strengthen the city's robust and diverse economy, support businesses, enhance the vitality of Carlsbad Village, attract new businesses in targeted industries, partner with regional economic developers and solidify the city's position as a key employment hub.

SERVICES

- Administer the city's economic development activities relative to the City Council's goal of supporting the expansion and retention of businesses.
- Implement programs of talent attraction, expanding, attracting and retaining businesses, and leveraging regional partnerships.
- Develop and maintain robust business-supporting programs, implement promotional and marketing materials, provide economic and demographic information, and act as the city's liaison to the business community to remove barriers to business growth and vitality.

RECENT ACCOMPLISHMENTS

- Launched the 2019 Carlsbad Biennial Business Survey to find out how Carlsbad is as a place to do business, to know their expectations for the future and to identify any barriers to growth.

- Began work on new Transportation Demand Management (TDM) ordinance programs including a pilot program of first mile/last mile transportation services from the Poinsettia Train Station to the business parks that will help determine if there is a long-term market for sustained service.
- Executed the Transit Area Commuter Market Analysis to help inform the city's TDM efforts.
- Began work with a consultant to redesign the www.CarlsbadLifeInAction.com website to improve design with a message that speaks to talent rather than general economic development info.
- Managed the Life in Action® Active Ambassadors program showcasing employees in our major industry clusters taking advantage of the amazing work culture in Carlsbad.
- Enhanced social media presence with the adoption of a new Social Media Strategy document.
- Sponsored the 2019 City Launch Conference in San Diego on behalf of the City of Carlsbad, which allowed 11 city management staff to attend.
- Assisted two Carlsbad companies on California Competes Tax Credit applications that were awarded \$5,750,000 in state income tax credits with anticipated creation of 192 new jobs.
- Monitored performance and supported achievement of goals for Bio, Tech and Beyond.
- Worked with north county cities to implement the Innovate78 campaign including continued engagement with the Startup78 initiative and support for North County Manufacturing Day where five Carlsbad companies exhibited to nearly 1,000 students.
- Maintained effective communication materials for business and citizen awareness including electronic newsletters, web posts, and economic indicator and industry cluster infographics.
- Supported Village programs, working with the Carlsbad Village Association and New Village Arts.
- Completed multiple Village, Barrio and Beach parking data collection efforts and began work on the Village Decorative Lighting Study and Village Retail Study.
- Supported through presentations and participation in key technology groups such as the Carlsbad Tech Talks and San Diego Tech Hub.
- Organized city meetings on implementation of Climate Action Plan ordinances to prepare staff and ensure business processes align to serve development applicants with the new regulations.
- Amended the citywide Entertainment ordinance that expands eligibility criteria and enhances the application routing process.
- Worked with Cultural Arts to identify art projects to enrich the vitality of the Village & Barrio.
- Conducted a costing analysis and developed project evaluation metrics to inform the development of a three-year work plan for Village & Barrio Master Plan Implementation projects.
- Developed an Eating Establishment guide outlining city/county guidelines for businesses to help make it easier for businesses to know what it takes to open an eating establishment in the city.

GOALS | OBJECTIVES | PRIORITIES

- Continue to grow the talent attraction presence online with a strengthening of economic development-focused social media driving connections and visitors to the Life in Action® website and implementing an expansion of the Active Ambassadors initiative as part of this program.

- Ensure the division is a leader in the adoption of new smart city technologies which can assist internally but also help our business community thrive.
- Launch a newly redesign and more useful www.CarlsbadLifeInAction.com website.
- 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 implement the 78 Corridor economic development plan for North County promoting regional prosperity and economic growth and administer the contract on behalf of the five cities.
- Create a placemaking brand for Carlsbad Village that will enhance the area's visibility as an attractive place to shop, dine and enjoy the Southern California Coastal lifestyle.
- Work with departments to ensure that the city's Climate Action Plan implementation and TDM programs are clear and easily implemented as possible with the least amount of impacts or restrictions to continued growth of our business community.
- Be a leader in the StartUp78 initiative and ensuring Carlsbad hosts North County Startup Day.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Anticipated administration of a Transportation Demand Management consultant contract.
- The addition of 0.5 full-time equivalent in part-time staff.

COMMUNITY & ECONOMIC DEVELOPMENT | LAND DEVELOPMENT ENGINEERING

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$949,512	\$865,904	\$981,706	\$1,067,182
Retirement Benefits	254,414	257,124	292,615	260,297
Health Insurance	174,314	163,830	171,858	193,823
Other Personnel Expenses	37,127	35,367	43,521	43,791
Personnel Services Subtotal	1,415,367	1,322,225	1,489,700	1,565,093
Operating Expenses				
Professional & Contract Services	334,405	354,708	609,433	306,192
Supplies & Materials	11,431	4,543	7,261	3,154
Repair & Maintenance	391	1,483	593	623
Interdepartmental Charges	162,298	171,193	161,394	172,129
Other Operating Expenses	578	42,451	13,149	37,167
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	509,103	574,378	791,830	519,265
TOTAL EXPENDITURES	\$1,924,470	\$1,896,603	\$2,281,530	\$2,084,358
Full Time Positions	10.75	10.75	10.75	11.75
Hourly/FTE Positions	0.00	0.50	0.50	0.50
Account: 0013110 Fund: General 0013120				

ABOUT

The Land Development Engineering (LDE) Division ensures that all construction for new development projects and work in the public right-of-way complies with adopted codes and engineering standards. LDE is responsible for subdivision and other land development engineering activities, including encroachments within the city rights-of-way, project conditioning, plan checking, issuing permits for construction, flood plain administration, transportation/traffic review for developments and maintenance of maps and records of improvements.

SERVICES

- Subdivision map review and processing.
- Discretionary review and project conditioning.
- Grading, public improvement and right-of-way plan checking and permitting.
- Flood plain administration and residential assistance.
- Traffic review and analysis for development projects.
- Transportation Demand Management (TDM) plan review and assistance.
- Maintaining engineering section of the public counter.
- Customer service/public information.
- Maintenance of Engineering Standards.

RECENT ACCOMPLISHMENTS

- Developed and implemented the region's first Transportation Demand Management (TDM) ordinance.
- Collaborated with Economic Development to develop the citywide TDM plan and program.
- Issued 1,200 engineering permits.
- Reviewed 640 building permit applications.
- Reviewed and conditioned 135 discretionary permits.
- Coordinated with SANDAG to pass California legislation that allows local agencies in the region to develop Neighborhood Electric Vehicle (NEV) plans to allow them on higher speed roads.

GOALS | OBJECTIVES | PRIORITIES

- Fully implement the citywide TDM program in partnership with Economic Development to meet Climate Action Plan goals for greenhouse gas reduction.
- Develop a policy for evaluating Vehicle Miles Traveled in accordance with CEQA requirement, presentation of the policy to City Council for adoption and implementation of the policy.
- Continue to refine procedures and adapt new technology to enhance the customer experience.
- Update the BMP design manual in accordance with the new MS4 permit.
- Work with FEMA on training staff and refining procedures for administration of the flood plain.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Engineering Technician II.
- Budget increases in employee training and conference travel.

COMMUNITY & ECONOMIC DEVELOPMENT | PLANNING

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$1,763,092	\$1,727,127	\$1,737,059	\$1,881,571
Retirement Benefits	469,474	499,489	519,783	453,204
Health Insurance	239,074	218,039	269,303	229,084
Other Personnel Expenses	68,926	67,429	75,456	74,391
Personnel Services Subtotal	2,540,566	2,512,084	2,601,601	2,638,250
Operating Expenses				
Professional & Contract Services	538,566	501,640	253,199	376,133
Supplies & Materials	47,797	48,838	39,745	141,900
Repair & Maintenance	-1,390	942	4,307	3,373
Interdepartmental Charges	273,279	292,926	278,570	301,017
Other Operating Expenses	291,183	304,629	28,363	104,208
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,149,435	1,148,975	604,184	926,631
TOTAL EXPENDITURES	\$3,690,001	\$3,661,059	\$3,205,785	\$3,564,881
General Fund	\$3,528,032	\$3,380,869	\$3,205,785	\$3,514,881
Special Revenue	161,969	280,190	0	50,000
TOTAL FUNDING	\$ 3,690,001	\$ 3,661,059	\$ 3,205,785	\$ 3,564,881
Full Time Positions	20.00	20.00	20.00	20.00
Hourly/FTE Positions	0.00	0.00	0.00	0.50
<i>Account:</i>	<i>00132XX</i>	<i>Fund:</i>	<i>General</i>	
	<i>170</i>		<i>Special Revenue-Flower Fields Grants</i>	
	<i>171</i>		<i>Special Revenue-Ag. Mitigation Fees</i>	
	<i>172</i>		<i>Special Revenue-Habitat Mitigation Fees</i>	

ABOUT

The Planning Division guides the physical development of the city in a manner that preserves the quality of life for its residents, by ensuring that all new planning programs and development projects comply with the General Plan, Local Coastal Program, Zoning Ordinance and the performance standards of the Growth Management Plan.

SERVICES

- Technical support to the Planning Commission and City Council.
- Prepare and update plans for the long-range development of the city such as the General Plan, Local Coastal Plan, Growth Management Plan as well as master and specific plans.
- Prepare and update ordinances and policies regulating development.
- Complete special studies.
- Ensure the consistency of all development proposals with the city's General Plan, Local Coastal Program, Zoning, Subdivision, and Environmental Ordinances.

- Environmental review of all private and public projects for compliance with the California Environmental Quality Act and the city’s Environmental Protection Procedures.
- Process city permits for capital improvement projects.
- Provide Planning and Zoning information.
- Plan check grading plans, subdivision maps, and building permits for compliance with city requirements and conditions of approval.
- Plan check landscape plans for conformance with the Landscape Manual.

RECENT ACCOMPLISHMENTS

- Held local hearings on the Village & Barrio Master Plan Update resulting in approval of the plan and submitted a Local Coastal Program Amendment to the Coastal Commission.
- Completed the administrative draft of the updated Local Coastal Program (LCP) Land Use Plan in accordance with the grant agreements.
- Completed the administrative draft of the updated Zoning Ordinance which is also the LCP Implementation Plan in accordance with the grant agreements.
- Prepared the implementing ordinances for the Climate Action Plan which were adopted by the City Council.
- Processed development permits requiring approval by either the City Planner, Planning Commission or City Council.

GOALS | OBJECTIVES | PRIORITIES

- Bring any Coastal Commission Suggested Modifications on the Village & Barrio Master Plan to the City Council for final action.
- Finalize the draft of the Local Coastal Program Land Use Plan, complete public outreach and review, and conduct local hearings before the Planning Commission and City Council.
- Finalize the draft of the Zoning Ordinance and complete public outreach and review.
- Begin the Housing Element and Growth Management Program Updates.

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

- Budget increases for consultant services to support public outreach, public review and adoption of an updated Local Coastal Program Land Use Plan and Zoning Ordinance.
- Budget increases in employee training and conference travel.
- The addition of 0.5 full-time equivalent in part-time staff.

COMMUNITY & ECONOMIC DEVELOPMENT | BUILDING

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$839,452	\$742,351	\$746,804	\$790,870
Retirement Benefits	194,961	230,050	217,260	190,827
Health Insurance	129,422	144,119	156,614	155,825
Other Personnel Expenses	31,002	32,194	33,804	34,791
Personnel Services Subtotal	1,194,837	1,148,714	1,154,482	1,172,313
Operating Expenses				
Professional & Contract Services	749,243	547,693	803,727	509,727
Supplies & Materials	10,671	3,221	9,623	8,055
Repair & Maintenance	184	2,444	626	250
Interdepartmental Charges	207,615	221,821	222,422	240,790
Other Operating Expenses	4,753	12,058	12,256	14,200
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	972,466	787,237	1,048,654	773,022
TOTAL EXPENDITURES	\$2,167,303	\$1,935,951	\$2,203,136	\$1,945,335
Full Time Positions	12.00	10.00	10.00	10.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0013610

Fund: General

ABOUT

The Building Division serves to protect those who live and work in Carlsbad by enforcing building and safety standards contained in the State of California Building Codes and various municipal codes and policies. Building Division staff are the main point of contact for an applicant during the building plan check process and during construction. Once a project has been approved and a permit is issued, a building inspector will be the applicant's educated advocate evaluating the contractor's work.

SERVICES

- Plan check, fee assessment, permit issuance and inspection for compliance with adopted state and local codes including recycling, storm water, energy generation and conservation.
- Building Division staff are available to the city's residents and business partners for questions and to provide historical documents related to construction.
- Information related to ongoing construction projects.
- Receive and process requests for construction plans for existing buildings.
- Maintain records during construction and prepare files for electronic conversion when completed.

RECENT ACCOMPLISHMENTS

- Plan checked and issued over 4,500 building permits valued at over \$240,571,071.
- Implemented local Climate Action Plan.
- Provided continuing training, education and development opportunities for all staff.
- Implemented educational outreach program to work with residence and business partners to improve construction and demolition recycling.
- Continued migration with metadata of historical files into HPRM for future public access.

GOALS | OBJECTIVES | PRIORITIES

- Implement a pilot program providing home energy audits for our residents applying for certain types of building permits.
- Continuing to provide additional training and employee development opportunities.
- Additional outreach and education on the city's Climate Action Plan and recycling.
- Maintain our high level of service while inspecting/monitoring new mandated processes and procedures.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

COMMUNITY & ECONOMIC DEVELOPMENT | NEIGHBORHOOD SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$445,962	\$622,506	\$412,009	\$929,125
Retirement Benefits	106,862	119,484	123,857	151,464
Health Insurance	64,084	87,412	75,379	163,183
Other Personnel Expenses	15,160	19,145	24,036	41,438
Personnel Services Subtotal	632,068	848,547	635,281	1,285,210
Operating Expenses				
Professional & Contract Services	287,588	244,663	570,043	522,217
Supplies & Materials	23,626	59,687	58,673	40,172
Repair & Maintenance	158	2,949	0	0
Interdepartmental Charges	59,510	74,028	156,856	172,497
Other Operating Expenses	24,438	26,430	48,050	46,877
Capital Outlay	0	15,676	0	0
Operating Expenses Subtotal	395,320	423,433	833,622	781,763
TOTAL EXPENDITURES	\$1,027,388	\$1,271,980	\$1,468,903	\$2,066,973
General Fund	\$1,021,746	\$1,271,980	\$1,458,903	\$2,056,973
Special Revenue	5,642	0	10,000	10,000
TOTAL FUNDING	\$ 1,027,388	\$ 1,271,980	\$ 1,468,903	\$ 2,066,973
Full Time Positions	4.48	5.45	4.30	9.78
Hourly/FTE Positions	0.84	1.84	1.84	5.50
<i>Account:</i>	<i>00125XX</i>	<i>Fund: General</i>		
	<i>0012910</i>	<i>General</i>		
	<i>1502810</i>	<i>Special Revenue-Community Grants</i>		

ABOUT

Neighborhood Services provides for various programs, activities and services that assist in the effort to sustain and build community through code enforcement, the provision of grants for various community events, winning teams, and other activities that provide benefit to the community members of Carlsbad, provides oversight for the Employment Hiring Center for day and migrant workers, and provides engagement resources for the community as well as community service programs including volunteer services, community education programs and mediation for neighbor to neighbor disputes.

SERVICES

Code Enforcement

- Assist residents by providing enforcement of city codes and policies, and provide expertise to respond to inquiries regarding zoning, housing, building, general property maintenance and miscellaneous municipal code inquiries; ensure compliance with inclusionary housing requirements.

Community Funding Program

- Provide financial assistance community organizations, winning teams and special events that benefit the residents of Carlsbad in compliance with city council policies.

Employment Hiring Center

- Administer contract and provide general management oversight for the city's hiring center that assists day laborers in obtaining employment and providing related job training programs/services.

Community Education Programs

- Carlsbad Student Leader Academy (high school students).
- City Stuff (third grade students).

Community Services Programs

- Homeless Response Team.
- Recruit and coordinate volunteer services for various services and projects.
- Encourage and promote an environment of community service.
- Provide for Mediated Solutions program; free mediation services provided by well-trained volunteer mediators for all types of disputes.

RECENT ACCOMPLISHMENTS

- In partnership with the YouSchool and Servant Leadership Institute, the city successfully completed two additional Carlsbad Student Leader Academies, and provided leadership certifications to an additional 40 high school aged residents. To date, this program has provided leadership training to 100+ Carlsbad residents of high school age.
- Through implementation of the Homeless Response Plan, the team's social workers have been able to engage nearly 80 homeless residents to date, and have approximately 30 homeless residents actively engaged or working with the social workers to develop plans for rehousing or to remain successfully housed.

GOALS | OBJECTIVES | PRIORITIES

- Continue to modernize and expand Code Enforcement efforts to meet the needs of the community, sustain and extraordinary built community, and comply with new state regulations; a new team will form to handle complaints and enforcement activities for sidewalk vendors.
- Enhance efforts and continue to implement the Homeless Response Plan, and develop additional programs and/or services either through the city or through private/public partnerships to address the needs of the homeless residents in Carlsbad to move them towards rehousing.
- Implement the community grant program, and process applications for assistance that are consistent with the city council policies.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Code Enforcement Program Manager.
- The addition of 1.0 full-time Code Enforcement Officer II.
- The addition of 1.0 full-time Housing Assistant.
- The addition of 1.0 full-time Program Manager for Homeless Response.
- The addition of 3.66 full-time equivalent in part-time staff.

COMMUNITY & ECONOMIC DEVELOPMENT | AFFORDABLE HOUSING TRUST FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$262,604	\$77,782	\$179,132	\$176,462
Retirement Benefits	70,303	55,080	55,457	39,587
Health Insurance	41,412	11,765	24,613	17,797
Other Personnel Expenses	9,834	6,333	10,415	10,705
Personnel Services Subtotal	384,153	150,960	269,617	244,551
Operating Expenses				
Professional & Contract Services	16,301	26,536	61,164	561,711
Supplies & Materials	6,649	39,753	29,880	56,400
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	110,696	124,346	140,965	148,276
Other Operating Expenses	34,787	51,843	9,363	117,840
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	168,433	242,478	241,372	884,227
TOTAL EXPENDITURES	\$552,586	\$393,438	\$510,989	\$1,128,778
Full Time Positions	3.00	2.60	1.60	1.30
Hourly/FTE Positions	0.00	0.50	0.50	1.00

Account: 133, 134 Fund: Special Revenue

ABOUT

The Affordable Housing Trust Fund Program is the city's primary source of affordable housing funding for low income households. The Housing Trust Fund collects fees generated from the Inclusionary Housing In-Lieu Fee and the sale of affordable housing credits that satisfy a developer's inclusionary housing obligation as well as loan repayments from existing developments. With these funds the city provides affordable housing programs and financial assistance for low income households.

SERVICES

Affordable Housing Programs

- Provide support to implement affordable housing programs.
- Provide staff support to the Housing Commission.
- Research and develop new opportunities for affordable housing for low income households through alternative product types and/or programs.
- Administer the Minor Home Repair Program.
- Ensure regulatory compliance for affordable housing developments for low income households.
- Partner with a non-profit legal advisor to provide Fair Housing and Tenant-Landlord Dispute Counseling and Education program(s).

Affordable Housing Financial Assistance

- Negotiate and prepare financial assistance and loan documents for the construction of single-family and multi-family low income affordable housing developments.

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 and density bonus agreements.
- Monitor the development and operation of low income affordable housing developments.
- Assist with the development of low income affordable housing developments from concept to construction.

RECENT ACCOMPLISHMENTS

- Partnered with municipalities throughout San Diego County to successfully support furthering fair housing choices for all residents.
- Juniper at the Preserve opened in early 2018, expanding the number of affordable units to low income residents by an additional 60 rental homes. Construction was initiated on 25 additional ownership homes at Uptown Bressi, and construction was completed on 101 senior only, low income affordable rental homes and 56 moderate income affordable rental homes at Robertson Ranch.
- The lawsuit on the Pacific Wind affordable housing development was settled by the private developer, and the development is moving forward on obtaining the remaining financing to proceed with the construction of 87 low income affordable rental homes in the historic Barrio neighborhood.

GOALS | OBJECTIVES | PRIORITIES

- Continue to work with residential developers with inclusionary housing requirements to produce additional homes affordable to low-income households.
- Research and develop other programs and/or development opportunities to increase the supply of affordable housing for low income households.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The permanent addition of funding for the Homeless Response Program.
- The addition of 0.50 full-time equivalent in part-time staff.

COMMUNITY & ECONOMIC DEVELOPMENT | RENTAL ASSISTANCE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$284,445	\$298,537	\$318,419	\$310,903
Retirement Benefits	75,224	82,666	83,997	79,710
Health Insurance	45,723	45,909	54,980	44,022
Other Personnel Expenses	11,533	12,616	15,540	22,513
Personnel Services Subtotal	416,925	439,728	472,936	457,148
Operating Expenses				
Professional & Contract Services	40,564	34,831	33,500	33,500
Supplies & Materials	9,437	6,120	10,515	10,515
Repair & Maintenance	569	640	300	300
Interdepartmental Charges	136,895	133,853	148,917	116,801
Other Operating Expenses	6,272,847	6,601,091	6,447,656	7,137,300
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	6,460,312	6,776,535	6,640,888	7,298,416
TOTAL EXPENDITURES	\$6,877,237	\$7,216,263	\$7,113,824	\$7,755,564
Full Time Positions	4.00	3.50	4.60	4.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 190

Fund: Special Revenue

ABOUT

The federally funded Section 8 rental assistance program provides rental subsidies to very low-income households and processes new participants in the program as additional funds are available.

SERVICES

Section 8 Tenant-Based Rental Assistance

- Provide federal funding to subsidize rents for eligible 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 to 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.

RECENT ACCOMPLISHMENTS

- Provided monthly rental assistance to approximately 550 very low and extremely low-income households.
- Received “High Performer” ranking under the Section Eight Management Assessment Program (SEMAP) for the eighth consecutive year, due to outstanding job performance.

GOALS | OBJECTIVES | PRIORITIES

- Train staff and fully 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.
- Complete lease up rental assistance vouchers for 25 additional non-elderly, disabled participants.
- Continue to assist with implementation of Homeless Response Plan by working with social workers and other team members to move the city’s homeless residents towards rehousing.

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

None.

COMMUNITY & ECONOMIC DEVELOPMENT | COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$38,469	\$34,856	\$56,731	\$81,913
Retirement Benefits	10,797	13,752	15,364	14,639
Health Insurance	6,784	5,926	9,913	11,042
Other Personnel Expenses	1,571	1,591	2,395	3,602
Personnel Services Subtotal	57,621	56,125	84,403	111,196
Operating Expenses				
Professional & Contract Services	14,813	18,735	20,000	20,000
Supplies & Materials	0	0	300	300
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	400	390	750	950
Other Operating Expenses	677,689	57,269	411,446	500,449
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	692,902	76,394	432,496	521,699
TOTAL EXPENDITURES	\$750,523	\$132,519	\$516,899	\$632,895
Full Time Positions	0.67	0.60	0.65	0.57
Hourly/FTE Positions	0.00	0.00	0.00	0.50

Account: 391

Fund: Special Revenue

ABOUT

The Community Development Block Grant (CDBG) program represents federal funds provided to the city to develop viable urban communities through the provision of decent housing, a suitable living environment and by expanding economic opportunities for lower income persons. This program in the City of Carlsbad is focused on providing specific benefit to low income residents, and serving the city's homeless population

SERVICES

- 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.

RECENT ACCOMPLISHMENTS

- Provided funding assistance to five non-profit, non-city organizations to provide services to low income households with a focus on homeless residents of Carlsbad, and authorized staff to expend CDBG funds to purchase resales of affordable ownership units to be resold to low and/or very low-income buyers (two homes purchased to date).
- Successful submission and HUD approval of the Annual CDBG Action Plan for FY 2018-19.

GOALS | OBJECTIVES | PRIORITIES

- Successful completion and submission of the FY 2018-19 Consolidated Annual Plan Evaluation Report (CAPER).
- Project identification and related expenditure plan for CDBG funds to provide for additional affordable housing opportunities for low income households, with specific focus on those experiencing homelessness.
- Identification of additional programs that can be funded through the CDBG program to assist the homeless residents of Carlsbad.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 0.5 full-time equivalent in part-time staff.

COMMUNITY & ECONOMIC DEVELOPMENT | SUCCESSOR AGENCY HOUSING FUND

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$65,055	\$52,268	\$76,380	\$78,078
Retirement Benefits	17,756	19,960	23,464	13,758
Health Insurance	8,943	9,106	14,613	6,780
Other Personnel Expenses	2,451	2,310	3,452	3,250
Personnel Services Subtotal	94,205	83,644	117,909	101,866
Operating Expenses				
Professional & Contract Services	16,943	8,959	73,884	38,000
Supplies & Materials	4,541	8,403	4,500	11,000
Repair & Maintenance	0	0	1,500	1,500
Interdepartmental Charges	27,327	26,237	44,267	45,667
Other Operating Expenses	1,476,639	1,689,536	1,282,497	1,348,759
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,525,450	1,733,135	1,406,648	1,444,926
TOTAL EXPENDITURES	\$1,619,655	\$1,816,779	\$1,524,557	\$1,546,792
Full Time Positions	0.85	0.85	0.85	0.35
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 801

Fund: Trust Fund

ABOUT

The Successor Agency is responsible for preparing a Recognized Obligation Payments Schedule in a manner provided by the State of California's Department of Finance, listing the enforceable obligations of the former Redevelopment Agency and their source of payment. This payment schedule is subject to the approval of the new countywide Oversight Board.

SERVICES

- Various activities associated with the dissolution of the Redevelopment Agency.
- Ensure payment of all debt obligations as approved by the Oversight Board.
- Coordinate activities and complete related reports.

RECENT ACCOMPLISHMENTS

- Successfully processed Recognized Obligations Payment Schedule for FY 2019-20 for approval by the countywide Oversight Board.
- City received loan repayment from the Successor Agency, and funding to allow for payment on redevelopment bond.

GOALS | OBJECTIVES | PRIORITIES

- Housing and Neighborhood Services staff will continue to take appropriate actions to continue to dissolve the former redevelopment agency in a timely manner and ensure repayment of all approved debt obligations.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

LIBRARY & CULTURAL ARTS | SUMMARY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$5,468,601	\$5,507,562	\$5,892,388	\$6,087,974
Retirement Benefits	1,076,408	1,129,298	1,029,824	1,097,641
Health Insurance	554,563	528,849	592,335	662,330
Other Personnel Expenses	258,573	267,211	300,755	284,611
Personnel Services Subtotal	7,358,145	7,432,920	7,815,302	8,132,556
Operating Expenses				
Professional & Contract Services	663,113	459,594	671,489	748,961
Supplies & Materials	1,347,833	1,209,765	1,439,681	1,440,701
Repair & Maintenance	2,776	41,251	50,455	51,525
Interdepartmental Charges	2,439,016	2,481,776	2,675,306	3,139,071
Other Operating Expenses	530,294	542,987	654,020	632,514
Capital Outlay	525,812	9,155	0	0
Operating Expenses Subtotal	5,508,844	4,744,528	5,490,951	6,012,772
TOTAL EXPENDITURES	\$12,866,989	\$12,177,448	\$13,306,253	\$14,145,328
General Fund	\$12,525,663	\$11,990,021	\$12,998,338	\$13,743,851
Special Revenue Fund	341,326	187,427	307,915	401,477
TOTAL FUNDING	\$12,866,989	\$ 12,177,448	\$ 13,306,253	\$14,145,328
Full Time Positions	50.50	51.50	50.50	52.50
Hourly/FTE Positions	59.83	59.83	59.83	61.66

LIBRARY & CULTURAL ARTS | ADMINISTRATION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$1,123,160	\$1,157,094	\$1,232,838	\$1,249,359
Retirement Benefits	279,384	309,339	139,582	287,914
Health Insurance	146,440	152,762	161,752	165,801
Other Personnel Expenses	43,769	45,162	52,929	49,113
Personnel Services Subtotal	1,592,753	1,664,357	1,587,101	1,752,187
Operating Expenses				
Professional & Contract Services	212,020	96,522	160,900	94,320
Supplies & Materials	220,636	122,074	121,955	130,167
Repair & Maintenance	1,010	39,744	40,855	41,955
Interdepartmental Charges	491,159	511,854	471,192	549,183
Other Operating Expenses	519,937	531,269	647,210	625,704
Capital Outlay	469,621	0	0	0
Operating Expenses Subtotal	1,914,383	1,301,463	1,442,112	1,441,329
TOTAL EXPENDITURES	\$3,507,136	\$2,965,820	\$3,029,213	\$3,193,516
Full Time Positions	12.00	13.00	12.00	12.00
Hourly/FTE Positions	3.39	3.83	3.83	3.82

Account: 0014010 Fund: General

ABOUT

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

SERVICES

- Conduct strategic planning, set programs and services, 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 and cultural arts services.
- Participate in and promote public education pertaining to the general history of Carlsbad, historic areas and sites.

RECENT ACCOMPLISHMENTS

- Completed the first year of two-year talent development and succession planning effort.
- Worked with The Centre for Organization Effectiveness to advance talent development and succession planning, focusing on transferring knowledge to new staff and strengthening staff talents in support of service directions and professional development interests.
- Worked with café tenant to complete construction of, and open the Carlsbad City Library café, “Chapters.”
- Articulated needs and provided direction on the adoption of a new web-based venue booking and class registration software application.
- Developed the framework for integrating the library’s system with the city’s system for accepting payments to improve accuracy and efficiency.
- Upgraded rental venue and meeting room AV systems to provide consistent, state-of-the-art features.
- Supported three boards and commissions in the development of work plans for presentation to the City Council.

GOALS | OBJECTIVES | PRIORITIES

- Continue talent development and succession planning efforts, including additional investment in the training and development of the part-time workforce, which is vital to continue high-quality service delivery and to foster a strong future workforce.
- Complete a Technology Vision & Strategic Staffing effort to evaluate, select and provide the equipment and staffing necessary to meet the technology needs of the community
- Conduct a biennial survey to receive community feedback on programs and services.
- Support implementation of Arts & Culture Master Plan initiatives including procurement of mobile arts vehicle, contract administration for new programs and services, and additional public art and maintenance.
- Upgrade the self-check kiosks and operating system to offer new features and comply with industry standards for secure processing of credit card transactions.

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

- One-time funding for a Technology Vision & Strategic Staffing effort.

LIBRARY & CULTURAL ARTS | CIRCULATION SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$803,108	\$827,213	\$904,501	\$898,079
Retirement Benefits	112,165	106,476	120,623	105,568
Health Insurance	40,592	33,525	37,189	46,392
Other Personnel Expenses	49,225	52,528	56,237	51,154
Personnel Services Subtotal	1,005,090	1,019,742	1,118,550	1,101,193
Operating Expenses				
Professional & Contract Services	0	0	0	0
Supplies & Materials	12,605	6,982	13,520	14,120
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	183,051	164,760	173,810	205,505
Other Operating Expenses	0	0	0	0
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	195,656	171,742	187,330	219,625
TOTAL EXPENDITURES	\$1,200,746	\$1,191,484	\$1,305,880	\$1,320,818
Full Time Positions	4.50	4.50	4.50	4.50
Hourly/FTE Positions	22.12	21.08	20.68	20.68

Account: 0014015 Fund: General

ABOUT

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

SERVICES

- 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 the 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.

RECENT ACCOMPLISHMENTS

- Expanded collection of staff training videos to simplify onboarding of new circulation staff and equip staff throughout the organization to perform patron registration and check out activities.
- Increased use of text messaging and email to notify patrons of activities such as pending account expiration and new services.

GOALS | OBJECTIVES | PRIORITIES

- Explore digital library card applications, mobile checkout devices and other efficiencies to improve the customer experience.
- Contribute to the visioning and deployment of a mobile makerspace to promote digital literacy and creative collaboration in outreach efforts.
- Examine placement of service desks and staffing models to better address patron usage patterns.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

LIBRARY & CULTURAL ARTS | REFERENCE, GENEALOGY & CARLSBAD HISTORY SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$1,383,220	\$1,325,750	\$1,406,684	\$1,429,476
Retirement Benefits	242,575	242,348	265,594	241,978
Health Insurance	91,379	81,185	103,386	111,176
Other Personnel Expenses	64,141	64,762	72,575	68,365
Personnel Services Subtotal	1,781,315	1,714,045	1,848,239	1,850,995
Operating Expenses				
Professional & Contract Services	0	5,992	8,590	4,000
Supplies & Materials	10,378	10,590	7,980	16,749
Repair & Maintenance	306	1,147	3,550	3,870
Interdepartmental Charges	766,112	783,702	877,169	1,014,351
Other Operating Expenses	0	304	3,700	3,700
Capital Outlay	11,407	6,376	0	0
Operating Expenses Subtotal	788,203	808,111	900,989	1,042,670
TOTAL EXPENDITURES	\$2,569,518	\$2,522,156	\$2,749,228	\$2,893,665
Full Time Positions	11.00	11.00	11.00	11.00
Hourly/FTE Positions	14.79	15.30	15.35	15.35

Account: 0014016 Fund: General

ABOUT

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 readers' advisory assistance.

The Genealogy & Carlsbad History staff provides reference and instructional assistance to patrons researching their ancestry and preserves Carlsbad history materials for public research. The division works closely with the North San Diego County Genealogical Society, a partner organization of the Carlsbad City Library, to provide educational genealogy programs for the community.

Both areas support patrons' increasing use of technology through digital literacy training and access to emerging technologies.

SERVICES

- 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.

- Support a collaborative learning environment where community members can express their creativity through digital photography and editing, 3D printing and design, coding and electronics, digital crafting and media conversion.
- Contribute to the management and selection of books, digital resources, audiovisual materials, magazines, newspapers and other library materials.
- Facilitate instructional programs, assist users in the library’s computer labs and lead book clubs.
- Plan and execute community outreach activities such as visits to schools, senior centers, farmers’ markets, and other community groups.
- Manage the selection and organization of print and digital genealogy and Carlsbad history resources, preserve archival collections and provide instruction and assistance to patrons of all ages researching genealogy or local history.
- Coordinate with the North San Diego County Genealogical Society to schedule and provide free educational genealogy programs.

RECENT ACCOMPLISHMENTS

- Restructured reference roles and responsibilities following three retirements and the recruitment of new staff members.
- Transitioned the management of teen services at the Georgina Cole Library from Children’s Services to Reference Services.
- Incorporated the book bike “Books to Go” into regular outreach services and expanded partnerships with local organizations including senior centers, farmers’ markets and schools.
- Converted residents’ oral histories from audio cassette format to a digital format searchable within the online Carlsbad History Collection.
- Delivered virtual reality programming utilizing grant-funded 360-degree video cameras and equipment, providing instructional classes and hosting video recording excursions.

GOALS | OBJECTIVES | PRIORITIES

- Use the results of the Technology Vision & Strategic Staffing effort to identify and address digital literacy needs in the community.
- Introduce creative digital and technology-related programs and services to northern Carlsbad, including digital crafting and the ability to convert photos, slides and negatives to digital formats.
- Assess existing programs and services to determine how they should change in relation to library resources and respond to community needs.
- Increase access to digitized archival materials located in the Carlsbad History Collection through the selection and population of an improved digital asset management system.
- Upgrade and modify computer systems in the Exploration HUB to enhance the learning experience, address emerging community learning interests and support new program offerings.

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

None.

LIBRARY & CULTURAL ARTS | CHILDREN'S SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$671,111	\$638,259	\$663,971	\$680,082
Retirement Benefits	137,150	140,130	147,879	128,219
Health Insurance	103,831	105,162	114,863	109,147
Other Personnel Expenses	32,179	32,152	35,660	33,815
Personnel Services Subtotal	944,271	915,703	962,373	951,263
Operating Expenses				
Professional & Contract Services	0	0	0	0
Supplies & Materials	3,032	3,073	6,595	6,595
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	312,492	317,259	351,627	423,754
Other Operating Expenses	190	0	110	110
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	315,714	320,332	358,332	430,459
TOTAL EXPENDITURES	\$1,259,985	\$1,236,035	\$1,320,705	\$1,381,722
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	5.79	5.55	5.55	5.55

Account: 0014035 Fund: General

ABOUT

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

SERVICES

- Develop and present educational programs for children year-round, including weekly early literacy and educational programs, as well as special reading programs such as the annual Summer Reading Adventure.
- Promote literacy and the enjoyment of reading by connecting children with books through interactions, programs and development of an age-appropriate collection.
- Support digital literacy for children by providing computers with early literacy programs, internet access and educational games as well as remote access to digital databases for homework assistance.
- Answer reference questions and assist in using the collection and internet computers for research and homework.
- Manage the Homework Zone program which offers children in grades 1-12 personalized homework assistance provided by volunteers.

- Provide library instruction and tours for children and youth-related groups.
- Build community connections through story times, book talks and instructional sessions at local schools and special events throughout the city.
- Provide leadership opportunities and community service hours for teens.

RECENT ACCOMPLISHMENTS

- Launched a web-based reading program tracker (Beanstack) to manage the annual Summer Reading Adventure to offer a more convenient, online method for parents to track their child's reading.
- Reinvented programming to emphasize a focus on STEAM (Science, Technology, Engineering, Arts and Math).
- Developed department-wide story time curriculum standards to ensure the quality of early literacy programs and ease of training for new staff.
- Introduced data collection, analysis tools and research methods to evaluate the Summer Reading Adventure and the new Tween Scene program at the Georgina Cole Library.
- Transitioned teen services from Children's Services Division to Reference Services Division at the Georgina Cole Library.

GOALS | OBJECTIVES | PRIORITIES

- Strengthen early literacy efforts by initiating "Baby's First Visit to the Library" promotion in conjunction with Library Card Sign-up Month and launching "1,000 Books Before Kindergarten" program.
- Establish a thematic, systemwide STEAM program for youth in Kindergarten through 8th grade.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

LIBRARY & CULTURAL ARTS | COLLECTIONS & TECHNICAL SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$526,497	\$547,275	\$566,856	\$566,605
Retirement Benefits	127,397	135,246	144,563	128,187
Health Insurance	74,416	73,597	77,895	85,168
Other Personnel Expenses	25,134	26,074	30,296	28,515
Personnel Services Subtotal	753,444	782,192	819,610	808,475
Operating Expenses				
Professional & Contract Services	24,145	12,371	34,000	34,000
Supplies & Materials	955,501	991,038	1,197,015	1,160,115
Repair & Maintenance	0	0	200	200
Interdepartmental Charges	131,080	128,317	136,204	166,166
Other Operating Expenses	228	456	250	250
Capital Outlay	42,320	0	0	0
Operating Expenses Subtotal	1,153,274	1,132,182	1,367,669	1,360,731
TOTAL EXPENDITURES	\$1,906,718	\$1,914,374	\$2,187,279	\$2,169,206
FUNDING				
General Fund	\$1,783,992	\$1,861,763	\$2,067,864	\$2,039,791
Special Revenue Fund	122,726	52,611	119,415	129,415
TOTAL FUNDING	\$ 1,906,718	\$ 1,914,374	\$ 2,187,279	\$ 2,169,206
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	2.78	2.93	2.88	2.88
Account: 0014040 Fund: General 1454010 Special Revenue-Gifts/Bequests 1454011 Special Revenue-Friends of the Library				

ABOUT

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

SERVICES

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

- Create and maintain database records and label materials to allow patrons to discover and locate items of interest.
- Manage and reorganize physical shelving and location of materials as required to assist patrons in finding materials of interest.
- Perform Inter-Library Loans to provide patron access to materials outside the Carlsbad collection.
- Coordinate the removal of out-of-date or damaged materials to maintain a current and desirable collection.

RECENT ACCOMPLISHMENTS

- Modified labeling, shelving locations and database indexing to improve access and findability.
- Enhanced catalog records for children's, young adult and literacy materials to help parents, students, adult learners and teachers locate items that match specific reading levels and learning needs.
- Identified and assisted with the launch of streaming music and movie services in response to patron demand for online access to popular digital content.
- Documented procedures and conducted staff cross-training to build skills and ensure continuity of services during staff absences and for succession planning.

GOALS | OBJECTIVES | PRIORITIES

- Further explore available streaming and downloadable media options and expand eBook collections to meet patron demand for convenient online access to popular digital content.
- Improve work process documentation and methods to support cross-training and knowledge transfer to new staff.
- Leverage less frequently used features of cataloging software applications to increase cataloging efficiency and streamline labor-intensive processes.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

LIBRARY & CULTURAL ARTS | BILINGUAL, LITERACY & LIFELONG LEARNING SERVICES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$365,181	\$378,193	\$388,858	\$449,976
Retirement Benefits	62,562	64,106	66,927	66,933
Health Insurance	11,270	10,862	10,971	33,092
Other Personnel Expenses	19,259	20,432	21,843	22,139
Personnel Services Subtotal	458,272	473,593	488,599	572,140
Operating Expenses				
Professional & Contract Services	1,114	1,804	2,015	2,015
Supplies & Materials	57,375	45,483	8,500	8,755
Repair & Maintenance	35	75	300	300
Interdepartmental Charges	390,744	409,733	456,377	534,771
Other Operating Expenses	8,223	10,448	600	600
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	457,491	467,543	467,792	546,441
TOTAL EXPENDITURES	\$915,763	\$941,136	\$956,391	\$1,118,581
Full Time Positions	3.00	3.00	3.00	4.00
Hourly/FTE Positions	5.70	5.66	5.66	6.07

Account: 001405X Fund: General

ABOUT

The Library Learning Center serves as a resource to foster lifelong learning through its support of early literacy, family literacy, and adult literacy programs, collections and activities. In addition to offering 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 individuals previously unfamiliar with public libraries. Literacy Services provides one-to-one assistance using volunteer tutors to English-speaking adults who want to improve their reading, writing and computer skills.

SERVICES

- Provide access to Spanish, English, bilingual and literacy materials for all ages.
- Offer reading and writing help for English-speaking adults.
- Provide English as a Second Language (ESL) classes through a partnership with MiraCosta College.
- Provide children's programs in English and Spanish.
- Manage the Homework Zone program which offers children in grades 1-12 English and bilingual personalized homework assistance provided by volunteers.
- Coordinate early childhood literacy tutoring program for students in grades 1-4.

- Facilitate an accredited Career Online High School diploma program and provide on-ground support to students.
- Provide teen programs, concerts and family events.
- Collaborate with external partners to provide tax preparation help.
- Coordinate Spanish-language book club.
- Provide learning assistance in reading, writing, comprehension, math, technology and life skills to students in a partnership with Carlsbad High School.

RECENT ACCOMPLISHMENTS

- Continued to grow the Early Childhood Literacy tutoring program, where students in first through fourth grade and their parents meet weekly with a volunteer tutor.
- Raised awareness of Learning Center services through outreach programs.
- Assessed challenges with access to bilingual and literacy services, and community interest for extended hours of service at the Learning Center.
- Created and distributed new marketing materials for the Learning Center.

GOALS | OBJECTIVES | PRIORITIES

- Develop a new digital literacy/technology tutoring program that will serve Literacy Services learners while also meeting the learning needs of other adult community members.
- Launch family literacy programming supported with new California Library Literacy Services grant funding.
- Expand English as a Second Language class offerings through a partnership with MiraCosta College to include additional conversation skills classes.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Library Assistant in the Library Learning Center.

LIBRARY & CULTURAL ARTS | COMMUNITY RELATIONS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$208,188	\$187,533	\$232,610	\$274,266
Retirement Benefits	40,643	37,333	45,497	43,920
Health Insurance	35,866	25,462	38,023	38,692
Other Personnel Expenses	9,054	8,737	10,795	11,379
Personnel Services Subtotal	293,751	259,065	326,925	368,257
Operating Expenses				
Professional & Contract Services	124,501	70,499	70,424	76,744
Supplies & Materials	53,523	5,818	71,916	95,550
Repair & Maintenance	1,425	285	4,550	4,200
Interdepartmental Charges	107,930	107,692	116,627	141,005
Other Operating Expenses	0	0	0	0
Capital Outlay	2,464	2,779	0	0
Operating Expenses Subtotal	289,843	187,073	263,517	317,499
TOTAL EXPENDITURES	\$583,594	\$446,138	\$590,442	\$685,756
General Fund	\$396,967	\$366,459	\$460,092	\$487,894
Special Revenue Fund	186,627	79,679	130,350	197,862
TOTAL FUNDING	\$ 583,594	\$ 446,138	\$ 590,442	\$ 685,756
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	2.21	1.95	2.35	3.33
Account:	0014060	Fund:	General	
	1454013		Special Revenue-Gartner Donation	
	1454014		Special Revenue-Benson Donation	

ABOUT

The Community Relations Division coordinates the development, delivery and assessment of programs for the community, performs outreach to promote departmental services and identify community needs, advances partnerships 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 library venues. In addition, the Community Relations Division assists with internal communications and external publicity for the department through print and electronic publications, social media, digital signage and website and intranet management.

SERVICES

- Coordinate with the city's Communications Office on marketing and publicity for library and cultural arts programs and services. Activity includes website communications, e-newsletters, social media initiatives and video productions.

- Plan, execute and evaluate programs for adults including special events, author lectures, play readings, film series, poetry reading and writing workshops and concert series.
- Manage the public rental use of three facilities including reservations, billing, room set up and technical support.
- Provide technical and event support for library and cultural arts programs.

RECENT ACCOMPLISHMENTS

- In partnership with Parks & Recreation Department, implemented a new web-based venue booking and class registration software application, which is more user-friendly, improving the experience of community members.
- Analyzed and updated rental procedures and policies, including a rental fee schedule that reflects current market rates and simplifies the rental process.
- In partnership with the City of Carlsbad IT Department, completed upgrades to audio-visual capabilities in the Gowland Meeting Room to improve community program experiences.

GOALS | OBJECTIVES | PRIORITIES

- Execute audio-visual upgrade in Cole Library Community Room to improve community program experiences.
- Execute audio infrastructure upgrade in Ruby G. Schulman Auditorium to address existing technical issues and improve the event experience for community members.
- Develop and implement a community outreach tool kit to increase effectiveness in assessing community needs, respond to community interests and deliver messages related to library and cultural arts services.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 0.58 full-time equivalent in part-time technical staff for the Ruby G. Schulman Auditorium.
- The addition of 0.40 full-time equivalent in part-time library staff for the Library Learning Center.

LIBRARY & CULTURAL ARTS | CULTURAL ARTS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$388,136	\$446,245	\$496,070	\$540,131
Retirement Benefits	74,532	94,320	99,159	94,922
Health Insurance	50,769	46,294	48,256	72,862
Other Personnel Expenses	15,812	17,364	20,420	20,131
Personnel Services Subtotal	529,249	604,223	663,905	728,046
Operating Expenses				
Professional & Contract Services	301,333	272,406	395,560	537,882
Supplies & Materials	34,783	24,707	12,200	8,650
Repair & Maintenance	0	0	1,000	1,000
Interdepartmental Charges	56,448	58,459	92,300	104,336
Other Operating Expenses	1,716	510	2,150	2,150
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	394,280	356,082	503,210	654,018
TOTAL EXPENDITURES	\$923,529	\$960,305	\$1,167,115	\$1,382,064
General Fund	\$891,556	\$905,168	\$1,108,965	\$1,307,864
Special Revenue Fund	31,973	55,137	58,150	74,200
TOTAL FUNDING	\$ 923,529	\$ 960,305	\$ 1,167,115	\$ 1,382,064
Full Time Positions	4.00	4.00	4.00	5.00
Hourly/FTE Positions	3.05	3.53	3.53	4.38
<i>Account: 001406X Fund: General</i> <i>148 Special Revenue-Special Events</i> <i>175 Special Revenue-Schulman Endowment</i>				

ABOUT

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.

SERVICES

- Produce nine TGIF Concerts in the Parks with pre-shows showcasing local talent.
- 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 the Community Arts Grant program with the Carlsbad Arts Commission and community arts stakeholders.

- Offer educational programs for youth and adults, including Three-Part Art, Family Open Studios, arts camps and partnering with Parks & Recreation Department at Leo Carrillo Ranch Historic Park.
- Work closely with Carlsbad Friends of the Arts on building their leadership and fundraising capacity.
- Create a diversified array of experiences in the visual and performing arts that foster interaction with artists, while also promoting a more profound connection for residents as both participants and audience members.

RECENT ACCOMPLISHMENTS

- Following approval of the Arts & Culture Master Plan in June 2018, advanced two of the top ten initiatives reflecting input from the community, the Carlsbad Arts Commission, stakeholders and the City Council.
- Initiated a Venue Feasibility Study and Market Survey exploring the potential for a performing and visual arts venue.
- Launched the mobile delivery of arts programming utilizing the TGIF stage and Family Open Studios with community partnerships at Art in the Village, ArtWalk and Jefferson Elementary School.
- Hosted two guest artist residencies, offering community members an opportunity to observe and interact with artists onsite.
- Installed new public art at Carlsbad City Library and Aviara Community Park.
- Reimagined performing arts series (now Front Row Fridays) featuring music, theater and dance, reflecting trends and interests of an expanding audience.
- Collaborated with local arts and educational organizations to showcase local talent at TGIF Concerts in the Parks including a pre-show at each concert and the Turn It Up Band Competition.

GOALS | OBJECTIVES | PRIORITIES

- Continue to address priority initiatives from the Arts & Culture Master Plan.
- Complete design and purchase of a mobile arts vehicle to further extend arts experiences throughout Carlsbad.
- Create opportunities for residents to serve on arts committees alongside Arts Commissioners, to increase community feedback on arts topics.
- Launch a pilot STEAM (Science, Technology, Engineering, Arts and Mathematics) initiative focusing on Carlsbad's three Title One schools to coordinate with each school's curriculum by providing interaction with artists with a STEAM focus, with a future goal of replication to other schools.
- Expand guest artist residencies in visual, performing and arts education to reach an inter-generational audience through classes, performances, workshops and collaboration with community partners.
- Research and develop a plan for improvements and upgrades to the William D. Cannon Gallery.
- Add new public art installations to respond to community interest including a mural at Cole Library and an iconic beach chair in the Village.
- Implement a web-based grants management application to improve the grants process and provide greater efficiency in managing additional grant funding.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Fund ongoing initiatives in the Arts & Culture Master Plan including mobile outreach, guest artist residencies, STEAM programs in schools and an annual increase in Community Arts Grants.
- The addition of 1.0 full-time Community Arts Coordinator for the Public Art Program.
- The addition of 0.85 full-time equivalent in part-time staff.

PARKS & RECREATION | SUMMARY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$5,727,781	\$5,891,709	\$6,800,180	\$6,837,929
Retirement Benefits	1,108,106	1,180,398	1,288,535	1,159,449
Health Insurance	557,995	521,009	618,073	677,173
Other Personnel Expenses	398,975	454,186	539,693	526,557
Personnel Services Subtotal	7,792,857	8,047,302	9,246,481	9,201,108
Operating Expenses				
Professional & Contract Services	4,467,748	5,316,991	6,149,169	6,854,909
Supplies & Materials	1,167,027	1,116,680	1,381,614	1,547,541
Repair & Maintenance	21,396	22,303	24,200	75,184
Interdepartmental Charges	1,468,959	1,354,347	1,429,807	1,638,952
Other Operating Expenses	9,324,203	8,735,534	9,118,773	9,389,646
Capital Outlay	1,049,962	546,809	760,000	798,750
Operating Expenses Subtotal	17,499,295	17,092,664	18,863,563	20,304,982
TOTAL EXPENDITURES	\$25,292,152	\$25,139,966	\$28,110,044	\$29,506,090
TOTAL FUNDING				
General Fund	\$15,192,708	\$16,028,770	\$18,160,929	\$18,890,152
Enterprise Fund	\$8,568,408	\$7,322,249	\$7,840,063	\$8,227,596
Special Revenue Fund	1,531,036	1,788,947	2,109,052	2,388,342
TOTAL FUNDING	\$25,292,152	\$ 25,139,966	\$ 28,110,044	\$ 29,506,090
Full Time Positions	57.15	57.00	55.00	55.00
Hourly/FTE Positions	80.00	89.83	89.61	89.61

PARKS & RECREATION | ADMINISTRATION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$1,131,993	\$1,184,613	\$1,386,778	\$1,305,248
Retirement Benefits	282,717	304,914	319,557	292,823
Health Insurance	112,637	112,900	117,319	160,825
Other Personnel Expenses	45,340	53,341	64,807	74,732
Personnel Services Subtotal	1,572,687	1,655,768	1,888,461	1,833,628
Operating Expenses				
Professional & Contract Services	266,178	375,350	494,583	376,100
Supplies & Materials	104,061	68,776	172,000	82,400
Repair & Maintenance	13,159	20,113	21,100	71,784
Interdepartmental Charges	152,669	160,984	164,480	207,210
Other Operating Expenses	71,433	85,589	85,300	142,850
Capital Outlay	20,297	1,995	0	0
Operating Expenses Subtotal	627,797	712,807	937,463	880,344
TOTAL EXPENDITURES	\$2,200,484	\$2,368,575	\$2,825,924	\$2,713,972
General Fund	\$2,111,137	\$2,278,704	\$2,692,324	\$2,601,972
Special Revenue Fund	89,347	89,871	133,600	112,000
Total Funding	\$ 2,200,484	\$ 2,368,575	\$ 2,825,924	\$ 2,713,972
Full Time Positions	11.70	11.30	11.45	12.45
Hourly/FTE Positions	1.05	1.78	6.15	1.13
Account:	001451X,	Fund:	General	
	0014545		General	
	0014635		General	
	140		Special Revenue-Scholarships	
	149		Special Revenue-Donations	

ABOUT

The Parks & Recreation Department is nationally accredited by the Commission for the 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.

SERVICES

- Evaluate and monitor business processes to improve operations and performance.
- Develop and monitor operating budget and annual Capital Improvement Program.
- Process and issue city special event permits.
- Enhance citywide trail system through land acquisition, construction, and maintenance.
- Oversee management agreement for The Crossings Golf Course.

- Monitor recreation programs with participant surveys and community outreach.
- Administer recreation program scholarships to low-income Carlsbad residents.
- Design, produce and distribute Community Services Guides.
- Update and implement master and strategic planning.
- Provide liaison services with Parks & Recreation and Senior Commissions and Beach Preservation Committee.

RECENT ACCOMPLISHMENTS

- Maintained national accreditation from the Commission for the Accreditation of Park and Recreation Agencies.
- Revised Administrative Order 71 Park and Facility Use Policies and Procedures.
- Implemented Administrative Order 80 Athletic Field Allocation Procedures and Policies.
- Implemented new enterprise activity software solution program.
- Expanded Opportunity Grants Program to Carlsbad residents of all ages.
- Attained four additional staff certifications through the Certified Park & Recreation Professional Program.
- Monitored construction of: the Aviara Community Park Phase II Improvement Project and the Poinsettia Community Park Phase III Improvements Project.
- Monitored permitting of the Buena Vista Reservoir Site Park Development Project and the Poinsettia Community Park Phase IV Improvements Project.
- Completed Leo Carrillo Ranch Historic Park Structure Maintenance and Repair Project.
- Implemented Leo Carrillo Ranch Historic Park Phase I Outdoor Interpretive Program and New Visitor Guide.
- Hired design consulting firm and initiated public outreach program for master planning of Veterans Memorial Park.

GOALS | OBJECTIVES | PRIORITIES

- Complete RFP process to update Parks & Recreation Master Plan, and commence outreach.
- Monitor and consult on permitting and plan/specification refinement phases of Poinsettia Community Park Phase IV Improvements Project.
- Monitor and consult on permitting and plan/specification refinement phases of Buena Vista Reservoir Site Park Development Project.
- Commence interpretive exhibit planning for newly restored stable bunkhouse at Leo Carrillo Ranch Historic Park, and install based on findings and community input.
- Implement Leo Carrillo Ranch Historic Park Phase II Outdoor Interpretive Program and Wayfinding Signs.
- Progress with public outreach program and conceptual design phase for master planning of Veterans Memorial Park.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

PARKS & RECREATION | RECREATION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$2,853,916	\$3,001,222	\$3,491,293	\$3,566,859
Retirement Benefits	395,722	415,049	473,896	426,861
Health Insurance	189,534	168,099	223,877	198,903
Other Personnel Expenses	231,660	269,703	331,019	314,696
Personnel Services Subtotal	3,670,832	3,854,073	4,520,085	4,507,319
Operating Expenses				
Professional & Contract Services	740,302	881,885	1,098,830	1,174,915
Supplies & Materials	759,015	757,000	796,001	915,466
Repair & Maintenance	2,137	1,892	2,600	2,900
Interdepartmental Charges	723,192	730,882	856,260	995,004
Other Operating Expenses	413,052	401,985	495,540	452,890
Capital Outlay	56,415	155,358	0	0
Operating Expenses Subtotal	2,694,113	2,929,002	3,249,231	3,541,175
TOTAL EXPENDITURES	\$6,364,945	\$6,783,075	\$7,769,316	\$8,048,494
General Fund	\$6,328,980	\$6,731,071	\$7,698,116	\$7,842,994
Special Revenue Fund	35,965	52,004	71,200	205,500
Total Funding	\$ 6,364,945	\$ 6,783,075	\$ 7,769,316	\$ 8,048,494
Full Time Positions	19.85	20.25	19.25	18.25
Hourly/FTE Positions	67.69	78.32	74.68	79.70
<i>Account: 0014520-44, Fund: General</i> <i>0014546-73, General</i> <i>143, Special Revenue-Senior Program Donations</i>				

ABOUT

The Parks & Recreation Department offers a wide range of programs and services for youth and adult sports, instructional classes, camps, aquatics, preschool, teens, and special events. The department also operates 4 community centers, 1 senior center, 2 aquatic centers, 2 historic sites, 6 community parks, 2 dog parks, 2 skate parks, and 15 other unique parks.

SERVICES

- Provide information, enrollment, and registration services for programs and facilities.
- Collect and account for revenue to ensure efficient and cost-effective programming.
- Supervise operations and 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 nonprofit sports organizations.
- Issue Agua Hedionda Lagoon use permits and distribute information regarding regulations.
- Conduct cultural and historic park educational and interpretive programming.

- Instill values of good sportsmanship and respect in all recreation activities.
- Coordinate youth and adult competitive swim instruction and coaching.
- Schedule use of pools for school and club swim, water polo, and diving teams.
- Educate the public and city employees in first aid, CPR, 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 incorporating fun and healthy activities in a supervised environment.
- Arrange classes, seminars, professional services, and other learning opportunities for seniors.
- Offer senior transportation services between community locations.
- Provide home meals to seniors at little or no cost.
- Manage volunteers which support the Senior Center, Leo Carrillo Ranch, and special events
- Create and offer a variety of special events for the community.

RECENT ACCOMPLISHMENTS

- Implemented intergenerational programs offering new classes between teens and seniors.
- Implemented innovative educational class programming at the newly restored stable within Leo Carrillo Ranch Historic Park.
- Increased youth basketball program participation by 25%.
- Completed RFP process for Senior Center meal services.
- Completed RFP process for professional race management for the Carlsbad Triathlon.
- Implemented and improved California History & Art 4th grade program fundraising event.
- Established centralized reservation operations for program, park, and facility registrations.
- Placed mobile kiosks offering iPads for registration at community centers.
- Added new event featuring an old-fashioned carnival and classic car show.
- Earned California Parks and Recreation Society Innovative Programming Award for Pirate Plunge event.

GOALS | OBJECTIVES | PRIORITIES

- Expand intergenerational programs offering new classes between teens and seniors.
- Implement new youth basketball spring league expanding program by 250 kids.
- Implement and expand afterschool programs and camps.
- Prepare and implement program plans for new amenities at Aviara and Poinsettia Community Parks.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Reclassify a 1.0 full-time vacant Office Specialist II to a 1.0 full-time Recreation Specialist to expand intergenerational programming.

PARKS & RECREATION | PARKS AND TRAIL MAINTENANCE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$1,416,698	\$1,359,590	\$1,506,380	\$1,552,723
Retirement Benefits	347,945	372,952	393,437	342,366
Health Insurance	220,519	200,390	222,570	252,202
Other Personnel Expenses	101,104	107,661	116,890	109,831
Personnel Services Subtotal	2,086,266	2,040,593	2,239,277	2,257,122
Operating Expenses				
Professional & Contract Services	2,705,990	2,984,819	3,466,706	3,904,404
Supplies & Materials	291,218	266,068	367,863	490,725
Repair & Maintenance	6,100	298	500	500
Interdepartmental Charges	536,219	472,027	482,423	511,135
Other Operating Expenses	1,123,038	1,251,966	1,213,720	1,281,300
Capital Outlay	3,760	3,224	0	0
Operating Expenses Subtotal	4,666,325	4,978,402	5,531,212	6,188,064
TOTAL EXPENDITURES	\$6,752,591	\$7,018,995	\$7,770,489	\$8,445,186
Full Time Positions	21.20	21.00	19.35	19.45
Hourly/FTE Positions	9.41	7.98	7.25	7.25

Account: 00146XX

Fund: General

ABOUT

The Parks & Recreation Department maintains approximately 336 acres of developed community parks and special use areas, 51 miles of trails, and 685 acres of habitat preserves, urban forests and undeveloped land.

SERVICES

- Manage turf, irrigation, and landscaping at parks, civic facilities, beach accesses, and school athletic fields.
- Inspect and maintain restroom facilities and picnic areas.
- Inspect and maintain tennis and basketball courts, soccer, softball/baseball and multi-purpose fields, and tot lots.
- Repair park structures, athletic field lighting, play equipment, and other park fixtures.
- Prune all trees on a 4 to 4.5-year cycle and a 2 to 2.25-year supplemental cycle for high maintenance trees.
- Maintain existing citywide trails and coordinate development of new trails.
- Manage trail volunteer program.
- Oversee management and maintenance of preserves, urban forests, and undeveloped lands.

- Coordinate coastal activities with the State of California Parks & Recreation Department and lagoon foundations.

RECENT ACCOMPLISHMENTS

- Extended parks maintenance services agreement for passive parks, facilities landscapes, streetscapes, medians, parkways, undeveloped park sites, urban forests, and trails.
- Assumed landscape maintenance of Pine Avenue Community Center and Gardens Projects.
- Assumed maintenance of Ocean Street Beach Access Improvements Project.
- Assumed maintenance of Leo Carrillo Ranch Stable Restoration and Restroom Construction Project.
- Assumed maintenance of Robertson Ranch East Trail from the Toll Brothers Development Project.
- Implemented updated Integrated Pest Management Plan.
- Revised draft update to the Trails Master Plan and corresponding environmental documents.
- Replace selective concrete walkways at Laguna Riviera Park.
- Resurfaced basketball courts at Laguna Riviera, La Costa Canyon, Poinsettia and Aviara Community Parks.
- Resurfaced restroom floors at Holiday, Hidden Canyon and Poinsettia Community Parks.
- Installed water bottle filling stations at Holiday, Hidden Canyon, Laguna Riviera, La Costa and Calavera Hills Community Parks.
- Developed plans/specifications for replacement of rubberized surfacing at Hidden Canyon and Aviara Community Parks.
- Developed plans/specifications for retrofit to LED fixtures of pathway lights and parking lot lights at Calavera Hills, Stagecoach, and Poinsettia Community Parks.

GOALS | OBJECTIVES | PRIORITIES

- Progress through new parks maintenance services agreement for community parks and school athletic fields.
- Assume ongoing maintenance of: Aviara Community Park Phase II Improvement, Poinsettia Community Park Phase II Improvements, Calavera Hills Community Park Gateway Improvements, and Calavera Hills Village H property.
- Assume service of trash receptacles and portable restrooms along selective segments of the seawall from State of California Parks & Recreation Department.
- Implement update to Trails Master Plan.
- Update Community Forest Management Plan.
- Determine City Council direction on replacement of two synthetic turf fields at Stagecoach Community Park.
- Bid, award, and administer contract for replacement of rubberized surfacing at Hidden Canyon and Aviara Community Parks.
- Bid, award, and administer contract for retrofit to LED fixtures on pathway lights and parking lot lights at Stagecoach, Calavera Hills, and Poinsettia Community Parks.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Funding included for ongoing Calavera Hills Village H maintenance costs and increased trash and restroom maintenance levels at the seawall.

PARKS & RECREATION | STREET TREE MAINTENANCE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$180,029	\$178,685	\$212,984	\$211,439
Retirement Benefits	44,950	47,048	51,776	49,418
Health Insurance	17,164	19,852	27,156	32,613
Other Personnel Expenses	11,954	12,923	14,240	14,317
Personnel Services Subtotal	254,097	258,508	306,156	307,787
Operating Expenses				
Professional & Contract Services	275,738	348,287	369,500	514,250
Supplies & Materials	4,546	10,246	13,300	27,550
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	63,160	41,959	16,217	6,550
Other Operating Expenses	4,881	6,323	7,900	8,400
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	348,325	406,815	406,917	556,750
TOTAL EXPENDITURES	\$602,422	\$665,323	\$713,073	\$864,537
Full Time Positions	2.60	2.45	2.70	2.65
Hourly/FTE Positions	0.97	0.88	0.75	0.75

Account: 160

Fund: Special Revenue

ABOUT

The street tree maintenance assessment district provides maintenance to all city accepted street trees within the public right-of-way, including specialized maintenance for street trees in the Downtown Village.

SERVICES

- Inspect and prune city street trees on a 4 to 4.5-year cycle, and a 2 to 2.25-year supplemental cycle for high maintenance trees.
- Respond to approximately 600 street tree service requests and provide storm and emergency assistance as necessary.
- Refine, support, administer, and inspect canopy maintenance block pruning program.
- 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 developments.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

PARKS & RECREATION | MEDIAN MAINTENANCE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$145,145	\$167,599	\$202,745	\$201,660
Retirement Benefits	36,772	40,435	49,869	47,981
Health Insurance	18,141	19,768	27,151	32,630
Other Personnel Expenses	8,917	10,558	12,737	12,981
Personnel Services Subtotal	208,975	238,360	292,502	295,252
Operating Expenses				
Professional & Contract Services	348,062	459,395	583,200	608,000
Supplies & Materials	8,187	14,590	32,450	31,400
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	(6,281)	(51,505)	(89,573)	(80,947)
Other Operating Expenses	244,359	320,909	372,600	352,600
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	594,327	743,389	898,677	911,053
TOTAL EXPENDITURES	\$803,302	\$981,749	\$1,191,179	\$1,206,305
Full Time Positions	1.80	2.00	2.25	2.20
Hourly/FTE Positions	0.88	0.87	0.78	0.78

Account: 161

Fund: Special Revenue

ABOUT

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.

SERVICES

- Administer and oversee landscape and irrigation maintenance for all city median planters and developed parkways including litter control, weed abatement, pruning, shrub/tree refurbishment, and irrigation repairs.
- Inspect and prune median trees on a 4 to 4.5-year cycle, and a 2 to 2.25-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.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

PARKS & RECREATION | THE CROSSINGS GOLF COURSE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$0	\$0	\$0	\$0
Retirement Benefits	0	0	0	0
Health Insurance	0	0	0	0
Other Personnel Expenses	0	0	0	0
Personnel Services Subtotal	0	0	0	0
Operating Expenses				
Professional & Contract Services	131,478	267,255	136,350	277,240
Supplies & Materials	0	0	0	0
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	0	0	0	0
Other Operating Expenses	7,467,440	6,668,762	6,943,713	7,151,606
Capital Outlay	969,490	386,232	760,000	798,750
Operating Expenses Subtotal	8,568,408	7,322,249	7,840,063	8,227,596
TOTAL EXPENDITURES	\$8,568,408	\$7,322,249	\$7,840,063	\$8,227,596
Full Time Positions	0.00	0.00	0.00	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 572

Fund: Enterprise

ABOUT

The Crossings at Carlsbad is an 18-hole municipal golf course and event facility. Amenities for public use and enjoyment include a 6,835-yard championship 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. JC Management, Inc. manages this facility via an agreement with the Carlsbad Public Financing Authority.

SERVICES

- Administer management and operations agreement with JC Management, Inc.
- Maintain and renovate turf, landscaping, and irrigation systems.
- Maintain and repair clubhouse, snack bar, restrooms, and picnic areas available for patrons.
- Oversee food & 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 marshals, greeters, and assistants servicing the course and clubhouse.

RECENT ACCOMPLISHMENTS

- Installed beautification landscaping around wedding ceremony area and within several parking lot islands.
- Repaired multiple cracks in concrete cart paths leading to Hole #9.
- Repaired and replaced mainline irrigation at various locations.
- Completed irrigation coverage analysis and implemented adjustments to improve course.
- Continued water conservation and turf replacement plan for areas out of play along Palomar Airport Road.
- Tilled and replenished sand in selective bunkers near the greens.
- Completed plans/specifications and publicly bid the Lake Liner Refurbishment Project.
- Procured and installed an audio-visual system for The Canyons Restaurant.
- Repaired interior damages from a fire between The Canyons Restaurant bar and kitchen.
- Obtained an updated liquor license for the full property, from the California Department of Alcohol & Beverage Control.

GOALS | OBJECTIVES | PRIORITIES

- Continue to repair cracks in concrete cart paths within segments of greatest need.
- Continue to till and replenish sand in selective bunkers, extending to the fairways.
- Execute and manage contract for the Lake Liner Refurbishment Project.
- Design and install an additional phase of beautification landscape along Palomar Airport Road and College Boulevard.
- Improve drainage, install decorative walkway, and remove/replace grass within the wedding ceremony area.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.



ADMINISTRATIVE SERVICES

The Administrative Services Branch serves as a key provider of both internal and external services to the city. The branch focuses on the delivery of financial, human resources and information technology related services to city staff and the public.

By supporting the city organization in maintaining efficient and effective operations, the departments within the Administrative Services Branch play a key role in ensuring prudent use of taxpayer resources as well as attracting and retaining a talented and engaged city workforce.

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Deputy City Manager, Administrative Services

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ADMINISTRATIVE SERVICES BRANCH



KEY CHANGES – ADMINISTRATIVE SERVICES

CYBERSECURITY

Federal, state and local governments are experiencing a sharp uptick in the number and complexity of cybersecurity attacks. National Association of Chief Information Officers (NAISCO) conducts an annual survey of state CIOs to identify and prioritize top policy and technology issues facing state government and security and risk management topped the list for 2019. Ensuring the city is following best practices and vigilant in addressing emerging cyber threats are critical to protecting the city's digital assets and those the public has entrusted to us. The city's computer network is subjected to thousands of attempted attacks each week, putting the city at risk of service interruptions to core functions, compromising public safety and incurring significant liability. It's not a question of if the city's system will be breached, but rather when -- and, has the city developed the backup systems and recovery capabilities to ensure continuity of service. IT security is currently one of several duties of a senior network engineer. The time has come to dedicate a full-time professional resource to protecting the city's digital assets.

Operations IT Security Manager

This position would create, implement and manage an updated IT security program and provide the framework for ensuring the security of future "Connected Carlsbad" initiatives. This position will be coupled with high level, 24 hour a day network monitoring provided by an external service with cybersecurity expertise. Having a position dedicated to security and supported by the proper resources is key to a successful cybersecurity strategy.

TECHNOLOGY BACKBONE

As the public increasingly adopts technology and technology continues to evolve at a rapid pace the city and its systems must be able to adapt. The city's technical support team services nearly 1,000 staff computers and approximately 164 computers available to the public at libraries and the senior center. The increasing reliance on computers for all job functions at the city has made the provision of technical support a critical business need. On average in 2018, the city's technical services team responded to an average of 442 calls for service a month. The current average to date in 2019 has been 530. Requests for the deployment and support of mobile devices has increased 50% from last year. The staffing mix on the service desk today requires that many requests be elevated to a more senior member of the IT staff. When more experienced staff are pulled away from their other duties, progress is slowed on higher-level projects, such as expanding the city's fiber network and deploying updated business systems.

Client Systems Administrator

The Information Technology Service Desk is currently staffed with three junior level Client System Associates. The addition of a Client Systems Administrator will add capacity and technical expertise to handle troubleshooting and resolution of complex issues and general oversight for all incidents, device replacements and software installation. This position will also develop and manage a knowledge base to assist staff in finding answers to their technical problems and helping them learn new technology.

DATA INFRASTRUCTURE

Capturing, managing and analyzing the vast amounts of data available can lead to improved decision-making by the city and the public. The city continues to invest in geographic information system (GIS) to support departmental needs and provide relevant information to the public. Currently, the city's GIS provides an eZoning Map and customized geographic related information upon request. Enhancing the capability and availability of GIS information provides value to the people of Carlsbad from enhanced city services to greater public transparency.

Associate GIS Administrator

Although the city's use of geographic information system applications has expanded greatly, the department has not added staff in the past 12 years. Today, GIS is the primary application for:

- Police and fire dispatch
- Permitting and land management
- Asset management and public works work orders
- Water and wastewater asset management
- Pavement management
- Requests for public works service from the community
- Parks and recreation class registration and space reservations
- Sewer, tree, storm drain and other inspections

The Associate GIS Administrator will support the GIS Division in managing complex, server-based GIS technology; assist with system integration efforts, scripting data automation and performing system performance monitoring and tuning; and provide backup capabilities to the lead GIS Administrator and will significantly enhance business continuity. This position will also create additional capacity to deploy the city's first Web GIS platform, which will host a new suite of intranet applications, a spatial business intelligence capability as well as advanced capabilities such as cloud-based GIS collaboration, community engagement and an open data portal. All these services directly align with the "Connected Carlsbad" plan and will greatly enhance the city's data-driven decision-making capabilities.

FINANCIAL MANAGEMENT AND REPORTING

Proper financial reporting and accounting is needed to ensure timely compliance with regulations, improve business decisions, and ensure proper internal controls and oversight. The number of accounting standards has increased 70% since fiscal year 2007-08. During this time, staff resources dedicated to these responsibilities has been reduced from five to three. Added complexity in new revenue sources, such as SB1 Gas Tax and SWRCB Prop 1 grants, further taxes existing resources. Without additional staffing in this area, the city could risk negative audits that, in turn, could affect federal funding levels and the city's credit rating.

Accountant

The accountant position will improve the Finance Department's ability to produce timely reports that comply with regulations and support daily management decision making citywide. This position will also enable the city to identify potential new revenue streams, develop an automated end to end accounts payable system and improve the transparency of the city's financial information.

EFFECTIVE HUMAN RESOURCE MANAGEMENT

Properly managing and supporting the city's workforce is critical to providing the high level of service expected by the Carlsbad community and operating the city in the most efficient and effective manner possible. The city requires additional staff resources in the following three areas to support this goal:

Compliance: Recent changes in legislation have placed stricter requirements on employee training related to sexual harassment prevention and ethics and testing for drugs and alcohol. These changes require additional resources to ensure proper implementation and reporting. There is also an increased need to track the approximately 1,200 employee training records to comply with the law and reduce exposure when responding to complaints and litigation.

Employee Engagement: Recruiting and retaining the very best possible employees is critical to the city's mission of setting the standard for high quality municipal services. Employee engagement is the single highest determinant of employee retention and performance. The city has successfully increased overall employee engagement from 61 percent in 2015 to 73 percent in 2018. Sustained effort in this area will be needed to maintain engagement levels above the government benchmark of 64 percent, reduce costly employee turnover, and continue to serve the community with the most qualified employees available.

Workforce Development: Employee training and development programs are needed for compliance and to help ensure the city's workforce continues to perform at the highest levels. There are approximately 40+ employee learning and development trainings (including supervisor and leadership training) currently being managed primarily by part time staff in the Human Resources Department.

Management Analyst

The Management Analyst will ensure the city is in compliance with the DOT program, DMV program, Department of Justice (DOJ) and I-9 compliance as well as participate in labor negotiations and assist with employee relations and training and development. Specific duties will include:

- Develop and update administrative and Human Resources related policies and procedures.
- Assist with reviewing, analyzing, identifying and recommending appropriate training and development programs, including assisting with the development of an in-house supervisor academy.
- Develop an HR template library for city supervisors and managers as reference for discipline and performance management.
- Assist with employee relations, including all levels of disciplinary action.
- Assist with fact-finding investigations, prepare report of findings, make recommendations, advise and assist departments in resulting personnel actions.
- Assist with representing the city in contract negotiations with represented employee groups and meet and confers.
- Assist HR Manager as the city's representative in liaison to federal/state regulatory agencies as it relates to compliance and legal issues.
- Provide professional staff support to departments, including interpretations of laws, rules, regulations and policies related to human resource programs.

Human Resources Technician

This position would manage compliance training programs and support trainings for employee engagement and workforce development. This includes research, development, coordination and implementation of new or existing trainings.

Senior Office Specialist

This position will play a lead role in the areas of 1) Safety and Security 2) Compliance 3) Records Retention and 4) Customer Service.

- Create/maintain ID badges and building access control for all new hires, contractors, volunteers.
- Maintain Livescan results from Department of Justice (DOJ) (criminal records) for potential new and current employees.
- Respond to background checks for other police agencies.
- Audit I-9 forms and conduct E-Verify (to begin 7/1/19) for all new hires.
- Manage DMV pull notice program for all employees (approx. 1,300).
- Maintain employee records (personnel files, worker's compensation files etc.).
- 2nd floor receptionist for all walk-ups and appointments serving multiple departments (HR, Public Works, IT, Office of the Treasurer and Finance).
- Assist with DOT compliance program, including random drug testing.
- Assist with new hire orientation and onboarding.
- Manage incoming mail/inquiries from the public.

Learning Management System

To help the city meet its compliance and ongoing employee education goals a new electronic learning management system (LMS) is needed. An LMS would allow for efficient enrollment, scheduling, management, progress tracking and reporting of mandatory and voluntary training. Used by all employees and their supervisors, system would provide a user-friendly way of delivering citywide training and ensuring mandated training regulations are met.

ADMINISTRATIVE SERVICES | FINANCE

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$2,478,123	\$2,524,951	\$2,489,997	\$2,695,654
Retirement Benefits	660,264	695,765	713,549	645,891
Health Insurance	369,237	368,949	392,984	448,573
Other Personnel Expenses	96,961	99,402	106,796	106,321
Personnel Services Subtotal	3,604,585	3,689,067	3,703,326	3,896,439
Operating Expenses				
Professional & Contract Services	826,517	748,094	991,625	950,645
Supplies & Materials	309,211	270,329	376,900	386,140
Repair & Maintenance	11,814	9,865	11,800	11,800
Interdepartmental Charges	(763,197)	(851,869)	416,492	477,415
Other Operating Expenses	204,783	203,264	315,428	377,168
Capital Outlay	21,327	6,560	0	0
Operating Expenses Subtotal	610,455	386,243	2,112,245	2,203,168
TOTAL EXPENDITURES	\$4,215,040	\$4,075,310	\$5,815,571	\$6,099,607
Full Time Positions	31.00	30.00	30.00	31.00
Hourly/FTE Positions	1.00	1.00	2.00	3.50

Account: 0011310 Fund: General

ABOUT

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.

SERVICES

- Long-range financial planning and budget management.
- General accounting and reporting.
- Debt management.
- Purchasing.
- Payroll and human capital management system administration.
- Receiving, messenger, and mail services.

RECENT ACCOMPLISHMENTS

The Finance Department is responsible for assisting in the stewardship of the city's assets and liabilities, helping to ensure that information is provided in an effective and timely manner so that the best financial decisions can be made. This was accomplished through the completion of the following tasks:

- 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.
- Worked with the Information Technology and Human Resources Departments to upgrade the Lawson HR/Payroll system and move it to a more sustainable platform.
- Worked with the Housing and Neighborhood Services Department to help address unlicensed short-term vacation rentals.
- Initiated a citywide Amazon Business Program to help streamline purchasing processes.
- Started a citywide cost of service study that utilizes a new approach to costing city services.
- Maintained a balanced budget without using city reserves.
- Implemented a new accounting standard (GASB 75) to address the accounting for other post-retirement benefits (OPEB) of the city.
- Began implementing California Senate Bill 523 dealing with ambulance billing.
- Began implementing an upgrade to the city's cashiering system to a PC compliant platform.
- Completed the first year of a new Finance internship program.
- Conducted department-wide customer service training providing front-line employees with additional tools for top quality customer service.
- Collaborated with code enforcement to share employee resources to create better coordination between the business license division and code enforcement.
- Completed a review of the city's telecom expenses.

GOALS | OBJECTIVES | PRIORITIES

- Continue to monitor the economy and its impact to the Ten-Year Forecast to ensure the General Fund remains in balance.
- Continue to audit internal operations of the city, as well as external vendors/customers as appropriate.
- Complete the upgrade of the city's timekeeping system (SumTotal).
- Complete a business process redesign of the city's current financial information system (IFAS).
- Begin an upgrade of the city's current financial information system to the latest platform (ONESolution).
- Adopt a local debt policy in accordance with State Assembly Bill 1029.
- Perform a close-out analysis for Bridge & Thoroughfare District No. 3 (Canon Road West).
- Work with the Information Technology Department to develop a strategic plan for a future Enterprise Resource Planning (ERP) system.
- 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.
- Complete the upgrade of the city's cashiering system to a PC compliant platform.

- Research a new transient occupancy tax (TOT) tracking system.
- Implement a new false alarm system.
- Upgrade the city's utility billing system to a 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.
- Complete the Fiscal Year 2019-20 Master Fee Schedule update, and Cost of Service Study.
- Implement a new Selectron IVR Solution to help address incoming utility billing calls.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Accountant.
- The addition of 0.5 full-time equivalent in part-time staff in the Mailroom.
- The addition of 1.0 full-time equivalent in part-time staff in the Financial Reporting and Accounting Group.
- Budget increase for the funding of an external auditing program to conduct transient occupancy tax, franchise fee and business license audits.

ADMINISTRATIVE SERVICES | RISK MANAGEMENT

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$186,864	\$189,299	\$192,052	\$197,193
Retirement Benefits	51,196	53,979	56,462	50,460
Health Insurance	17,451	17,113	18,278	20,086
Other Personnel Expenses	6,610	6,789	7,411	7,136
Personnel Services Subtotal	262,121	267,180	274,203	274,875
Operating Expenses				
Professional & Contract Services	1,673,041	1,697,633	1,517,822	1,648,288
Supplies & Materials	7,648	6,927	8,212	10,692
Repair & Maintenance	0	0	750	0
Interdepartmental Charges	19,255	19,689	19,750	24,313
Other Operating Expenses	1,928,657	49,689	554,259	561,790
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	3,628,601	1,773,938	2,100,793	2,245,083
TOTAL EXPENDITURES	\$3,890,722	\$2,041,118	\$2,374,996	\$2,519,958
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 6121930

Fund: Internal Service

ABOUT

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

Risk management is an internal service fund that is charged to departments based on the five-year average claims by department, total percentage of organization headcount, and number of vehicles in the city fleet.

SERVICES

- Handle all liability claims received by the city.
- Litigation management.
- Loss prevention.
- Purchase of insurance products.
- Subrogation.
- Insurance review for contracts.
- Safety program oversight.

RECENT ACCOMPLISHMENTS

- Retained the services of a safety consultant to assist with enhancing the city's safety program.
- Took the lead in initiating a law suit against the developer of the safety training center for construction defects which resulted in a \$1.7 million settlement to the city.
- Worked with the contractor for Alga Norte Park to correct ADA deficiencies made during initial construction.

GOALS | OBJECTIVES | PRIORITIES

- Move to another liability insurance excess pool for expanded coverage at a more competitive cost.
- Enhancement of the city's safety program to ensure better safety training of employees and fewer accidents.
- Continue aggressive follow-up on subrogation efforts to increase city loss recoveries.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Modest increase in professional services to fund safety and loss control consultant costs.
- Modest increase to cover higher liability insurance premiums for the coming year.

ADMINISTRATIVE SERVICES | HUMAN RESOURCES

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$950,298	\$1,075,450	\$1,026,862	\$1,335,245
Retirement Benefits	229,144	268,242	278,041	290,321
Health Insurance	92,883	118,648	130,016	176,305
Other Personnel Expenses	32,560	35,582	38,248	43,243
Personnel Services Subtotal	1,304,885	1,497,922	1,473,167	1,845,114
Operating Expenses				
Professional & Contract Services	1,161,330	1,103,813	1,875,120	2,157,700
Supplies & Materials	77,294	86,129	63,200	98,000
Repair & Maintenance	256	0	0	0
Interdepartmental Charges	153,030	169,561	198,380	231,790
Other Operating Expenses	259,674	303,077	611,045	710,780
Capital Outlay	0	14,100	0	0
Operating Expenses Subtotal	1,651,584	1,676,680	2,747,745	3,198,270
TOTAL EXPENDITURES	\$2,956,469	\$3,174,602	\$4,220,912	\$5,043,384
Full Time Positions	10.00	10.00	10.00	13.00
Hourly/FTE Positions	0.70	0.70	0.70	2.20

Account: 00115XX

Fund: General

ABOUT

The Human Resources Department provides services for the employees of the city so they, in turn, can provide the highest level of service to the public we serve. Many of the responsibilities of the department serve to support the creation of a high-performance work culture that is able to carry out the vision for the organization as defined by the City Council and the City Manager.

SERVICES

- Recruitment and onboarding.
- Employment compliance.
- Workforce planning.
- Employee training and development.
- Employee engagement.
- Employee relations.
- Labor relations.
- Classification and compensation.

- Human Resources technology and automation.
- Employee benefits.
- Managing employee leaves of absence.
- Payroll data entry.

RECENT ACCOMPLISHMENTS

The FY 2018-19 began the first year of a three-year effort to enhance employee engagement across all city departments. This was designed to increase levels of employee satisfaction, while at the same time increase the level of contribution employees were providing toward the accomplishment of the city’s goals. Some of the key accomplishments include:

- Introduced new training and other resources to support the employee development/employee engagement-focused culture. Highlights included training on “Engaging Your Employees,” “Creating an Individual Development Plan,” “Coaching Conversations” and the addition of 24 videos on how to give feedback and develop employees.
- Enhanced the employee onboarding experience such that newly hired employees are exposed to a process that is well organized, welcoming, and designed to acclimate them to working for the city more quickly and efficiently.
- Implemented new employee recognition and appreciation programs, including several wellness related offerings.
- Coordinated an onsite education program for city staff to obtain a Master’s in Public Administration (MPA) degree.
- Updated the recruiting strategy for safety positions.
- Created a branding strategy on social media for citywide recruitments.
- Conducted an employee engagement survey to assess the impact of employee engagement efforts. Realized a 12% increase in citywide employee engagement over a three-year period.
- Assisted in the creation of a building access policy; created a process for employee identification badges to add security to city facilities.

Recruitments (full and part-time)	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Number of applicants processed	9527	8551	8037	9544	9455
Number of new hires	284	299	260	292	309
Number of promotions (full-time only)	47	41	31	58	53

GOALS | OBJECTIVES | PRIORITIES

- Continue to provide training and support to the organization during year two of the employee engagement effort by maintaining existing efforts and introducing additional courses.
- Enhance the onboarding experience to include a robust introduction to city culture.
- Provide all state and federally mandated training to all employees so that the city is in compliance with state and federal law.
- Acquire software and successfully implement a Learning Management System (LMS) to increase our ability to track training compliance; track goals, success metrics and development plans; provide data analytics on the education/skills/training of the workforce and increase efficiency with training enrollment, calendaring and reminders.

- Successfully negotiate labor contracts with the Carlsbad Police Officers' Association (CPOA), the Carlsbad Police Management Association (CPMA) and the Carlsbad Firefighters' Association (CFA).

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The primary budget objectives for the Human Resources Department in this year's budget center around achieving compliance with federal and state mandates, improving data analytics through the purchase of a Learning Management System, making process improvements to increase efficiency and effectiveness, and increasing customer service to the city's employee population.
- The addition of 1.0 full-time Human Resources Technician.
- The addition of 1.0 full-time Management Analyst.
- The addition of 1.0 full-time Senior Office Specialist.
- The addition of 1.5 full-time equivalent in part-time staff to aid recruiting efforts.
- Increases in budget for city-wide employee engagement and training.

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: WORKERS' COMPENSATION

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$81,467	\$85,696	\$95,964	\$101,365
Retirement Benefits	20,898	25,670	28,007	25,414
Health Insurance	9,157	7,323	9,140	12,672
Other Personnel Expenses	2,904	3,138	3,660	3,602
Personnel Services Subtotal	114,426	121,827	136,771	143,053
Operating Expenses				
Professional & Contract Services	391,614	398,597	454,000	537,000
Supplies & Materials	0	0	0	0
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	580	590	600	490
Other Operating Expenses	1,166,317	3,770,765	3,399,000	2,970,876
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,558,511	4,169,952	3,853,600	3,508,366
TOTAL EXPENDITURES	\$1,672,937	\$4,291,779	\$3,990,371	\$3,651,419
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 611

Fund: Internal Service

ABOUT

Workers' Compensation is an internal service fund that is charged to departments based on the five-year average claims by department and total percentage of organization headcount. This fund is used to pay for all city expenses associated with work-related injuries and illnesses.

SERVICES

- Working with injured employees and their physicians to ensure timely medical treatment is obtained.
- Coordinating employees' return to work (including light duty assignments).
- Working directly with injured employees to settle their outstanding claims without litigation.
- Striving to reduce the number of lost days of work due to work-related injuries and illnesses.

RECENT ACCOMPLISHMENTS

Workers' Compensation	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Average lost days per claim	23.1	18.1	10.6	34.2	23.8
Number of litigated claims	13	12	9	9	1

GOALS | OBJECTIVES | PRIORITIES

- Continuing to improve systems to monitor lost days of work.
- Sharing workers' compensation data with management to effect change, especially in key departments.
- Make recommendations to reduce the number of days an employee is out of the workplace due to a work-related cause.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: SELF-INSURED BENEFITS

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$0	\$0	\$0	\$0
Retirement Benefits	0	0	0	0
Health Insurance	0	0	0	0
Other Personnel Expenses	0	0	0	0
Personnel Services Subtotal	0	0	0	0
Operating Expenses				
Professional & Contract Services	231,009	136,657	250,000	86,000
Supplies & Materials	0	0	0	0
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	0	0	0	0
Other Operating Expenses	634,611	609,913	675,000	0
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	865,620	746,570	925,000	86,000
TOTAL EXPENDITURES	\$865,620	\$746,570	\$925,000	\$86,000
Full Time Positions	0.00	0.00	0.00	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 613

Fund: Internal Service

ABOUT

The Self-Insured Benefits Fund is used to pay dental insurance administration fees and claim expenses for all employees as well as a portion of retiree post-employment health benefits.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

As of July 2018, the city moved from being self-insured for dental to paying a set monthly insurance premium for all employees. Dental insurance premium payments are now made through the city's payroll trust funds consistent with health insurance premiums and other employee benefits.

ADMINISTRATIVE SERVICES | INFORMATION TECHNOLOGY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$2,576,706	\$2,733,771	\$3,601,428	\$3,999,881
Retirement Benefits	615,934	678,294	1,015,583	916,476
Health Insurance	235,318	273,517	474,716	529,233
Other Personnel Expenses	85,247	91,149	141,581	143,917
Personnel Services Subtotal	3,513,205	3,776,731	5,233,308	5,589,507
Operating Expenses				
Professional & Contract Services	2,233,127	1,415,096	1,840,723	1,532,002
Supplies & Materials	267,308	205,074	96,843	101,700
Repair & Maintenance	1,249,839	1,463,906	2,571,014	2,995,560
Interdepartmental Charges	14,761	20,262	25,991	21,934
Other Operating Expenses	489,165	831,106	1,585,972	1,827,200
Capital Outlay	885,136	1,057,633	1,161,132	481,856
Operating Expenses Subtotal	5,139,336	4,993,077	7,281,675	6,960,252
TOTAL EXPENDITURES	\$8,652,541	\$8,769,808	\$12,514,983	\$12,549,759
Full Time Positions	20.00	27.00	32.00	35.00
Hourly/FTE Positions	1.50	1.50	1.50	3.00

Account: 640, 641

Fund: Internal Service

ABOUT

The Information Technology Department supports the technology needs of all city departments. There are seven specific divisions within Information Technology each with specific responsibilities to help the other city departments meet their goals. Information technology is an internal service fund that is charged to departments based the number of employees, IT assets, and specialized software and applications, and collects money for both maintenance and replacement of IT assets.

SERVICES

- Administration – oversight of the department’s use of resources and formation of priorities.
- Operations – implementation and support of citywide technology infrastructure and security.
- Applications – implementation and support of citywide software applications and systems.
- GIS – implementation and support of citywide spatial and geographical data systems.
- Project Management – ensures all technology implementations and system upgrades are performed in a standardized methodology.
- Client Services – citywide service desk and PC support.
- Public Safety – technology implementation and support specifically designed for the Police and Fire Departments unique requirements.

RECENT ACCOMPLISHMENTS

- Security patching and policy.
- Migration to government cloud services.
- Completed migration to Windows 10.
- Application software systems implementations and upgrades– including GovQA, Utility billing, Lawson, Voyager, Ecitations, Ipayment, and citywide managed access.
- Audio and visual hardware and software in the council chamber and meeting rooms.
- Completed over 5,300 service desk tickets.
- Replaced over 700 PCs and installed over 100 monitors.
- Completed implementation of asset management module in ServiceNow.
- Began implementation of change management module in ServiceNow.
- Replacement of 911 phone system and call recorder.

GOALS | OBJECTIVES | PRIORITIES

- Continue to modernize and strengthen IT infrastructure.
- Develop and implement a plan to upgrade, replace or sunset software applications.
- Build capacity of data-driven government.
- Continue to leverage technology to increase proficiencies citywide.
- Develop plan for device obsolescence, upgrade and replacement policies.
- Complete implementation of a unified communications platform that includes voice, video and digital capabilities.
- Complete the design and implementation of a fiber network to connect city facilities.
- Upgrade of: utility billing and cashiering systems, financial system, Public Works work order software, and utilities mobile work order software.
- Complete implementation of: new false alarm billing system, council inquiries system, learning management system, a project portfolio management system, and a staff report management system.
- Begin enterprise content management system upgrade or implementation.
- Implementation of inbound interactive voice response software.
- Begin procurement of a new computer aided dispatch/mobile system.
- Replace crime scene investigation technology.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time IT Security Analyst.
- The addition of 1.0 full-time Client Systems Administrator.
- The addition of 1.0 full-time GIS Associate Administrator.
- The addition of 1.5 full-time equivalent in part-time staff.
- Increased budget for expanding the maintenance, licensing and bandwidth citywide.
- Establishment of security services and security operations center.
- Continue implementation of the police department one computer per officer program.
- Increased budget for expanding the license plate reader program.
- Modernize and strengthen IT infrastructure, focusing on upgrading key applications.
- Support Connected Carlsbad initiative.
- Develop and implement a citywide network master plan.
- Transition to a unified communications platform.

ADMINISTRATIVE SERVICES | MISCELLANEOUS NON-DEPARTMENTAL

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Miscellaneous Non-Departmental Expenditures				
Legal Services	\$305,473	\$717,087	\$500,000	\$750,000
Community Contributions	23,365	13,666	0	0
Other Personnel	150,735	140,607	220,000	175,000
Professional Services	113,864	143,077	38,000	40,000
Property Tax and Other Administration	638,325	639,319	780,000	725,000
Dues and Subscriptions	50,012	50,848	55,000	55,000
Innovation Fund	1,636,457	163,807	0	0
Miscellaneous Non-Departmental Subtotal	2,918,231	1,868,411	1,593,000	1,745,000
General Fund Transfers				
Transfer to Infrastructure Replacement Fund	9,460,000	9,970,000	10,681,000	5,111,500
Transfer to General Capital Construction Fund	0	0	0	5,111,500
Transfer to LLD #1 (Medians & Trees)	500,000	850,000	775,000	950,000
Transfer to Storm Water Program	255,862	218,511	247,101	300,000
Miscellaneous Transfers Out	1,697,000	1,858,216	1,500,000	0
General Fund Transfers Subtotal	11,912,862	12,896,727	13,203,101	11,473,000
City Council Contingencies				
Contingencies (Adopted budget)	0	0	1,500,000	1,500,000
TOTAL EXPENDITURES	\$14,831,093	\$14,765,138	\$16,296,101	\$14,718,000

Account: 0019xxxx

Fund: General

ABOUT

The Miscellaneous Non-Departmental accounts for all General Fund transfers to other funds, City Council Contingencies and other miscellaneous General Fund expenses, such as outside legal counsel, property tax administration fees, city-wide dues and subscriptions and Innovation Fund expenditures.

POLICY & LEADERSHIP

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

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

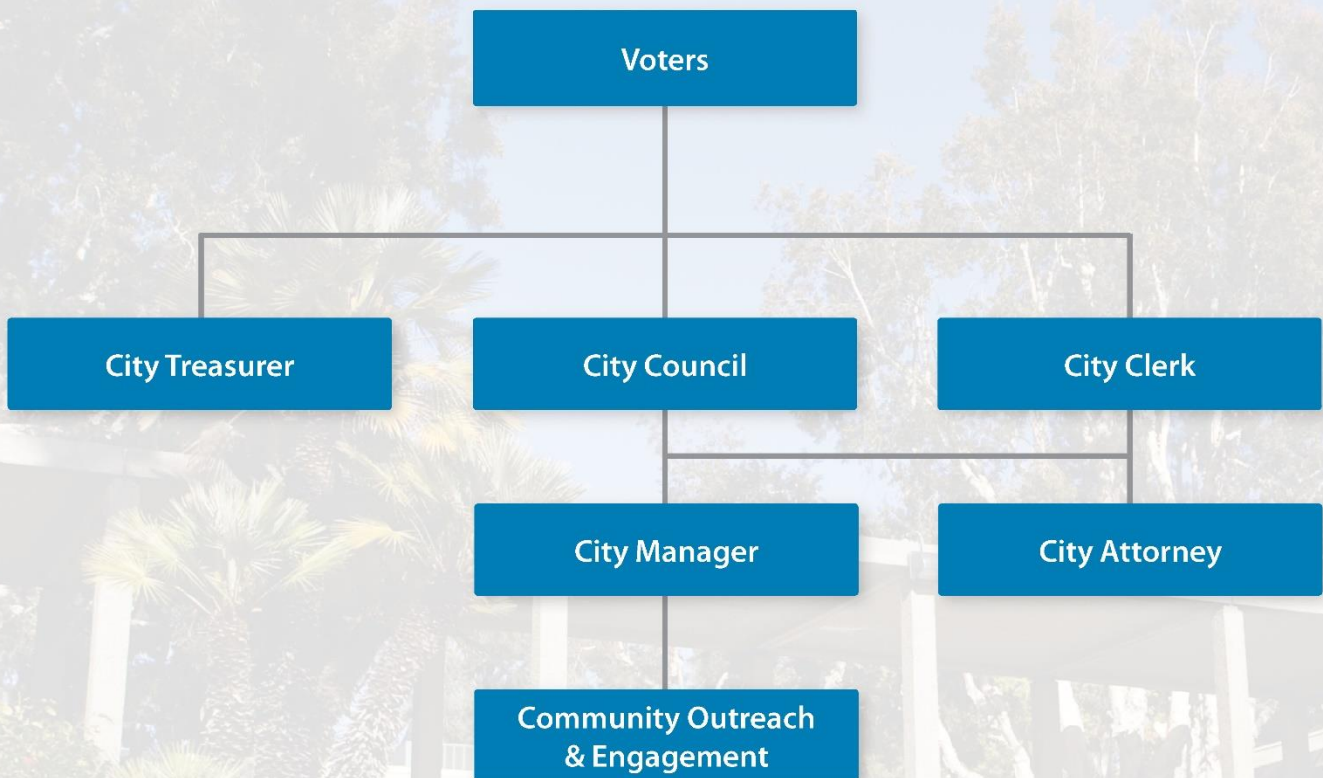
The City Council appoints the city manager, city attorney, and members of the city's boards, commissions and committees. The Office of the City Manager handles administration and oversight of the city organization, including hiring the city workforce, supervising city departments and ensuring the City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

Scott Chadwick
City Manager

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POLICY & LEADERSHIP BRANCH



KEY CHANGES – POLICY AND LEADERSHIP

LEGISLATION AFFECTING CARLSBAD

The regulatory environment for cities today is more complex than ever before. In recent years new laws have emerged affecting:

- Housing
- Water conservation
- Greenhouse gas emissions
- Local jails
- Storm water pollution
- Fire prevention

In many cases, these new rules are decided without input from cities, yet carry with them mandatory actions requiring significant resources. In other cases, the laws take control away from local decision makers. The Carlsbad City Council has not completed a comprehensive update of its legislative platform since 1988. In October 2018, the City Council directed staff to complete this update as well as an overarching strategy to increase engagement in legislative affairs.

Intergovernmental Relations Manager (Working Title)

The Intergovernmental Affairs Manager will maintain an updated legislative platform reflecting the City Council's policy priorities and oversee the city's government relations and public affairs initiatives. This includes managing the city's lobbyists, coordinating communication with legislative offices, and arranging testimony and other engagement on proposed legislation. This position will also serve as a single point of contact for other government agencies in the region to ensure close coordination of activities affecting the Carlsbad community.

Assistant City Attorney

The Assistant City Attorney will help support city's legislative platform and other legislative initiatives requested by the City Council. Without this position, the City Attorney's Office will not have the necessary resources to meet City Council expectations surrounding legislative engagement.

BUSINESS INTELLIGENCE AND MANAGEMENT

The city currently lacks comprehensive citywide data collection, quality control, management, governance or distribution policies, protocols or standards for its more than 100 digital applications. As a result, the city is not harnessing the business intelligence available to assist in data-driven decision making, something increasingly important in today's fast paced, complex environment. The city previously had a staff person dedicated to this role in the IT Department. That position was reclassified in 2016 to meet urgent IT system needs.

Business Intelligence & Analytics Manager

The Business Intelligence & Analytics Manager would serve as a technical expert in the development and implementation of citywide data analytics and business intelligence projects, systems and management. The role includes developing decision support systems solutions, supporting departments on special projects, developing data policies, governance and management, and ensuring data collection, quality control, management and governance meet or exceed best practices. This manager will also oversee compliance with state, federal and international data standards. For

example, the California Consumer Privacy Act was passed in 2018 and goes into full effect on January 1, 2020. This position would help ensure that companies that contract with the city are compliant with this law and other data related laws. This position will also provide expert support to the city's legislative affairs efforts to ensure state rules regarding data collection, governance, privacy and disclosure are followed and the interests of the city are represented when new legislation is considered.

Administrative Secretary

The Administrative Secretary will support the newly created Deputy City Manager, Community Services, position. Duties will include managing legal documents for review and signature, coordinating the review of staff reports from departments in the branch, preparing and proof-reading memos, providing general administrative support and assisting with Citizens Academy and other special programs and events.

Digital Engagement and Analytics Plan

Funding has been added to the budget to develop and begin implementation of a citywide strategy to better engage with community members through digital communication channels. This includes assessing the city's existing tools, programs and contacts and then evaluating all existing analytics (website, social media, email campaigns, online public engagement, app usage, etc.). The end result will be an efficient and measurable approach that enables the city to reach the right people at the right time through the channels they prefer. This communication and engagement will be organized around interests rather than city departments and individual programs, providing a better community member experience.

POLICY AND LEADERSHIP |
OFFICE OF THE CITY COUNCIL

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$226,733	\$229,823	\$226,009	\$273,604
Retirement Benefits	47,779	35,955	36,446	52,859
Health Insurance	75,027	77,212	80,585	121,127
Other Personnel Expenses	4,660	4,739	3,367	7,605
Personnel Services Subtotal	354,199	347,729	346,407	455,195
Operating Expenses				
Professional & Contract Services	5,677	7,622	48,532	46,000
Supplies & Materials	18,793	16,528	24,952	25,903
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	21,196	27,501	28,585	34,996
Other Operating Expenses	16,823	14,319	35,960	46,023
Capital Outlay	0	574	0	0
Operating Expenses Subtotal	62,489	66,544	138,029	152,922
TOTAL EXPENDITURES	\$416,688	\$414,273	\$484,436	\$608,117
Full Time Positions	1.00	1.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011010

Fund: General

ABOUT

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

SERVICES

The City Council provides approved direction, policies and regulations that govern the operations of the city. The City Council appoints residents to serve on various Boards and Commissions and may serve as city representatives on external boards consistent with city rules. As public officials, they are also a conduit for public inquiries that are managed by the Office of the City Manager.

GOALS | OBJECTIVES | PRIORITIES

Beginning in the fall of 2019, the City Council will transition to a biennial Strategic Goals setting process.

The City Council's current Strategic Goals, approved in 2018, are to:

- Work with state legislators and California State Parks to execute a long-term coastline management agreement.

- Amend the duties of the Traffic Safety Commission to include advising the City Council on mobility and safety matters related to pedestrian, bicycle and vehicular modes of travel through and within Carlsbad.
- Enhance the health and vitality of the Village and Barrio by obtaining all outside agency approvals needed to implement a Village and Barrio Master Plan by 2020.
- Break ground on a new city hall at a site designated for a future civic center complex by 2023.
- Break ground on lowering the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value by 2023.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

None.

POLICY AND LEADERSHIP | OFFICE OF THE CITY TREASURER

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$79,842	\$79,600	\$96,577	\$101,792
Retirement Benefits	21,168	19,978	22,608	24,897
Health Insurance	6,231	6,538	12,702	24,587
Other Personnel Expenses	2,979	3,006	3,552	3,725
Personnel Services Subtotal	110,220	109,122	135,439	155,001
Operating Expenses				
Professional & Contract Services	69,914	107,145	65,315	62,800
Supplies & Materials	2,152	1,800	2,295	2,395
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	20,470	18,122	19,120	23,450
Other Operating Expenses	858	146	4,635	5,850
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	93,394	127,213	91,365	94,495
TOTAL EXPENDITURES	\$203,614	\$236,335	\$226,804	\$249,496
Full Time Positions	0.75	0.75	0.75	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0010310

Fund: General

ABOUT

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

SERVICES

- Cash and investment management.
- Reporting and oversight.

RECENT ACCOMPLISHMENTS

- Worked with the City Council to address investment strategies as they pertain to corporate notes.
- Held quarterly Investment Committee meetings to assist in compliance with the Investment Policy.
- Assisted with planning of the upcoming utility billing software upgrade.
- Assisted with the Parks and Recreation implementation of their new CivicRec registration software system.
- Actively participated in the city's semi-annual Citizens Academy.

GOALS | OBJECTIVES | PRIORITIES

- 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.
- Work with the Finance Department on the upgrade of the city's cashiering and financial information system.
- Work with the Utilities and Finance Departments on the utility billing upgrade.
- 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 community comments and questions.
- Continue to participate in the city's Citizens Academy.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Increase the Assistant to the City Treasurer's position from a 0.75 full-time position to a 1.0 full-time position.

POLICY AND LEADERSHIP | OFFICE OF THE CITY MANAGER

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$1,056,324	\$1,343,335	\$1,388,707	\$1,731,995
Retirement Benefits	301,070	354,359	416,015	419,317
Health Insurance	119,034	128,938	151,527	216,752
Other Personnel Expenses	30,347	35,265	39,931	47,943
Personnel Services Subtotal	1,506,775	1,861,897	1,996,180	2,416,007
Operating Expenses				
Professional & Contract Services	260,495	298,157	707,200	703,965
Supplies & Materials	33,030	57,384	27,601	50,632
Repair & Maintenance	1,026	0	0	0
Interdepartmental Charges	142,303	98,821	113,697	135,202
Other Operating Expenses	18,598	26,681	40,255	44,749
Capital Outlay	1,591	2,080	0	0
Operating Expenses Subtotal	457,043	483,123	888,753	934,548
TOTAL EXPENDITURES	\$1,963,818	\$2,345,020	\$2,884,933	\$3,350,555
Full Time Positions	8.00	8.00	9.00	12.00
Hourly/FTE Positions	0.00	0.00	0.00	0.50

Account: 0011010 Fund: General

ABOUT

The City Manager's office is dedicated to continuous improvement that fosters the well-being of a high performing organization that delivers impactful results to further the public good.

SERVICES

The City Manager's office provides City Council support, administrative leadership, policy development management, innovation, data-driven decision-making resources, and general management of public communication.

RECENT ACCOMPLISHMENTS

- Realigned city organizational structure to empower decision-making at the right levels of management and deliver excellent service to the public.
- Recommended and City Council approved transitioning from an annual to biennial City Council Strategic Goal Setting to allow for more robust community engagement and data-informed dialogue.
- Proposed and City Council approved resources to meet increasing public inquiries, including providing a digital correspondence system that will improve responsiveness and provide data insights.

- Updated city policy to ensure internal communication and external communication with the public is consistent, professional and effective across all departments, functions and services.
- Revised the community input process for public participation in budget prioritization to ensure timely and relevant input in addition to increasing participation using a digital platform.
- Guided departments in evaluating outdated policies and procedures with the goal of ensuring they are relevant, modernized, efficient and optimized to inform organizational activity.
- Revised the internal budget process to improve transparency and ensure the accountable use of city resources.
- Oversaw the development of a cross-departmental infrastructure prioritization process for the Capital Improvement Program that will lead to more efficient evaluation and deployment of projects.
- Launched an internal innovation thinking and prioritization service for city departments, provided by the Chief Innovation Officer, in addition to training city budget analysts in program evaluation and data-informed budget development.

GOALS | OBJECTIVES | PRIORITIES

- Grow the community engagement and transparency efforts to foster authentic civic engagement with residents, organizations and businesses.
- Increase intergovernmental collaboration and legislative advocacy with local, state and federal governments to further the City Council adopted legislative platform and support as-needed special projects.
- Build capacity for citywide data governance, collection, and management in addition to cross-departmental development of associated policies and protocols.
- Further train employees in process improvement, program evaluation, key performance indicator development, and analytics skills.
- Equip employees with innovation aptitude, cultivate a future-ready reputation, and drive the cross-departmental implementation of the Connected Carlsbad strategy.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Business Intelligence and Analytics Manager.
- The addition of 1.0 Administrative Secretary.
- The addition of 1.0 full-time Intergovernmental Affairs Manager.
- The addition of 0.5 full-time equivalent in part-time staff.

POLICY AND LEADERSHIP |
OFFICE OF THE CITY ATTORNEY

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$988,957	\$1,085,857	\$1,130,860	\$1,236,331
Retirement Benefits	281,916	293,599	345,860	324,132
Health Insurance	78,604	83,445	91,632	129,806
Other Personnel Expenses	27,729	28,811	33,896	35,165
Personnel Services Subtotal	1,377,206	1,491,712	1,602,248	1,725,434
Operating Expenses				
Professional & Contract Services	4,580	2,969	6,098	6,098
Supplies & Materials	32,915	38,140	53,966	54,791
Repair & Maintenance	0	0	1,025	200
Interdepartmental Charges	116,365	89,773	114,498	122,472
Other Operating Expenses	10,650	20,443	21,237	21,237
Capital Outlay	0	2,080	0	0
Operating Expenses Subtotal	164,510	153,405	196,824	204,798
TOTAL EXPENDITURES	\$1,541,716	\$1,645,117	\$1,799,072	\$1,930,232
Full Time Positions	6.00	7.00	7.00	8.00
Hourly/FTE Positions	0.50	0.50	0.50	0.00

Account: 0011210 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Obtained defense verdicts or dismissals in several lawsuits seeking over \$7 million in damages.
- Negotiated settlements in city-initiated construction defect lawsuits resulting in recouping approximately \$1,333,000 in damages to the city.
- Implemented city prosecution program for criminal complaints for misdemeanor violations of the Carlsbad Municipal Code. (Previously these prosecutions were handled by the District Attorney's office.)
- Drafted comprehensive updates to existing ordinances as well as new ordinances regulating street vendors, micromobility, expressive activity, and electric vehicle charging stations for City Council consideration.

GOALS | OBJECTIVES | PRIORITIES

- 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.
- Complete comprehensive update of Municipal Code, City Council policies and administrative orders.
- Support City Manager in strategic operations related to ongoing and significant capital projects.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The addition of 1.0 full-time Assistant City Attorney, offset by a 0.50 part-time reduction.

POLICY AND LEADERSHIP | COMMUNITY OUTREACH & ENGAGEMENT

	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Personnel Services				
Salaries & Wages	\$570,711	\$573,065	\$615,789	\$744,107
Retirement Benefits	123,825	137,142	142,523	137,642
Health Insurance	70,061	71,179	75,485	116,896
Other Personnel Expenses	20,262	20,774	23,691	27,744
Personnel Services Subtotal	784,859	802,160	857,488	1,026,389
Operating Expenses				
Professional & Contract Services	389,832	412,317	380,339	458,147
Supplies & Materials	272,250	265,651	287,562	245,050
Repair & Maintenance	0	990	700	0
Interdepartmental Charges	152,920	129,364	125,026	144,604
Other Operating Expenses	27,201	29,279	36,699	49,363
Capital Outlay	205,968	37,816	125,000	125,000
Operating Expenses Subtotal	1,048,171	875,417	955,326	1,022,164
TOTAL EXPENDITURES	\$1,833,030	\$1,677,577	\$1,812,814	\$2,048,553
Funding				
General Fund	\$1,491,473	\$1,511,292	\$1,448,034	\$1,675,553
Special Revenue Fund	341,557	166,285	364,780	373,000
Total Funding	\$1,833,030	\$1,677,577	\$1,812,814	\$2,048,553
Full Time Positions	5.00	5.00	7.00	7.00
Hourly/FTE Positions	3.39	3.39	3.39	3.50

Account: 0011012 Fund: General
 1381010 Local Cable Infrastructure Fund

ABOUT

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 of interest to the community; 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 providing communication support during activation of the city's Emergency Operations Center.

SERVICES

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, email communication and other digital communication channels.

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.

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.

RECENT ACCOMPLISHMENTS

- Developed a new approach to community engagement, including staff training, planning principles, and a public involvement tool kit. Conducted public involvement processes on issues including a new city hall and civic center, Buena Vista and Veterans Memorial park planning, expressive activities, airport issues and the city budget.
- Continued to build the city's social media presence, with an approximate monthly Facebook reach of 150,000 and 8,000 post engagements.
- Increased Instagram followers to 6,800, an increase of 37% over 2018, and Twitter followers to 17,000, an increase of 23% over 2018.
- Maintained an email database of 50,100 contacts and distributed a total of 411 targeted emails regarding city issues, programs and events.
- Produced and distributed more than 250 news releases, columns and articles about city services, issues and programs.
- Produced 130 videos and generated a total of 254,000 total YouTube channel views.
- Launched a new employee intranet blog and produced an average of three articles and blog posts a week. Launched an employee YouTube channel and produced more than 40 employee videos, with a total of 6,500 views.

GOALS | OBJECTIVES | PRIORITIES

- Develop a new process to centralize writing staff reports, responses to resident inquiries and other materials so they are clear and accessible to a general audience.
- Continue to increase the city's capacity to involve community members in city decision making, including an update of the Carlsbad Community Vision and the initiation of the Housing Element update, among other issues.
- Transition to new digital communication channels to reduce printing and paper usage and make access to city information convenient for those who prefer these channels.
- Continue to update communication methods to provide more information online, through its website and social media sites, in addition to traditional communication channels.

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Funding has been added to the budget to develop and begin implementation of a citywide strategy to better engage with community members through digital communication channels.



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CAPITAL IMPROVEMENT PROGRAM

The City of Carlsbad Capital Improvement Program (CIP) reflects the city's ongoing commitment to maintaining the highest standards of quality facilities for our community today and in the future. It is a planning document, not a commitment for spending. The 15-year program outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures.

Projects that are shown in the Capital Improvement Program are generally defined as any construction, rehabilitation or replacement of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities, water, sewer and drainage facilities, and other facilities that are located on or in the ground. In most cases, the total construction cost of each of these assets is recorded and tracked as part of the city's inventory of capital infrastructure assets and other city-owned property.

Once the Council adopts the proposed annual Capital Improvement Program budget, projects receive an appropriation that authorizes spending in the amount specified for the adopted fiscal year only. Estimated budget information is shown for a 15-year period to provide the most comprehensive information about known future projects. Spending authority in future years is not granted until adoption of the annual proposed Capital Improvement Program budget associated with each year.

Carlsbad's philosophy is to take a proactive, long-range planning approach to building high quality facilities and infrastructure that support the needs and priorities of the community.

INVESTING IN OUR QUALITY OF LIFE

As the city continues to grow and develop, there is a corresponding increase in the demand for development-related services and new facilities. To ensure that the necessary infrastructure and facilities are built on a schedule that meets or exceeds this demand, the citizens of Carlsbad adopted a Growth Management Plan in 1986. The plan was established to manage development within the city by linking residential, commercial, and industrial development directly to standards for availability of public services and facilities.

The Growth Management Plan states that unless a standard level of facilities is available to meet new demands resulting from the city's growth, development cannot proceed. 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. 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 2019-20 CIP, compliance with the Growth Management Plan is continued.

In recent years, there has also been an increased demand for resources to modernize, repair, and replace existing infrastructure. Prudent financial planning has ensured ongoing funding for these projects as well, for many years into the future. About half of Carlsbad’s comprehensive capital plan encompasses numerous asset management programs, which ensure adequate inspection, maintenance, and replacement of buildings and parks, water, sewer and drainage systems, bridges, and roadways systems.

PROJECT EVALUATION

Development of the Capital Improvement Program is a team effort involving all operational departments, the city manager’s office, City Council, and the community. A number of factors are considered when putting together projects for the 15-year program.



As the Capital Improvement Program is implemented throughout the year, staff continually re-evaluate projects’ scopes, costs and schedules to responsibly and cost-effectively manage infrastructure assets at the required levels of service throughout their lifecycle. Project charters are updated to include project description, location, summary of need, justification including any legislative or policy citations, cost estimates and project scores. Community feedback on infrastructure needs is considered and incorporated as appropriate. The Capital Improvement Program is then fully vetted at multiple levels of the city organization by appropriate staff using an inclusive and transparent process, and reviewed on a quarterly basis.

FISCAL YEAR 2019-20 APPROPRIATIONS

In the FY 2019-20 CIP, there are approximately 261 continuing and new projects planned over the next 15 years. The FY 2019-20 Capital Improvement Program outlines approximately \$53.6 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 \$51.4 million.



Civic Buildings and Facility Maintenance

\$10.4 million

This category includes a variety of facilities such as fire stations, libraries and the new City Hall. Costs include repair, maintenance, and replacement of civic buildings.



Parks

\$1.1 million

Projects include improvements and enhancements to existing parks, such as playground resurfacing, picnic areas and other needs identified by the community and in recently updated parks master plans.



Drainage

\$2.5 million

The city's drainage infrastructure plays an important role in handling storm water runoff flows, as well as maintaining the water quality of the city's creeks, lagoons and ocean. As the city continues to age, it is increasingly necessary to balance repairing and replacing the existing lines with enhancing the current infrastructure to accommodate future needs.



Sewer

\$11.3 million

The city's sewer, or wastewater, projects include numerous pipeline construction and rehabilitation projects, as well as improvements to the Encina Wastewater Treatment facility. Most new lines are built and paid for with impact fees collected with new development.



Water and Recycled Water

\$10.6 million

Future water and recycled water projects include construction of new pipe lines, replacement of existing waterlines and reservoir improvements. In FY 2019-20, Carlsbad Municipal Water District celebrates its thirtieth year producing and delivering recycled water.



Streets and Circulation System

\$17.0 million

People of all ages and abilities want to go places safely and conveniently in Carlsbad, whether they drive, walk, bike, or ride a bus or train. Carlsbad continues to invest in modernizing roads, leveraging technology to improve traffic systems, and making timely repairs and rehabilitation of the roadways, bridges, sidewalks and other assets in public rights of way throughout the city.

NEW CIP PROJECTS

Avenida Encinas Pedestrian Access Improvements



Category: Circulation system
Funding Source: Gas Tax
Managing Department: Transportation

Funding		
Design	\$	8,000
Construction	\$	67,000
TOTAL	\$	75,000

About This Project

To connect area businesses and restaurants, a new crosswalk featuring rapid rectangular flashing beacons will be installed. The project will also create pedestrian access at the intersection of Palomar Airport Road and Avenida Encinas by modifying the traffic signal and restriping the road.

Project Need

The General Plan Mobility Element seeks to increase transportation options and improve connectivity within the city for all modes of travel. These improvements will enhance safe pedestrian access to area businesses and restaurants.

Location

Avenida Encinas north of Palomar Airport Road



Aviara and Hidden Canyon Parks Playground Safety Resurfacing



Category: Park Development
Funding Source:
 Infrastructure Replacement
Managing Department:
 Parks & Recreation

Funding	
Study	\$ 10,000
Design	\$ 35,000
Construction	\$ 555,000
TOTAL	\$ 600,000

About This Project

The existing poured-in-place safety surfacing at both playgrounds will be removed and replaced with new poured-in-place surfacing.

Project Need

The existing playground surfacing is deteriorating and requiring increased amounts of patching and maintenance. It is also getting toward the end of its life span and if replacement is delayed, it may no longer provide the shock absorption necessary to meet safety specifications.

Location

Aviara Park: 6435 Ambrosia Lane | Hidden Canyon Park: 2685 Vancouver Street



Calavera Hills Community Center Refurbishment



Category: Facilities
Funding Source: Infrastructure Replacement
Managing Department: General Services

Funding	
Design	\$ 45,000
Construction	\$ 640,000
TOTAL	\$ 685,000

About This Project

The 18,000 square foot Calavera Hills Community Center is in need of a roof replacement as well as the replacement of exterior siding and painting.

Project Need

A facilities condition assessment was performed in 2018 that identified these maintenance needs. By keeping up with building maintenance, the city prolongs the useful life of its facilities and helps ensure attractive and safe amenities are available for the community.

Location

Calavera Hills Community Park, 2997 Glasgow Drive



Cannon Road at Sage Creek Rehabilitation



Category: Circulation system
Funding Source: Gas Tax
Managing Department: Transportation

Funding	
Study	\$ 25,000
Environmental	\$ 15,000
Design	\$ 115,000
Construction	\$ 520,000
TOTAL	\$ 675,000

About This Project

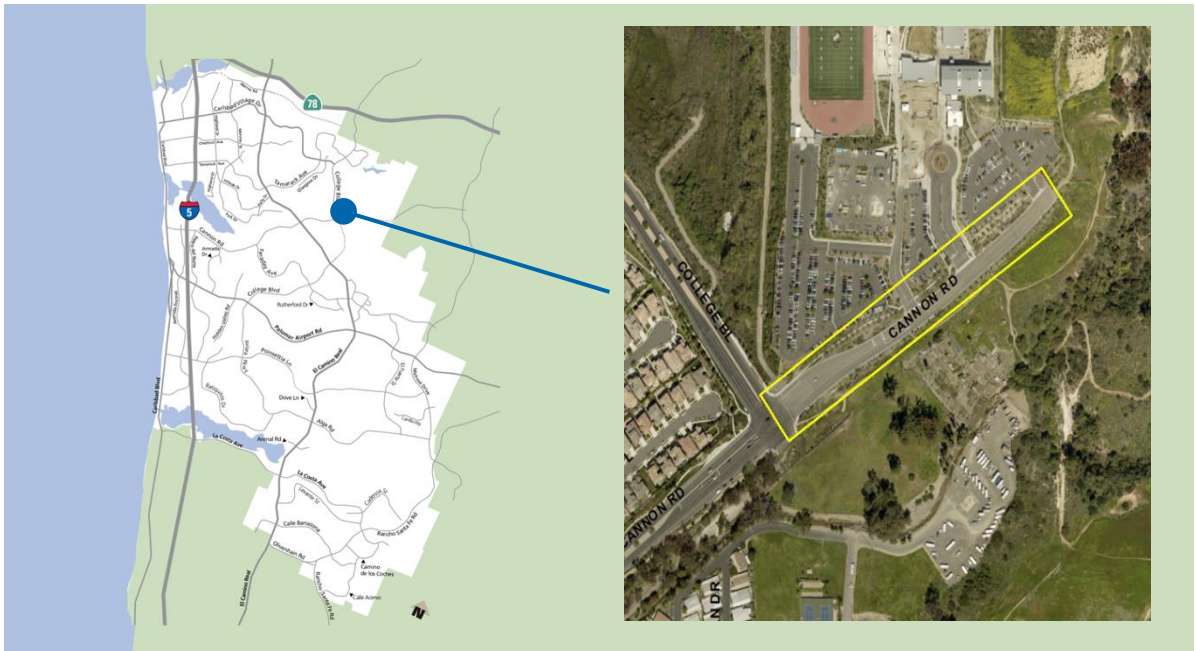
The road has settled in this area requiring the city to investigate the cause and repair the damaged area.

Project Need

Maintaining city streets and addressing potential problem areas quickly helps ensure safety and prevents more costly and significant repairs in the future.

Location

Cannon Road east of College Boulevard



Citywide Street Lighting Program



Category: Circulation system
Funding Source: Gas Tax
Managing Department: Transportation

Funding	
Design	\$ 30,000
Construction	\$ 120,000
TOTAL	\$ 150,000

About This Project

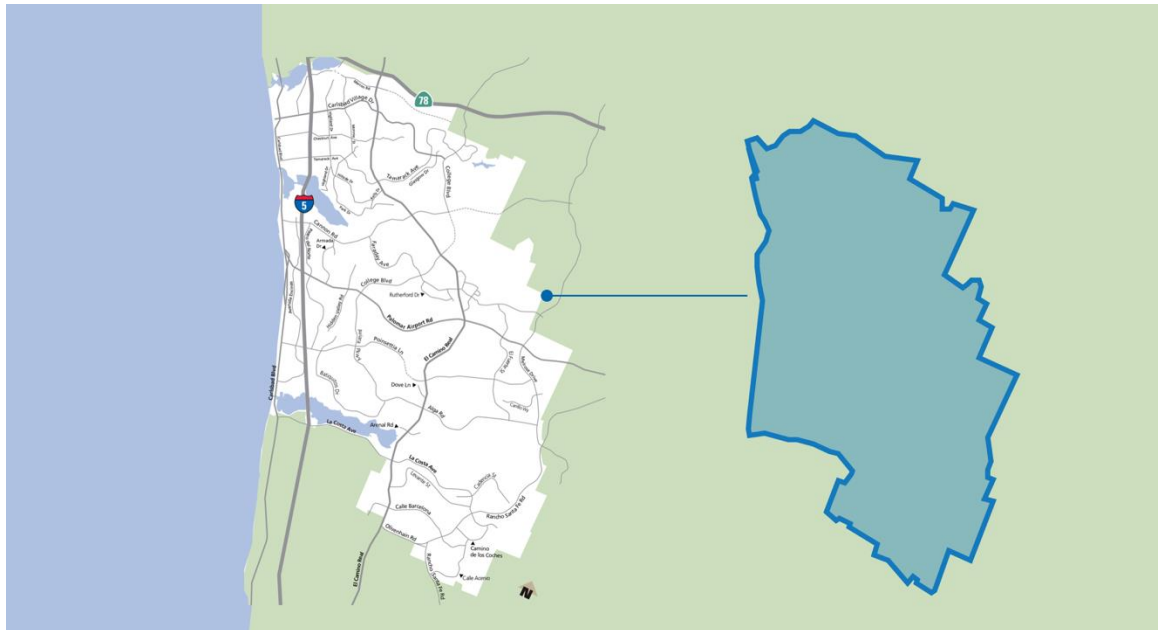
The city maintains and operates more than 7,000 streetlights throughout Carlsbad. From time to time, new streetlights are needed.

Project Need

This program sets aside funding so the city can provide a timely response when new needs are identified.

Location

Citywide



Citywide Thermoplastic Pavement Marking Program



Category: Circulation system
Funding Source: Gas Tax
Managing Department: Transportation

Funding	
Construction	\$ 100,000
TOTAL	\$ 100,000

About This Project

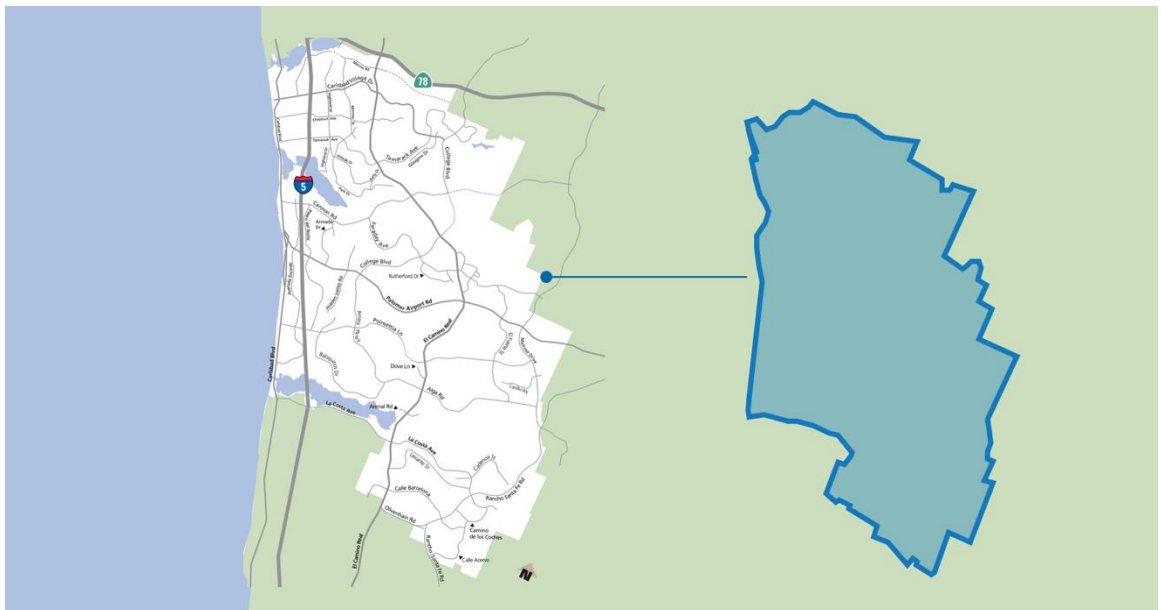
This project will design and install a special type of pavement marking on city streets throughout the city. The thermoplastic materials increase reflectivity and visibility of pavement markings like crosswalks and street legends.

Need

Better visibility of pavement markings improves safety for drivers, bicyclists and pedestrians, supporting the city's goal of facilitating all modes of travel.

Location

Citywide



Dove Library Parking Lot Accessibility



Category: Facilities
Funding Source: General Capital Construction
Managing Department: General Services

Funding		
Design	\$	50,000
TOTAL	\$	50,000

About This Project

Design and cost estimates will be developed to relocate accessibility parking closer to the library entrance.

Project Need

Patrons have requested the city examine relocating existing accessibility parking to enhance convenience and safety.

Location

Carlsbad City Library, 1775 Dove Lane



Fleet Service Center Fuel Island Evaluation



Category: Facilities
Funding Source: Infrastructure Replacement
Managing Department: General Services

Funding	
Environmental	\$ 140,000
Design	\$ 10,000
TOTAL	\$ 150,000

About This Project

This condition assessment of the existing fuel island will include an examination of underground conditions and recommendations for possible modifications that will modernize systems and equipment.

Project Need

The fuel island is located between the existing Fleet Maintenance facility and the proposed Orion Center. Evaluation of the fuel island ensures the entire property is comprehensively examined prior to construction of planned improvements to the Fleet Maintenance facility and the future Orion Center.

Location

Fleet Maintenance facility, 2480 Impala Street



Intelligent Traffic Control Devices



Category: Circulation system
Funding Source: Gas Tax
Managing Department: Transportation

Funding		
Construction	\$	200,000
TOTAL	\$	200,000

About This Project

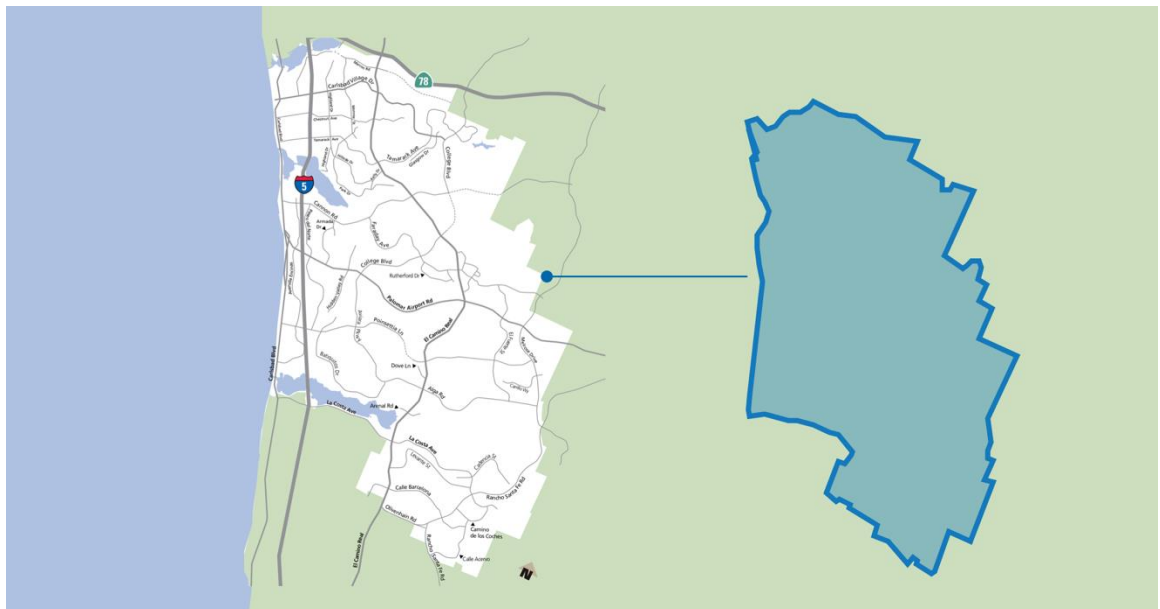
Traffic control devices, such as school flashing beacons and speed feedback signs, will be upgraded so that they can be programmed remotely, monitored from the city’s Traffic Management Center and have historical data stored.

Project Need

The ability to control traffic control devices remotely will improve efficiency and save money on maintenance activities. It will also allow the city to collect data on the effectiveness of various traffic control measures and be more responsive to community feedback.

Location

Citywide



Leo Carrillo Ranch Roof Repairs



Category: Facilities
Funding Source: Infrastructure Replacement Fund
Managing Department: Parks & Recreation

Funding	
Study	\$ 225,000
Environmental	\$ 25,000
TOTAL	\$ 250,000

About This Project

Roof conditions on these historic buildings will be assessed, and a cost estimate will be developed for recommended roof replacements throughout the park.

Project Need

Through the course of routine maintenance and repair work, a need was identified to take a more comprehensive, efficient approach to addressing roof conditions and replacements at this historic park.

Location

Leo Carrillo Ranch Historic Park, 6200 Flying Leo Carrillo Way



Recycled Water Cathodic Protection Program



Category: Recycled Water
Funding Source: Recycled Water Replacement
Managing Department: Utilities

Funding	
Study	\$ 20,000
Design	\$ 20,000
Construction	\$ 120,000
TOTAL	\$ 160,000

About This Project

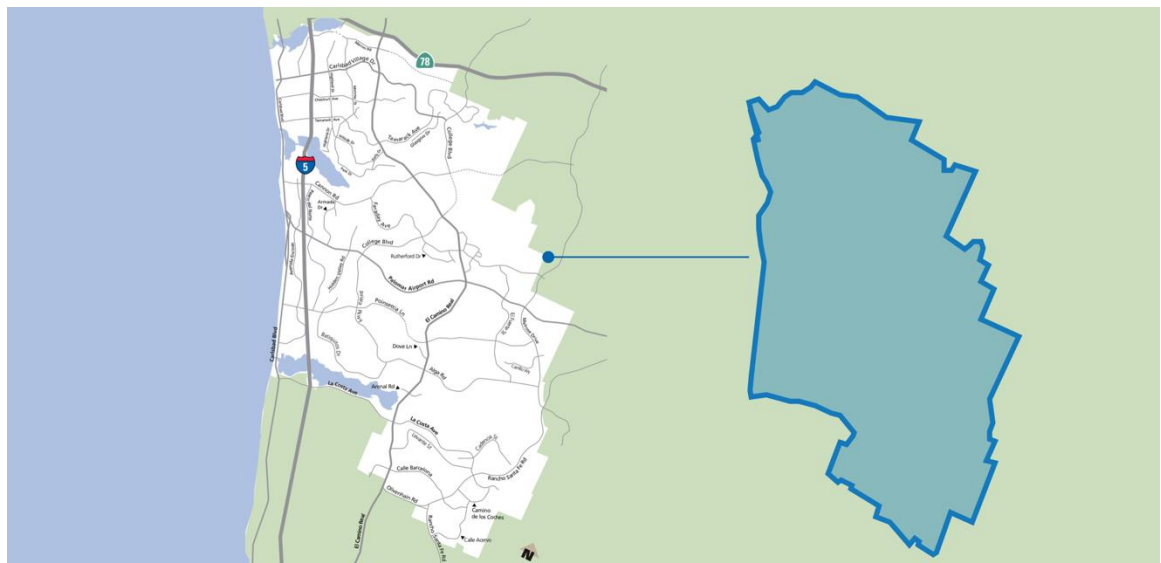
The city has an extensive network of recycled water pipelines throughout Carlsbad. Recycled water is wastewater that has been treated to a level suitable for irrigation and other non-drinking uses. Because recycled water is kept separate from the drinking water system, it is delivered through its own set of pipes, which are purple to distinguish them from other water and wastewater infrastructure. The system is in need of corrosion control improvements.

Project Need

Maintaining recycled water pipelines and other infrastructure in good working order helps prevent more costly repairs later and potential interruptions in service.

Location

Citywide



Sewer Line Capacity Improvements



Category: Sewer
Funding Source: Sewer Replacement
Managing Department: Utilities

Funding	
Design	\$ 100,000
Construction	\$ 870,000
TOTAL	\$ 970,000

About This Project

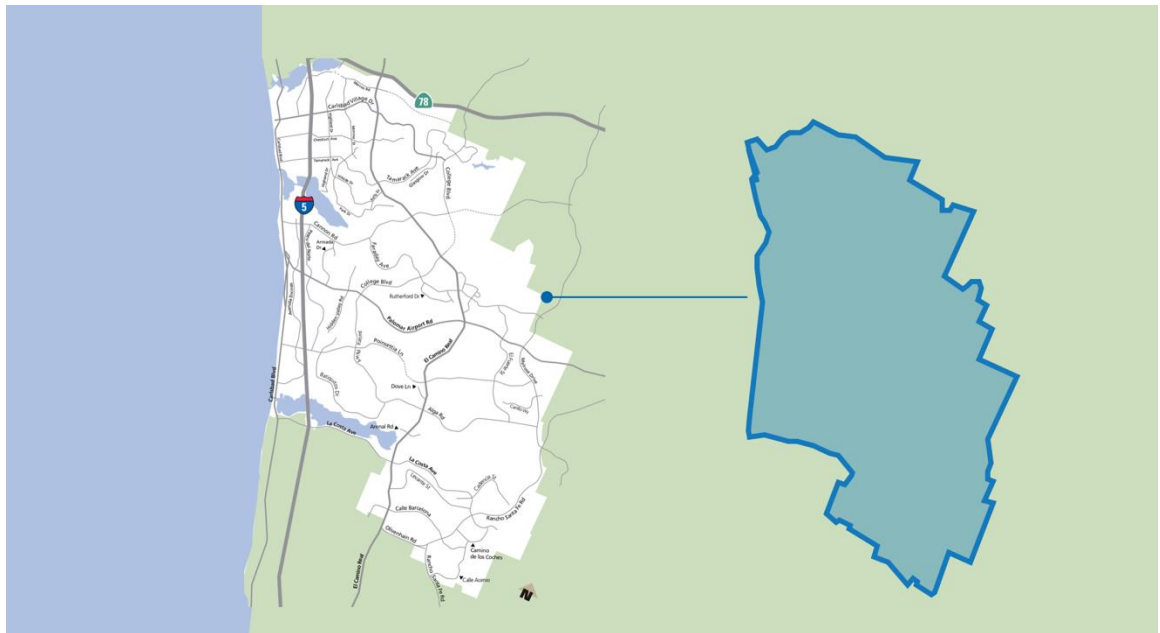
Various sections of sewer pipeline throughout the city that have existing or buildout capacity issues will be demolished and upsized.

Project Need

The Sewer Master Plan identifies sections of sewer pipelines that need to be upsized to increase capacity and avoid sewer spills.

Location

Citywide



Sewer Modeling



Category: Sewer
Funding Source: Sewer Connection
Managing Department: Utilities

Funding	
Study	\$ 2,400,000
TOTAL	\$ 2,400,000

About This Project

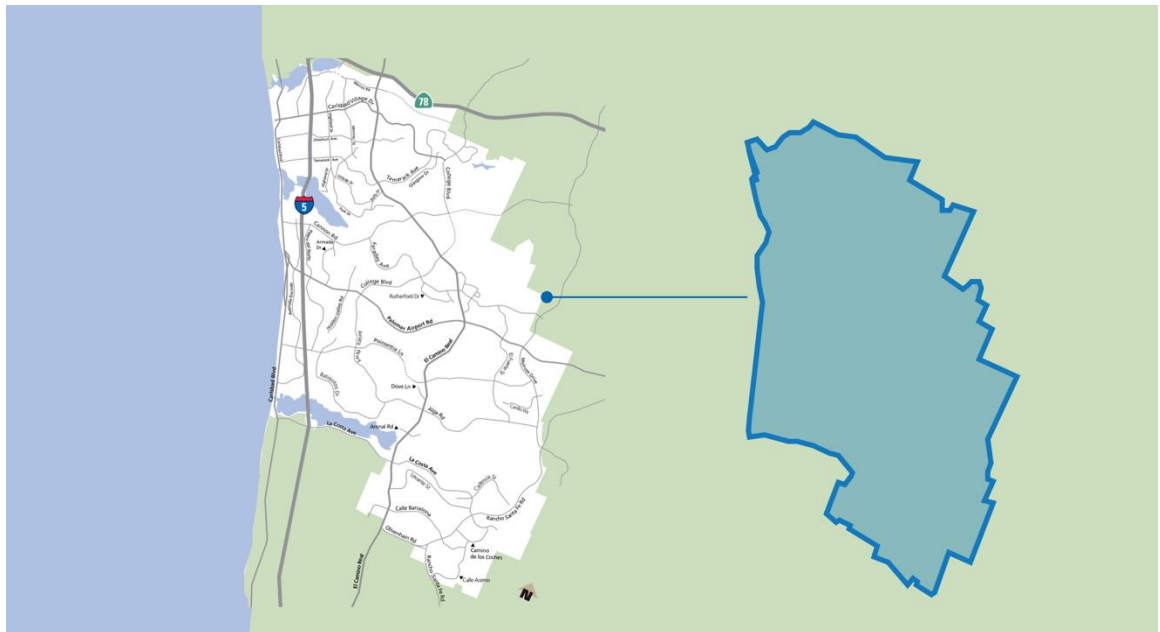
This project sets aside funding for as-needed contracted professional services to review hydraulic sewer modeling requests from private developments

Project Need

Private developers are required to submit plans to the city for review to determine if adequate, legal and safe sewer systems are included in the design.

Location

Citywide



Vallecitos Interceptor Sewer Cleaning and Monitoring



Category: Sewer
Funding Source: Sewer Replacement
Managing Department: Utilities

Funding	
Environmental	\$ 35,000
Design	\$ 15,000
Construction	\$ 200,000
TOTAL	\$ 250,000

About This Project

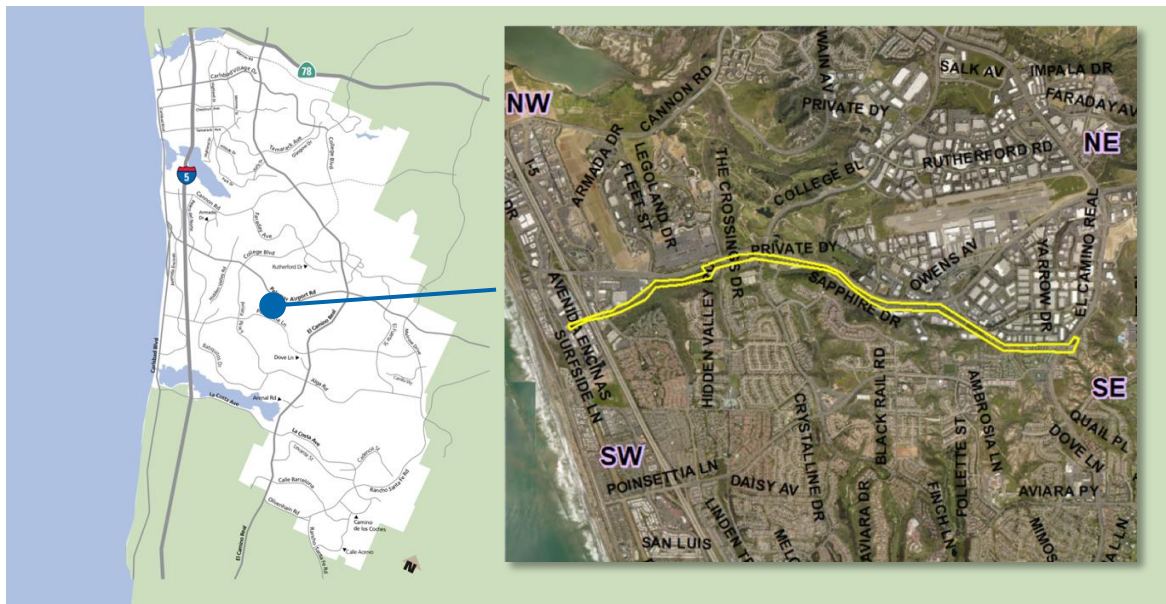
The project sets aside funding for sewer cleaning and closed-circuit TV monitoring activities for a portion of sewer interceptor pipe line shared with the Vallecitos Water District.

Project Need

The City of Carlsbad shares ownership of the pipe line with Vallecitos Water District and is responsible for a portion of the maintenance and operations costs.

Location

Palomar Airport Road from El Camino Real to the Encina Wastewater Treatment Facility on Avenida Encinas



Water Modeling



Category: Water
Funding Source: Water Connection
Managing Department: Utilities

Funding	
Study	\$ 2,400,000
TOTAL	\$ 2,400,000

About This Project

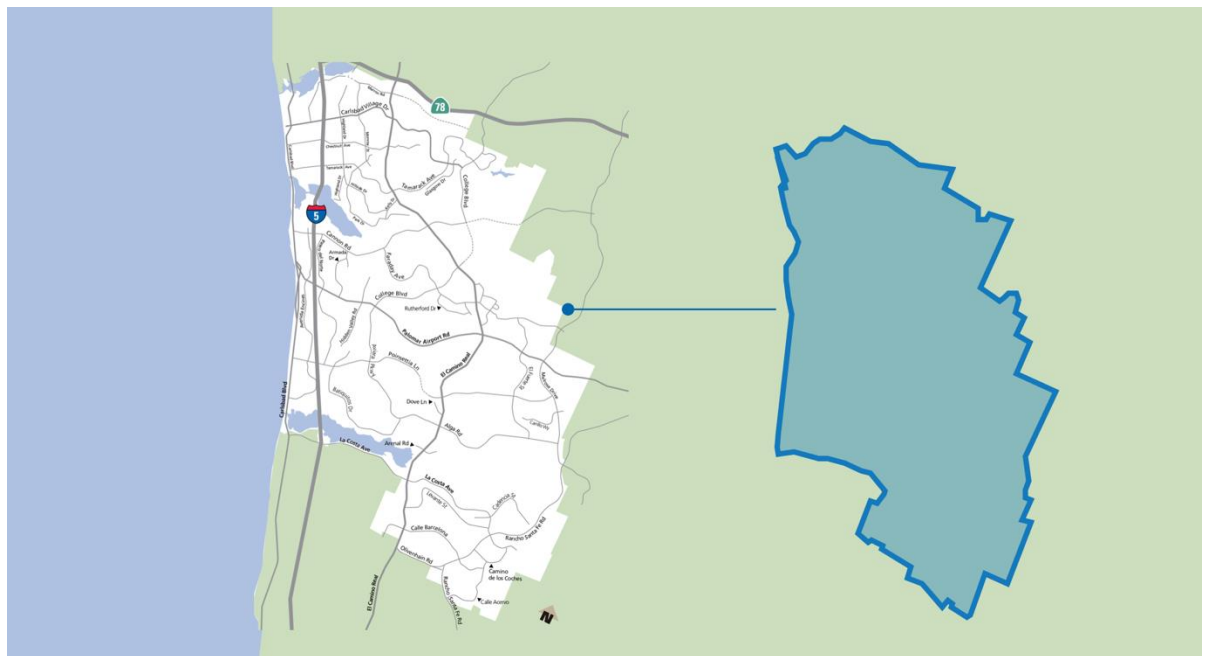
This project sets aside funding for as-needed contracted professional services to review hydraulic water modeling requests from private developments.

Project Need

Private developers are required to submit plans to the city for review to determine if adequate, legal and safe water and fire sewer systems are included in the design.

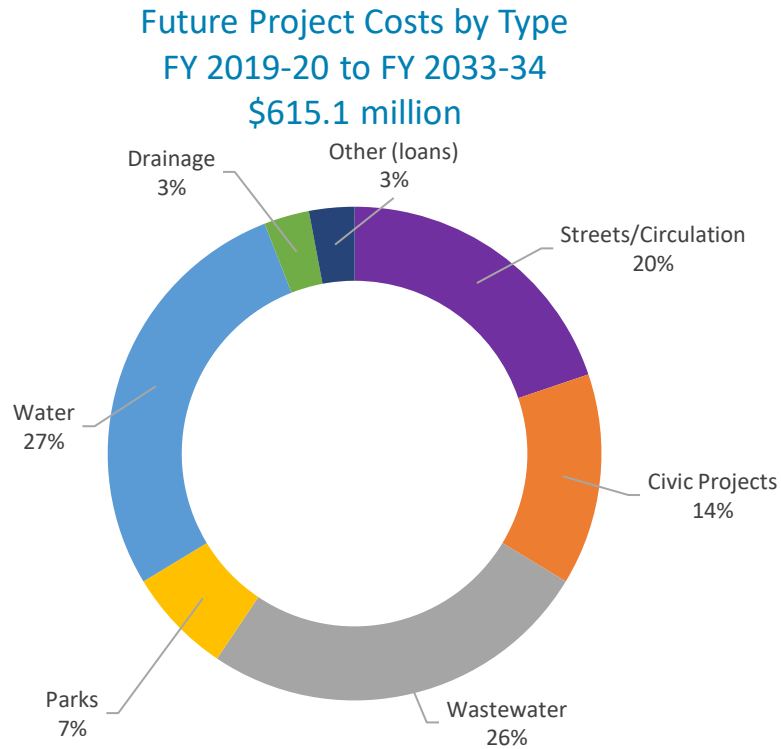
Location

Citywide



FUTURE PROJECTS

The Capital Improvement Program for FY 2019-20 to FY 2033-34 outlines approximately 261 projects at a cost of \$615.1 million. Long-range planning and responsible asset management play key roles in the development of future capital projects. Using data from various infrastructure master plans, ongoing asset condition assessments, technical modelling, field inspections as well as community feedback, the information provided for future years reflects the most comprehensive snapshot of known or anticipated future projects as well as associated estimated costs.



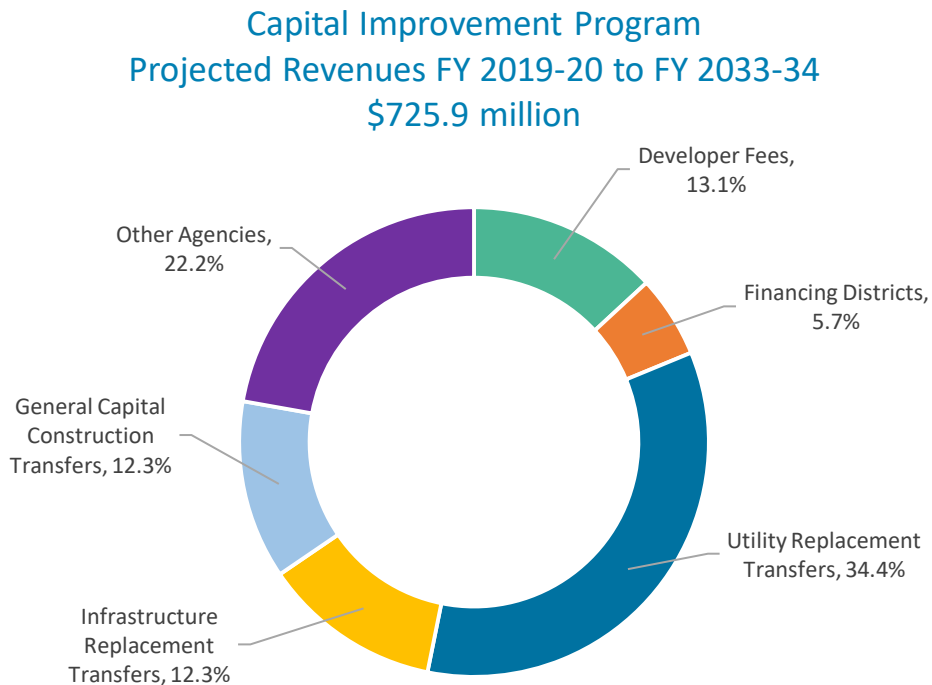
Unfunded Projects

There are six projects identified in the Capital Improvement Program for which there is no identifiable funding source and, in some cases, where only partial funding has been identified. The city will investigate obtaining possible external funding, such as federal and state grants, loans, or other financing sources. Once funding is identified for these projects, the project costs will have to be reviewed and updated to reflect actual cost estimates. The unfunded projects do not receive annual inflationary increases.

Two projects are partially funded by the Traffic Impact Fee (TIF) Program approved by the City Council on May 12, 2009. The program was planned to generate enough revenue to pay for 20% of the total costs of these projects, leaving the remaining 80% unfunded.

REVENUES

Over the next 15 years, revenues for Capital Projects are estimated at \$725.9 million and are segregated into six 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), (5) general capital construction funds, and (5) other sources, including grants, sales taxes, and contributions from other agencies.



Approximately 19% of all capital revenue is received as a result of development (Developer Fees and Financing Districts in the chart above), and is dependent upon assumptions made about the city's annual growth in dwelling units and commercial/industrial square feet. These 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, Community Facilities Districts (CFD) and Bridge and Thoroughfare Benefit Districts (BTD).

Water and wastewater replacement revenues generated by user fees equal approximately 34% of total revenues, and are used to pay for replacement of existing water and sewer facilities. Infrastructure replacement and General Capital Construction revenues, equal to 25%, are transfers from the city's General Fund, which are being set aside to pay for replacement of major capital facilities other than wastewater and water facilities and the construction of various municipal projects. The remaining 22% consists of revenues from other agencies and include federal and state grants, the county sales tax program (TransNet), gas taxes, and contributions or reimbursements from cities, developers, and other agencies.

FUTURE GROWTH AND DEVELOPMENT

As shown on the graph on the previous page, there are a variety of revenues that are used to fund the capital projects. In order to estimate revenues to be received from development, several assumptions about the rate and type of future development are made. These assumptions can change from year to year and tend to correlate with the current economic climate.

Every year, city staff evaluates all existing and future private development projects and compares this information to the capacity of the city using the most current adopted general plans. Information about existing development activity combined with estimates of how remaining net developable land might develop is then summarized to prepare future projections about when and where residential and non-residential development may occur. The following table shows the number of residential units and non-residential square feet of development that was used in calculating estimated revenues for FY 2019-20 and subsequent years to build out.

Projected Future Development		
Fiscal Year	Residential Units	Non-Residential Square Feet
2019-20	332	478,280
2020-21	142	53,128
2021-22	495	20,916
2022-23	308	55,439
2023-24	65	126,981
2024-30	1,076	1,711,228
2030-build out	693	2,525,734
Totals	3,111	4,971,706

Financial forecasting schedules are prepared to ensure that funding will be sufficient and available for construction of capital projects as planned in the CIP. In addition to evaluating whether or not capital funds are sufficient, significant operating cost impacts and availability of staff resources are also considered in evaluating the timing of projects. Where funding discrepancies occur, alternative financing methods and project timing are evaluated and recommendations are made to resolve the discrepancies.

Conservatively, about 3,100 residential units are anticipated for future development, and it is currently estimated that the city is more than 90% built out. Residential development for FY 2019-20 is projected at 332 units, and, over the next five years, should average 270 units per year. The amount of non-residential development is projected at about 735,000 square feet over the next five years, a decrease of 3.1 million square feet from the prior five year period.

Projects include several multi-family residential developments, commercial industrial, office and other mixed-use projects. Development estimates provide data for estimating future fee revenues, which are calculated by multiplying each applicable development fee by the estimated number of dwelling units and/or square feet of construction expected during each year.

CALCULATION OF FUTURE FEES

The revenue projections in the CIP reflect the growth assumptions identified in the previous section. The following information delineates how those assumptions were applied to estimate future development revenues. The mix of future multi-family and single-family residential units is assumed to be 80% and 20%, respectively, and reflects the anticipated mix of residential development for each Local Facilities Management Zone. 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 (CFD) 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 (BTD) 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.



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PROJECTED FUND BALANCES FOR FY 2018-19

Fund	July 1, 2018		Projected		June 30, 2019
	Unreserved Balance	Projected Revenues	Projected Expenditures	Debt Service Loans & Other	Projected Balance
BTD#2 - Poinsettia Lane/Aviara Pkwy	11,614,234	1,031,716	-	-	12,645,950
BTD#3 - Cannon Road West	493,704	9,584	-	-	503,288
Community Development Block Grant	-	-	-	-	-
CFD #1 - Citywide	83,486,745	3,505,404	1,652,353	176,077	85,163,719
Gas Tax	12,934,295	3,104,275	2,797,901	610,000	12,630,669
Gas Tax (Road Maint. & Rehab Acct.)	415,762	1,839,992	1,881,924	-	373,830
General Capital Const.	44,944,114	-	4,824,940	-	40,119,174
Grants - Federal	(956,847)	956,847	-	-	-
Infrastructure Replacement	107,920,898	12,967,492	2,620,913	-	118,267,477
Other	1,823,732	35,403	-	-	1,859,135
Park Fee Zones 5,13,16, 17, 18	4,263,461	235,693	-	-	4,499,154
Park-In-Lieu NE	2,445,433	2,132,648	-	-	4,578,081
Park-In-Lieu NW	441,687	761,754	-	-	1,203,441
Park-In-Lieu SE	1,518,606	313,184	441,921	-	1,389,869
Park-In-Lieu SW	2,863,171	59,005	2,838,493	-	83,683
Planned Local Drainage Area A	878,000	168,162	1,750	-	1,044,412
Planned Local Drainage Area B	3,525,273	295,100	1,200,918	-	2,619,455
Planned Local Drainage Area C	1,546,698	76,367	283	-	1,622,782
Planned Local Drainage Area D	672,085	33,936	377	-	705,644
Public Facilities Fee	28,869,182	2,557,550	6,124,900	-	25,301,832
Sewer Connection	9,192,982	12,052,970	3,640,251	-	17,605,701
Sewer Replacement	24,737,719	5,619,082	5,431,229	-	24,925,572
TDA	-	-	-	-	-
Traffic Impact Fee	20,759,345	2,009,965	939,693	-	21,829,617
Transnet/Local	21,835,971	4,340,687	2,819,610	-	23,357,048
Transnet/STP	-	-	-	-	-
Water - Potable	32,269,949	1,306,607	14,335	-	33,562,221
Water - Recycled	(8,886,137)	28,548,907	9,523,737	-	10,139,033
Water Replacement - Potable	56,241,790	5,801,487	16,334,863	-	45,708,414
Water Replacement - Recycled	15,086,849	1,415,504	392,878	-	16,109,475
Total	480,938,701	91,179,320	63,483,269	786,077	507,848,675

PROJECTED FUND BALANCES FOR FY 2019-20

Fund	July 1, 2019		June 30, 2019	July 01, 2019	2019-20	June 30, 2020
	Projected Balance	Estimated Revenues	Continuing Appropriations	New Appropriations	Total CIP Appropriations	Projected Balance
BTD#2 - Poinsettia Lane/Aviara Pkwy	12,645,950	1,417,022	12,645,950	1,123,200	13,769,150	293,822
BTD#3 - Cannon Road West	503,288	77,088	105,021	-	105,021	475,355
Community Development Block Grant	-	-	-	-	-	-
CFD #1 - Citywide	85,163,719	3,582,516	29,848,971	190,000	30,038,971	58,707,264
Gas Tax	12,630,669	3,015,224	12,699,060	1,254,000	13,953,060	1,692,833
Gas Tax (Road Maint. & Rehab Acct.)	373,830	1,897,182	774,365	1,400,000	2,174,365	96,647
General Capital Const.	40,119,174	5,112,000	32,438,897	8,286,500	40,725,397	4,505,777
Grants - Federal	-	1,440,000	1,440,000	-	1,440,000	-
Infrastructure Replacement	118,267,477	5,112,000	24,724,678	7,705,250	32,429,928	90,949,549
Other	1,859,135	-	1,294,592	-	1,294,592	564,543
Park Fee Zones 5,13,16, 17, 18	4,499,154	141,020	-	-	-	4,640,174
Park-In-Lieu NE	4,578,081	255,278	200,000	-	200,000	4,633,359
Park-In-Lieu NW	1,203,441	311,901	-	-	-	1,515,342
Park-In-Lieu SE	1,389,869	556,506	-	-	-	1,946,375
Park-In-Lieu SW	83,683	234,856	228,077	-	228,077	90,462
Planned Local Drainage Area A	1,044,412	95,786	95,688	-	95,688	1,044,510
Planned Local Drainage Area B	2,619,455	487,488	3,437,827	-	3,437,827	(330,884)
Planned Local Drainage Area C	1,622,782	53,582	227,734	-	227,734	1,448,630
Planned Local Drainage Area D	705,644	125,280	128,623	-	128,623	702,301
Public Facilities Fee	25,301,832	1,690,411	2,296,803	98,000	2,394,803	24,597,440
Sewer Connection	17,605,701	1,327,615	1,833,018	1,628,000	3,461,018	15,472,298
Sewer Replacement	24,925,572	6,747,000	21,465,643	9,847,211	31,312,854	359,718
TDA	-	-	-	-	-	-
Traffic Impact Fee	21,829,617	3,160,576	13,626,238	8,043,000	21,669,238	3,320,955
Transnet/Local	23,357,048	5,331,000	18,841,124	3,925,000	22,766,124	5,921,924
Transnet/STP	-	-	-	-	-	-
Water - Potable	33,562,221	1,805,640	2,477,547	1,450,000	3,927,547	31,440,314
Water - Recycled	10,139,033	275,615	6,886,642	-	6,886,642	3,528,006
Water Replacement - Potable	45,708,414	6,052,997	38,731,607	8,120,000	46,851,607	4,909,804
Water Replacement - Recycled	16,109,475	1,140,000	3,997,950	557,800	4,555,750	12,693,725
Total	507,848,675	51,445,583	230,446,055	53,627,961	284,074,016	275,220,243

REVENUE PROJECTIONS SCHEDULE

Fund	2015-16 Actual Revenue	2016-17 Actual Revenue	2017-18 Actual Revenue	2018-19 Projected Revenue	2019-20 Estimated Revenue
BTD#2 - Poinsettia Lane/Aviara Pkwy	170,247	59,251	305,677	1,031,716	1,417,022
BTD#3 - Cannon Road West	142,735	79,875	4,293	9,584	77,088
Community Development Block Grant	16,685	308,112	16,335	-	-
CFD #1 - Citywide	3,703,742	3,157,564	2,893,157	3,505,404	3,582,516
Gas Tax	2,670,913	2,194,398	2,749,382	3,104,275	3,015,224
Gas Tax (Road Maint. & Rehab Acct.)	-	-	661,528	1,839,992	1,897,182
General Capital Const.	-	10,521,222	423,659	-	5,112,000
Grants - Federal	586,794	19,890	40,371	956,847	1,440,000
Infrastructure Replacement	10,398,720	9,765,585	10,358,061	12,967,492	5,112,000
Other	37,172	11,763	19,704	35,403	-
Park Fee Zones 5,13,16, 17, 18	222,742	420,515	501,489	235,693	141,020
Park-In-Lieu NE	425,412	998,551	69,308	2,132,648	255,278
Park-In-Lieu NW	1,373,329	253,193	771,528	761,754	311,901
Park-In-Lieu SE	247,608	18,033	16,622	313,184	556,506
Park-In-Lieu SW	1,144,840	52,856	61,225	59,005	234,856
Planned Local Drainage Area A	60,052	49,255	77,773	168,162	95,786
Planned Local Drainage Area B	73,444	362,617	75,817	295,100	487,488
Planned Local Drainage Area C	23,344	4,339	5,489	76,367	53,582
Planned Local Drainage Area D	12,157	27,296	22,847	33,936	125,280
Public Facilities Fee	3,023,448	6,501,517	6,168,509	2,557,550	1,690,411
Sewer Connection	3,841,658	1,377,814	842,150	12,052,970	1,327,615
Sewer Replacement	3,634,999	4,932,632	4,872,244	5,619,082	6,747,000
TDA	-	59,887	23,682	-	-
Traffic Impact Fee	2,152,837	3,041,034	3,059,920	2,009,965	3,160,576
Transnet/Local	4,114,901	4,172,670	4,269,152	4,340,687	5,331,000
Transnet/STP	1,037	(198)	-	-	-
Water - Potable	1,273,422	1,932,938	1,786,623	1,306,607	1,805,640
Water - Recycled	82,341	3,987,107	1,231,038	28,548,907	275,615
Water Replacement - Potable	6,132,087	5,073,257	5,002,438	5,801,487	6,052,997
Water Replacement - Recycled	1,362,016	1,015,575	1,348,906	1,415,504	1,140,000
Total	46,928,682	60,398,548	47,678,927	91,179,320	51,445,583

Note: Revenues include loans, advances and transfers.

BUDGET EXPENDITURE SCHEDULE

FUND	2016-17	2017-18	2018-19	2019-20	2019-20	2019-20
	Actual Expense	Actual Expense	Estimated Expense	Continuing Appropriations	New Appropriations	Total CIP Appropriations
BTD#2 - Poinsettia Lane/Aviara Pkwy	36,395	13,995	-	12,645,950	1,123,200	13,769,150
BTD#3 - Cannon Road West	1,241	193,137	-	105,021	-	105,021
Community Development Block Grant	308,112	16,335	-	-	-	-
CFD #1 - Citywide	157,793	384,470	1,828,430	29,848,971	190,000	30,038,971
Gas Tax	2,992,097	2,862,646	3,407,901	12,699,060	1,254,000	13,953,060
Gas Tax (Road Maint. & Rehab Acct.)	-	10,711	1,881,924	774,365	1,400,000	2,174,365
General Capital Const.	2,396,960	3,122,730	4,824,940	32,438,897	8,286,500	40,725,397
Grants - Federal	41,915	975,193	-	1,440,000	-	1,440,000
Infrastructure Replacement	2,834,779	3,346,454	2,620,913	24,724,678	7,705,250	32,429,928
Other	-	-	-	1,294,592	-	1,294,592
Park Fee Zones 5,13,16, 17, 18	-	-	-	-	-	-
Park-In-Lieu NE	-	-	-	200,000	-	200,000
Park-In-Lieu NW	1,142,850	1,792,883	-	-	-	-
Park-In-Lieu SE	3,468	887,896	441,921	-	-	-
Park-In-Lieu SW	54,961	9,191	2,838,493	228,077	-	228,077
Planned Local Drainage Area A	562	-	1,750	95,688	-	95,688
Planned Local Drainage Area B	230,860	286,812	1,200,918	3,437,827	-	3,437,827
Planned Local Drainage Area C	9,577	-	283	227,734	-	227,734
Planned Local Drainage Area D	-	-	377	128,623	-	128,623
Public Facilities Fee	766,176	8,820,647	6,124,900	2,296,803	98,000	2,394,803
Sewer Connection	24,443,894	1,001,281	3,640,251	1,833,018	1,628,000	3,461,018
Sewer Replacement	4,374,704	1,921,655	5,431,229	21,465,643	9,847,211	31,312,854
TDA	56,619	5,783	-	-	-	-
Traffic Impact Fee	3,785,577	722,126	939,693	13,626,238	8,043,000	21,669,238
Transnet/Local	3,418,316	5,254,026	2,819,610	18,841,124	3,925,000	22,766,124
Transnet/STP	51,749	-	-	-	-	-
Water - Potable	3,047	6,700	14,335	2,477,547	1,450,000	3,927,547
Water - Recycled	2,241,719	139,990	9,523,737	6,886,642	-	6,886,642
Water Replacement - Potable	2,718,426	2,663,820	16,334,863	38,731,607	8,120,000	46,851,607
Water Replacement - Recycled	30,136	62,970	392,878	3,997,950	557,800	4,555,750
Total	52,101,933	34,501,451	64,269,346	230,446,055	53,627,961	284,074,016

Note: Expenditures include loans, advances and transfers.



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FY 2019-20 TO FY 2033-34 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	COUNCIL DISTRICT	PROJECT SCORE	FUNDING SOURCE	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-10 2025-29	YEAR 11 -15 2030-34
CIVIC PROJECTS														
ADMINISTRATIVE FACILITIES														
40081	City Hall Complex	ALL	100	CFD#1	51,028,105	278,105	750,000						50,000,000	
35721	Orion Center	2	75	CFD#1	33,995,266	5,456,866	28,538,400							
35724	Orion Center - Public Art	2	75	CFD#1	541,000	429	540,571							
35722	Orion Center	2	75	WATER REPL	6,650,399	197,926	6,452,473							
35725	Orion Center	2	75	RECL REPL	2,660,000	142,767	2,517,233							
35723	Orion Center	2	75	SEWER REPL	3,995,000	170,225	3,824,775							
POLICE & FIRE FACILITIES														
40601	Fire Station No. 2 Replacement	4	85	GCC	13,000,000	822,694	9,727,306	2,450,000						
47151	Safety Center Improvements	2	80	IRF	5,953,050	442,710	5,510,340							
47152	Safety Center Improvements	2	80	GCC	2,013,500	224,899	1,788,601							
LIBRARY FACILITIES														
NA	Cole Library Expansion	1		CFD#1	5,988,000	-	-							5,988,000
NA	Cole Library Expansion	1		PFF	11,936,000	-	-							11,936,000
NA	Cole Library Expansion (Brownley Donation)	1		GCC	1,000,000	-	-							1,000,000
40811	Dove Library Lighting Improvements	3	45	GCC	225,000	29,731	195,269							
OPEN SPACE AND TRAILS														
38661	Lake Calavera Trails Master Plan/Construction (Prop C)	2	85	GCC	1,063,250	983,902	79,348							
40631	Trail Connectivity To Tamarack State Beach (Prop C)	1	52	GCC	3,276,000	181,721	18,279	3,076,000						
NA	Open Space And Trail Acquisition (Prop C)	ALL	N/A	GCC	4,000,000	35,000	-		3,965,000					
MISCELLANEOUS CITYWIDE PROJECTS														
NA	CFD#1 Administration	N/A	N/A	CFD#1	550,000	-	-	110,000	110,000	110,000	110,000	110,000		
SUBTOTAL CIVIC PROJECTS					147,874,570	8,966,975	59,942,595	5,636,000	4,075,000	110,000	110,000	110,000	50,000,000	18,924,000
FACILITIES MAINTENANCE														
47331	Alga Norte Park Modifications	3	62	GCC	314,000	30,445	183,555	100,000						
NEW	Aviara & Hidden Canyon Park Playground Safety Resurfacing	1,2	82	IRF	600,000	-	-	600,000						
NEW	Calavera Hills Community Center Refurbishment	2	50	IRF	685,000	-	-	45,000	640,000					
47271	City Facility Accessibility Upgrades	ALL	60	GCC	500,000	8,101	491,899							
60741	City Facility Safety And Parking Lot Lighting Assessment	ALL	75	IRF	410,000	89,448	320,552							
47181	City Hall Complex Refurbishment	1	58	IRF	1,059,000	873,230	120,770	65,000						
47251	City Hall Exterior Refurbishment	1	97	GCC	2,250,000	305,550	1,944,450							
NEW	Dove Library Parking Lot Revision	3	52	GCC	50,000	-	-	50,000						
47191	Emergency Center Reconfiguration	2	58	GCC	1,658,000	15,756	1,642,244							
47192	Emergency Center Reconfiguration	2	58	IRF	200,000	-	200,000							
47201	Faraday Center Refurbishment	2	60	IRF	3,154,380	633,448	2,220,932	300,000						
47401	Fire Station No. 4 Expansion	3	80	IRF	810,000	229,861	580,139							
47361	Fire Station No. 5 New Roof And Storage Building	2	55	GCC	225,000	169,249	55,751							
47141	Fleet Maintenance Refurbishment	2	75	IRF	1,374,000	143,013	1,121,987	109,000						
47142	Fleet Maintenance Refurbishment	2	75	GCC	896,100	17,683	807,417	71,000						
NEW	Fleet Service Center Fuel Island Evaluation	2	85	IRF	150,000	-	-	150,000						
47081	Harding Center Refurbishment	1	45	IRF	115,000	95,032	19,968							
47091	Holiday Park Facilities Maintenance	1	50	IRF	80,000	4,500	75,500							
NEW	Leo Carrillo Ranch Roof Repairs	2	85	IRF	250,000	-	-	250,000						

FY 2019-20 TO FY 2033-34 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	COUNCIL DISTRICT	PROJECT SCORE	FUNDING SOURCE	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-10 2025-29	YEAR 11-15 2030-34
47411	Library Fire Alarm Panel Upgrades	1,3	42	IRF	180,000	-	180,000							
47221	Maerkle Reservoir Solar Project	2	35	GCC	250,000	830	249,170							
47231	Miscellaneous City Building Improvements	ALL	55	IRF	3,665,000	555,738	144,262	865,000	150,000	150,000	150,000	150,000	750,000	750,000
47241	Monroe Street Pool Replacement	1	70	IRF	6,187,000	109,965	5,307,035	770,000						
47242	Monroe Street Pool Replacement - Public Art	1	70	GCC	62,000	-	-	62,000						
47391	New Village Arts Building Roof And Exterior Refurbishment	1	63	IRF	253,626	2,386	221,240	30,000						
47291	Ocean Street Restroom Facility	1	70	GCC	775,000	35,485	739,515							
60521	Parking Lot Maintenance Program	ALL	80	IRF	1,530,001	227,920	1,302,081							
60571	Public Beach Access Improvements (Ocean Street)	1	88	GCC	3,610,336	3,580,273	30,063							
60572	Public Beach Access Improvements (Ocean Street)	1	88	IRF	726,683	550,000	176,683							
47431	Safety Training Center Refurbishments	2	N/A	GCC	895,574	-	895,574							
47321	Safety Training Center Water Recirculating System Study	2	35	GCC	50,000	-	50,000							
47381	Senior Center Refurbishment	1	69	IRF	1,248,000	327,015	20,985	900,000						
47421	Stagecoach Park Synthetic Turf Replacement	4	89	IRF	2,200,000	35,000	1,765,000	400,000						
SUBTOTAL FACILITIES MAINTENANCE					36,413,700	8,039,928	20,866,772	4,767,000	790,000	150,000	150,000	150,000	750,000	750,000
PARK DEVELOPMENT PROJECTS														
NORTHWEST QUADRANT PARKS														
NA	Business Park Recreational Facility (Partial Funding)	2	N/A	ZONE 5	4,760,000	-	-							4,760,000
47261	Cannon Park Restroom	1	68	GCC	690,000	56,101	633,899							
47281	Hosp Grove Park Improvements	1	66	IRF	1,682,000	7,101	915,899	759,000						
46031	Pine Avenue Park - Phase 2 (Community Center And Garden)	2	73	PIL-NW	2,197,001	2,197,001	-							
46032	Pine Avenue Park - Phase 2 (Community Center And Garden)	2	73	PFF	10,016,040	9,358,365	657,675							
46033	Pine Avenue Park - Phase 2 (Community Center And Garden) - Public Art	2	73	PFF	123,300	123,300	-							
46091	Veteran's Memorial Park (All Quadrants)	ALL	94	CFD#1	23,898,200	378,200	20,000	80,000					23,420,000	
NORTHEAST QUADRANT PARKS														
46011	Calavera Park Gateway Improvements	2	66	GCC	1,046,850	62,427	809,423	175,000						
46012	Calavera Park Gateway Improvements - Public Art	2	66	GCC	10,500	-	-	10,500						
38011	Robertson Ranch Park Development	2	45	PIL-NE	2,650,000	-	200,000				2,450,000			
NA	Robertson Ranch Park Development	2	45	PFF	12,592,000	-	-				12,592,000			
SOUTHWEST QUADRANT PARKS														
46041	Aviara Community Park - Phase 2	2	83	PIL-SW	3,120,500	3,119,755	745							
46042	Aviara Community Park - Phase 2 - Public Art	2	83	PIL-SW	38,200	29,968	8,232							
46043	Aviara Community Park - Phase 3	2	83	PFF	700,000	426,856	273,144							
36491	Aviara Reimbursement Agreement	2	N/A	PIL-SW	238,000	18,900	219,100							
46051	Poinsettia Community Park - Phase 3	2	83	PFF	5,231,475	5,092,168	139,307							
46052	Poinsettia Community Park - Phase 3 - Public Art	2	83	PFF	43,225	38,631	4,594							
46081	Poinsettia Community Park - Phase 4 - Dog Park	2	62	PFF	1,080,500	40,663	943,337	96,500						
46082	Poinsettia Community Park - Phase 4 - Dog Park - Public Art	2	62	PFF	11,340	-	9,840	1,500						
SOUTHEAST QUADRANT PARKS														
46021	Leo Carrillo Park - Phase 3	2	66	PFF	1,631,500	1,605,680	25,820							
46022	Leo Carrillo Park - Phase 3	2	66	PIL-SE	1,334,100	1,334,100	-							
46023	Leo Carrillo Park - Phase 3 - Public Art	2	66	PFF	29,655	288	29,367							
SUBTOTAL PARK PROJECTS					73,124,386	23,889,504	4,890,382	1,122,500	-	-	15,042,000	-	23,420,000	4,760,000

FY 2019-20 TO FY 2033-34 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	COUNCIL DISTRICT	PROJECT SCORE	FUNDING SOURCE	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-10 2025-29	YEAR 11 -15 2030-34
DRAINAGE PROJECTS														
66181	Agua Hedionda Creek Storm Drain Outfall (Farol Court)	2	60	IRF	696,700	581,021	115,679							
66191	Buena Vista Creek Channel Clearing At El Camino Real	1,2	87	GCC	675,000	28,884	371,116	275,000						
NEW	Cannon Road At Sage Creek Road Rehabilitation	2	77	GAS TAX	675,000	-	-	155,000	520,000					
66261	Curb Inlet Filter Retrofit	All	60	IRF	230,000	-	230,000							
NA	DMP Facility AAA (Jefferson Street)	1		PLDA	289,534	-	-							289,534
NA	DMP Facility AAAA (Madison Street)	1		PLDA	416,500	-	-							416,500
66091	DMP Facility AC (Highland Drive)			PLDA	921,408	-	-							921,408
NA	DMP Facility AFA (Hidden Valley Drainage Restoration)			PLDA	91,608	-	-							91,608
NA	DMP Facility AFB (Calavera Hills Drainage Restoration)			PLDA	163,164	-	-							163,164
33381	DMP Facility B & BN (Agua Hedionda And Calavera Creek Plda "B")	2	50	PLDB	4,598,069	3,512,142	1,085,927							
NA	DMP Facility BB 1 And 2 (Washington Street)			PLDB	1,086,065	-	-							1,086,065
NA	DMP Facility BCB (Magnolia Avenue)			PLDB	468,096	-	-							468,096
66271	DMP Facility BFA (Country Store)	2		PLDB	963,673	-	963,673							
NA	DMP Facility BFB-L & BFB-1 (Tamarack And El Camino Real Plda "B")	2		PLDB	904,329	-	-							904,329
66221	DMP Facility BFB-U (El Camino Real)	2	77	PLDB	138,220	110,223	27,997							
36363	DMP Facility BJ B, BNB And BJ-1 (College Boulevard/Cannon Road)	2	74	PLDB	2,761,644	2,249,448	-							512,196
NA	DMP Facility BL-L (College Blvd. Bridge Reimb. Plda "B")			PLDB	1,816,101	-	-						1,816,101	
NA	DMP Facility BL-U (College Boulevard)			PLDB	384,509	-	-							384,509
NA	DMP Facility BM (Cantarini/College Boulevard Box Culvert)			PLDB	204,077	-	-							204,077
NA	DMP Facility BQ (Sunny Creek)	2		PLDB	131,355	-	-							131,355
NA	DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)			PLDB	180,773	-	-							180,773
39192	DMP Facility C1 - Carlsbad Boulevard Encinas Creek Bridge Plda "C")			PLDC	2,539,565	2,376,548	163,017							
NA	DMP Facility C2 (Paseo Del Norte)			PLDC	727,730	-	-							727,730
NA	DMP Facility CA (Avenida Encinas)			PLDC	529,402	-	-							529,402
NA	DMP Facility DBA (Poinsettia Village)			PLDD	167,215	-	-							167,215
NA	DMP Facility DBB (Avenida Encinas)			PLDD	429,108	-	-							429,108
NA	DMP Facility DFA (Batiquitos Lagoon Stormwater Treatment)			PLDD	256,423	-	-							256,423
NA	DMP Facility DH (Alrive Place Canyon Restoration)			PLDD	232,812	-	-							232,812
NA	DMP Facility DQB (La Costa Town Center)			PLDD	745,842	-	-							745,842
NA	DMP Facility DZ (Poinsettia Lane)			PLDD	642,063	-	-							642,063
66211	DMP Wetland Creation	2	64	PLDB	955,000	52,393	902,607							
66231	Drainage Master Plan Update	ALL	70	PLDA	98,000	2,312	95,688							
66232	Drainage Master Plan Update	ALL	70	PLDB	458,000	377	457,623							
66233	Drainage Master Plan Update	ALL	70	PLDC	65,000	283	64,717							
66234	Drainage Master Plan Update	ALL	70	PLDD	129,000	377	128,623							
66161	Fire Station No. 1-5 Drainage Improvements	ALL	60	GCC	480,000	-	225,000	125,000	130,000					
66241	Headwall Replacement Program	ALL	55	IRF	510,000	34,768	475,232							
66061	Kelly Drive Channel Repair	2	75	IRF	1,666,000	411,277	749,723	180,000	325,000					
66021	La Costa Avenue Drainage Improvements	4	76	IRF	1,244,150	944,809	184,341	115,000						
66281	Laguna Drive Storm Drain	1	65	GAS TAX	370,000	-	370,000							
50492	Lake Calavera Reservoir Mitigation	2	70	GCC	901,501	347,956	258,545	114,500	72,000	50,000	58,500			
66251	Lake Calavera Storm Drain Improvements	2	64	GCC	609,000	5,569	230,931	215,000	157,500					
66141	Marca Place Drainage Improvements	4		GAS TAX	65,000	1,071	63,929							
66083	Nw Quadrant Storm Drain Improvement Program	1,2	70	IRF	1,634,000	318,729	1,285,271	30,000						
66082	Nw Quadrant Storm Drain Improvement Program	1,2	70	GAS TAX	6,090,594	6,084,110	6,484							
66111	Park Drive Drainage And Street Improvements	1	80	GCC	717,439	692,148	25,291							
66112	Park Drive Drainage And Street Improvements	1	80	GAS TAX	1,865,000	98,347	1,766,653							
66042	Romeria Drainage Improvements	4	80	GAS TAX	348,000	346,979	1,021							
66041	Romeria Drainage Improvements	4	80	GCC	410,000	342,047	37,953	30,000						
66201	Storm Drain Condition Assessment	ALL	84	IRF	1,400,000	210,656	189,344	200,000	200,000	200,000	200,000	200,000		
66071	Storm Drain System Rehab And Repair Program	ALL	79	IRF	5,391,360	2,993,391	505,969	1,092,000	200,000	200,000	200,000	200,000		
SUBTOTAL DRAINAGE PROJECTS					49,473,029	21,745,865	10,982,354	2,531,500	1,604,500	450,000	458,500	400,000	1,816,101	9,484,209

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PROJ. ID	PROJECT TITLE	COUNCIL DISTRICT	PROJECT SCORE	FUNDING SOURCE	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-10 2025-29	YEAR 11 -15 2030-34
SEWER PROJECTS														
ENCINA WATER POLLUTION CONTROL FACILITY														
58011	Encina Capital Projects	ALL	N/A	SEWER REPL	128,754,044	21,607,523	8,345,493	5,290,711	6,234,341	5,127,072	5,924,570	6,563,932	34,272,281	35,388,121
SEWER COLLECTION SYSTEM														
55451	Agua Hedionda Lift Station Biological Monitoring And Maintenance	2	63	SEWER REPL	225,000	-	125,000	25,000	25,000	25,000	25,000			
55371	Buena Interceptor Sewer Access Road Improvements	3	87	SEWER REPL	1,150,000	359	1,149,641							
55011	Buena Interceptor Sewer Improvements	2,3	93	SEWER REPL	3,758,499	431,011	930,988	226,500	2,170,000					
55012	Buena Interceptor Sewer Improvements	2,3	93	SEWER CONN	550,000	-	500,000	50,000						
55441	Buena Interceptor Sewer Realignment - East Segment	2	81	SEWER REPL	1,987,000	-	507,000		1,480,000					
55381	Chinquapin Lift Station Force Main Outfall Realignment	1	62	SEWER REPL	320,000	61,775	258,225							
55391	Faraday & El Camino Real Sewer Replacement - Orion To PAR	2	71	SEWER CONN	186,000	-	140,000		46,000					
55261	Foxes Landing Lift Station Wetwell And Pump Replacement	1	90	SEWER REPL	5,492,000	4,972,879	519,121							
55401	Las Palmas Trunk Sewer	2	90	SEWER CONN	3,186,000	-	-	556,000	2,630,000					
NEW	North Batiquitos Interceptor Sewer Access Road Improvements	4	80	SEWER REPL	250,000	-	-	250,000						
55361	North Batiquitos Lift Station Forcemain Rehabilitation	4	60	SEWER REPL	550,000	966	549,034							
55201	Odor And Corrosion Prevention Assessment	ALL	52	SEWER REPL	320,000	51,572	268,428							
55291	Poinsettia Lane Lift Station Overflow	3	80	SEWER REPL	1,299,249	1,006,242	193,007	100,000						
NA	Quarry Creek Sewer Extension (SBA "A" - Reimb. Agreement)	2	45	OTHER	567,000	-	-		567,000					
55421	SCADA Improvements	ALL	100	SEWER REPL	1,207,500	121,726	85,774	1,000,000						
38401	Sewer Lift Station Repairs And Upgrades	ALL	95	SEWER REPL	5,035,380	2,364,418	45,962	525,000	150,000	150,000	150,000	150,000	750,000	750,000
NEW	Sewer Line Capacity Improvements	ALL	70	SEWER REPL	970,000	-	-	100,000	870,000					
55131	Sewer Line Condition Assessment	ALL	100	SEWER REPL	4,968,000	462,488	770,512	225,000	225,000	225,000	225,000	225,000	1,240,000	1,370,000
55031	Sewer Line Refurbishments And Replacement	ALL	73	SEWER REPL	41,856,475	3,726,955	2,119,520	1,530,000	1,530,000	1,850,000	1,850,000	1,850,000	13,350,000	14,050,000
NEW	Sewer Modeling	ALL	40	SEWER CONN	2,400,000	-	-	300,000		300,000		300,000	600,000	900,000
55041	Sewer Monitoring Program (Capacity)	ALL	98	SEWER CONN	928,000	340,127	51,873	125,000	125,000	22,000	22,000	22,000	110,000	110,000
55331	Simsbury Sewer Extension	2	65	SEWER REPL	671,000	666,999	4,001							
55341	Terramar Sewer Replacement - El Arbol And Los Robles	2	70	SEWER REPL	1,250,000	-	1,250,000							
NEW	Vallecitos Interceptor Sewer Cleaning And CCTV	2,3	89	SEWER REPL	250,000	-	-	250,000						
NA	Villas Sewer Lift Station Replacement	2	90	SEWER REPL	850,000	-	-	130,000	720,000					
NEW	Vista Carlsbad Interceptor - Rehabilitation (VC1 & VC2)	1,2	90	SEWER REPL	141,000	-	-	20,000	121,000					
34921	Vista Carlsbad Interceptor - Agua Hedionda Ls & Forcemain (VC12-VC13)	2	90	SEWER CONN	30,367,000	30,352,881	14,119							
55351	Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	1	95	SEWER CONN	1,125,000	141,735	983,265							
38861	Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	1,2	90	SEWER CONN	9,518,000	9,411,903	106,097							
39491	Vista Carlsbad Interceptor - Reach VC14 To VC15	2,3	80	SEWER CONN	20,745,000	20,707,336	37,664							
39501	Vista Carlsbad Interceptor - Reach VC3	1	90	SEWER CONN	2,689,000	-	-	597,000			2,092,000			
55431	Water, Recycled, And Sewer Master Plan	ALL	90	SEWER REPL	447,680	388,518	9,162	25,000	25,000					
SUBTOTAL SEWER PROJECTS					274,013,827	96,817,413	18,963,886	11,325,211	16,918,341	7,699,072	10,288,570	9,110,932	50,322,281	52,568,121
WATER DISTRIBUTION SYSTEM														
NA	Aviara Parkway And Plum Tree Waterline	2,3	25	WATER REPL	1,100,500	-	-			100,000	1,000,500			
50481	Carlsbad Boulevard Waterline Replacement At Terramar	2	95	WATER REPL	5,080,000	133	1,929,867	500,000		2,500,000	150,000			
50071	Cathodic Protection Program	ALL	97	WATER REPL	2,716,700	169,686	1,077,014	180,000	180,000	190,000	190,000	190,000	260,000	280,000
50131	College Boulevard - Cannon Road To Badger Lane (375 Zone)	2	60	WATER CONN	1,095,000	183	1,059,817				35,000			
50121	College Boulevard - Cannon Road To Badger Lane (490 Zone)	2	60	WATER CONN	1,460,000	-	1,090,000				370,000			
50331	Crestview Drive Transmission Main	2	30	WATER REPL	240,000	-	240,000							
50381	Desalinated Water Flow Control Facility No. 5	2	70	WATER CONN	7,904,300	1,104,070	230	800,000		6,000,000				
50341	El Fuerte And Corintia Street Pressure Reducing Station	3	25	WATER REPL	800,000	-	-				800,000			
50431	Fire Flow System Improvements	2	75	WATER REPL	6,045,000	-	1,620,000	90,000	390,000	390,000	390,000	390,000	1,450,000	1,325,000
NEW	Hydroelectric Generator At Desal Flow Control Facility No. 5	2	50	WATER REPL	2,275,000	-	-	200,000			2,075,000			

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50541	Lake Calavera Outlet Improvements	2	85	GCC	1,260,000	-	780,000	440,000	40,000					
50351	Limited Access Pipeline Relocation Program	ALL	98	WATER REPL	4,940,000	760,854	1,179,146		2,000,000	1,000,000				
50091	Maerkle Facility Improvements	2	98	WATER REPL	2,235,200	1,242,330	892,870	100,000						
50361	Maerkle Reservoir Floating Cover Replacement	2	90	WATER REPL	13,055,000	9,003,973	4,051,027							
50011	Maerkle Reservoir Transmission Main	2	90	WATER REPL	15,631,000	172,652	6,157,348			1,000,000		8,301,000		
39041	Miscellaneous Pipeline Replacements	ALL	73	WATER REPL	56,973,000	3,144,311	788,689	3,320,000	1,530,000	1,730,000	2,690,000	2,800,000	19,890,000	21,080,000
50501	Normally Closed Valve (Install Motorized Valve)	2,3	72	WATER REPL	485,000	-	260,000	225,000						
50551	Palomar Airport Waterline Realignment	2	85	WATER REPL	525,000	-	525,000							
50451	Poinsettia Lane - Cassia Road To Skimmer Court (Reimb. Agreement)	3	55	WATER CONN	2,032,000	-	300,000	300,000			1,432,000			
50201	Pressure Reducing Station Program	ALL	98	WATER REPL	11,862,000	894,249	1,967,751	600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000
NA	Rancho Carlsbad Groundwater Supply	2		WATER CONN	1,750,000	-	-						325,000	1,425,000
NA	Rancho Carlsbad Groundwater Supply	2		WATER REPL	1,750,000	-	-						325,000	1,425,000
50241	Reservoir Repair And Maintenance Program	ALL	98	WATER REPL	15,490,000	3,923,921	1,726,079	200,000			1,000,000	1,960,000	3,070,000	3,610,000
50561	San Dieguito Water Intertie And Pipeline Extension	4	40	WATER REPL	280,000	-	280,000							
50441	San Luis Rey Mission Basin Groundwater Supply	N/A	35	WATER CONN	8,577,500	-	27,500	50,000					6,000,000	2,500,000
50442	San Luis Rey Mission Basin Groundwater Supply	N/A	35	WATER REPL	8,577,500	-	27,500	50,000					6,000,000	2,500,000
50571	Santa Fe II Inlet Pipeline	N/A	81	WATER REPL	2,865,000	-	470,000	25,000			2,370,000			
50461	Santa Fe II Reservoir Site Electrical Improvements	N/A	50	WATER REPL	150,000	8,580	141,420							
55422	SCADA Improvements	ALL	100	WATER REPL	1,305,000	480,187	474,813	350,000						
50081	Tri-Agency Water Transmission Pipeline Replacement	2	87	WATER REPL	6,455,000	2,182,093	4,272,907							
50511	Water Condition Assessment Program	ALL	98	WATER REPL	7,360,000	-	600,000	390,000	400,000	410,000	410,000	420,000	2,250,000	2,480,000
50521	Water Loss Monitoring	ALL	80	WATER REPL	1,700,000	49,173	150,827	100,000	100,000	100,000	100,000	100,000	500,000	500,000
NEW	Water Modeling	ALL	40	WATER CONN	2,400,000	-	-	300,000		300,000		300,000	600,000	900,000
50191	Water Valve Repair/Replacement Program	ALL	98	WATER REPL	20,490,000	3,644,325	1,455,675	890,000	910,000	930,000	940,000	960,000	5,110,000	5,650,000
55432	Water, Recycled, And Sewer Master Plan	ALL	100	WATER REPL	568,560	490,310	3,250	50,000	25,000					
SUBTOTAL WATER DISTRIBUTION SYSTEM					217,433,260	27,271,030	33,548,730	9,160,000	6,175,000	15,250,000	14,552,500	16,021,000	48,780,000	46,675,000
RECYCLED WATER SYSTEM														
52051	Abandon Potable Services (New Recycled Services)	2,3	80	WATER REPL	1,742,000	779,920	112,080	850,000						
52031	Carlsbad Water Recycling Facility (Encina Capital Projects)	3	97	WATER REPL	709,390	405,329	304,061							
52032	Carlsbad Water Recycling Facility (Encina Capital Projects)	3	97	RECL REPL	3,929,658	-	428,910	202,800	207,000	211,000	215,000	219,000	1,162,478	1,283,470
NEW	Cathodic Protection Program	ALL	92	RECL REPL	160,000	-	-	20,000	20,000	20,000	20,000	20,000	30,000	30,000
52131	Cwrf Irrigation And Landscape	3	25	RECL REPL	175,000	-	175,000							
NA	Miscellaneous Pipeline Replacements	ALL	92	RECL REPL	5,660,000	-	-				250,000	350,000	2,150,000	2,910,000
52111	Recycled Water Condition Assessment Program	ALL	100	RECL REPL	1,440,000	-	600,000	50,000	50,000	50,000	50,000	50,000	280,000	310,000
50271	Recycled Water Line - CWRF To Agua Hedionda Lagoon	2,3	90	WATER REPL	1,632,594	1,328,831	303,763							
50272	Recycled Water Line - CWRF To Agua Hedionda Lagoon	2,3	90	RECL WATER	3,417,406	3,417,406	-							
52091	Recycled Water Phase 3 - CWRF Expansion	3	70	WATER REPL	3,517,276	3,479,960	37,316							
52092	Recycled Water Phase 3 - CWRF Expansion	3	70	RECL WATER	6,844,124	6,806,524	37,600							
52081	Recycled Water Phase 3 - Pipelines	ALL	90	WATER REPL	2,497,529	2,022,404	475,125							
52082	Recycled Water Phase 3 - Pipelines	ALL	90	RECL WATER	18,700,000	13,788,968	4,911,032							
52102	Recycled Water Phase 3 - Reservoir	3	87	RECL WATER	2,250,000	311,990	1,938,010							
52101	Recycled Water Phase 3 - Reservoir	3	87	WATER REPL	690,000	5,190	684,810							
52121	Recycled Water Valve & Appurtenance Replacement Program	ALL	98	RECL REPL	2,050,000	-	150,000	110,000	110,000	110,000	120,000	120,000	630,000	700,000
55423	SCADA Improvements	ALL	100	RECL REPL	357,500	98,359	109,141	150,000						
55433	Water, Recycled, And Sewer Master Plan	ALL	100	RECL REPL	436,760	369,094	17,666	25,000	25,000					
SUBTOTAL RECYCLED WATER PROJECTS					56,209,237	32,813,975	10,284,514	1,407,800	412,000	391,000	655,000	759,000	4,252,478	5,233,470

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CIRCULATION SYSTEM														
TRAFFIC SIGNALS														
63261	Adaptive Traffic Signal Program	ALL	80	TRANSNET-LOC	2,641,938	2,329,746	312,192							
63264	Adaptive Traffic Signal Program (Non-Jurisdictional Fees)	ALL	80	TRANSNET-LOC	1,000,000	-	1,000,000							
NEW	Intelligent Traffic Control Devices	ALL	29	GAS TAX	200,000	-	-	200,000						
63292	Traffic Control Improvements - Poinsettia Lane & Cassia Road	3	80	GAS TAX	250,000	511	249,489							
63302	Traffic Control Improvements - Poinsettia Lane & Oriole Court	3	80	GAS TAX	250,000	14,928	235,072							
NA	Traffic Signal - Alga Road And Cazadero Drive	3	45	GAS TAX	210,000	-	-						210,000	
NA	Traffic Signal - Armada Drive And Fleet Street South	2	40	GAS TAX	210,000	-	-						210,000	
NA	Traffic Signal - Armada Drive And Grand Pacific Resorts	2	40	GAS TAX	210,000	-	-						210,000	
63251	Traffic Signal - Camino De Los Coches And La Costa Avenue	4	95	GAS TAX	250,000	-	250,000							
NA	Traffic Signal - Camino Vida Roble And Yarrow Drive	2	40	GAS TAX	210,000	-	-							210,000
63281	Traffic Signal - El Fuerte Street And Rancho Pancho	2	35	GAS TAX	210,000	-	210,000							
63311	Traffic Signal - Faraday Avenue And Camino Hills Drive	2	50	GAS TAX	210,000	-	210,000							
63141	Traffic Signal - Faraday Avenue And Palmer Way	2	50	GAS TAX	210,000	-	-		210,000					
39381	Traffic Signal - La Costa Avenue And Levante Street	4	45	GAS TAX	250,000	-	-	250,000						
63322	Traffic Signal - Maverick Way & Camino De Los Coches	4	90	GAS TAX	140,000	4,000	116,000	20,000						
NA	Traffic Signal - Monroe Street And Hosp Way	1	45	GAS TAX	210,000	-	-						210,000	
NA	Traffic Signal - Poinsettia Lane And Brigantine Road	3	45	GAS TAX	210,000	-	-						210,000	
NA	Traffic Signal - Tamarack Avenue And Valley Street	2	65	GAS TAX	210,000	-	-						210,000	
63331	Traffic Signal Master Plan	ALL	72	GCC	150,000	-	150,000							
63271	Traffic Signal Operations Modifications	1,2,3	75	GAS TAX	180,000	32,995	117,005	30,000						
SUBTOTAL TRAFFIC SIGNAL PROJECTS					7,411,938	2,382,180	2,849,758	500,000	210,000	-	-	-	1,260,000	210,000

STREET PROJECTS														
60651	ADA Beach Access-Pine To Tamarack	1	64	GCC	2,875,000	72,331	2,669	300,000	2,500,000					
60491	ADA Improvement Program	ALL	95	TRANSNET-LOC	1,670,000	954,472	715,528							
60861	Advance Street Name Signs	ALL	70	GAS TAX	40,000	-	40,000							
60841	Assessment District 97-1 Concrete Improvements	3	70	GCC	420,000	204,026	215,974							
NEW	Avenida Encinas Pedestrian Access Improvements	2	95	GAS TAX	75,000	-	-	75,000						
60041	Avenida Encinas Widening - South of Palomar Airport Road	3	80	TIF	5,346,750	169,750	-	5,177,000						
40131	Barrio Street Lighting	1	73	GCC	760,000	3,145	756,855							
38961	Beach Access Repair/Upgrades - Pine Avenue To Tamarack	1	95	IRF	1,612,750	590,240	177,260	845,250						
38962	Beach Access Repair/Upgrades - Pine Avenue To Tamarack	1	95	GCC	4,199,000	583,138	3,615,862							
60661	Bridge Preventive Maintenance Program	ALL	90	IRF	1,190,000	791,514	398,486							
60671	Btd#3 Reconciliation And Closeout	2	N/A	BTD#3	125,000	19,979	105,021							
60301	Camino Hills And Jackspar Drive Slope Stabilization	2	90	GCC	859,400	64,842	794,558							
60581	Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,2	90	GAS TAX	1,576,000	587,783	988,217							
60583	Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,2	90	TRANSNET-LOC	1,054,000	71,630	982,370							
60631	Carlsbad Blvd Emergency Repair	3	91	GAS TAX	841,000	420,455	420,545							
NA	Carlsbad Blvd Median-Tamarack Avenue To Pine Avenue	1		GAS TAX	2,763,000	-	-							2,763,000
60681	Carlsbad Blvd Pedestrian Lighting - Tamarack To State Street	1	75	TRANSNET-LOC	1,325,000	21,925	1,303,075							
60311	Carlsbad Blvd Realignment	2,3,4	80	TRANSNET-LOC	3,250,000	1,528,891	1,721,109							
NA	Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2)	2		TIF	932,000	-	-							932,000
NA	Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2) (RTCIP)	2		TIF	3,681,000	-	-							3,681,000
NA	Carlsbad Blvd Widening Mountain View To Northerly City Limits	1		TIF	984,000	-	-							984,000
NA	Carlsbad Blvd Widening Mountain View To Northerly City Limits (RTCIP)	1		TIF	1,274,000	-	-							1,274,000
NA	Carlsbad Village Dr. & Grand Ave. Pedestrian And Crossing Imp.	1	85	TRANSNET-LOC	1,320,000	-	-		1,320,000					
NA	Carlsbad Village Drive Widening - Pontiac Drive To Victoria Avenue	1,2		TIF	3,102,000	-	-							3,102,000
NA	Chestnut Avenue Complete Street Improvements-Valley To Pio Pico	1	62	TRANSNET-LOC	1,080,000	-	-		1,080,000					
60691	Chestnut Complete Street I-5 To Railroad Project Study	1	62	TRANSNET-LOC	85,000	-	-		85,000					

FY 2019-20 TO FY 2033-34 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	COUNCIL DISTRICT	PROJECT SCORE	FUNDING SOURCE	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-10 2025-29	YEAR 11 -15 2030-34
NA	Christiansen Avenue Improvements	1	63	TRANSNET-LOC	310,000	-	-		310,000					
NEW	Citywide Street Lighting Program	ALL	65	GAS TAX	150,000	-	-	150,000						
NEW	Citywide Thermoplastic Pavement Markings	ALL	95	GAS TAX	100,000	-	-	50,000	50,000					
36362	College Blvd Reach A And Cannon Road Reach 4A	2	74	OTHER	1,713,000	418,408	1,294,592							
60132	Concrete Repair/Replacement Program	ALL	80	GAS TAX	6,433,000	2,358,165	324,835	250,000	250,000	250,000	250,000	250,000	1,250,000	1,250,000
60133	Concrete Repair/Replacement Program	ALL	80	GAS TAX (RMRA)	107,000	-	107,000							
60561	El Camino Real And Agua Hedionda Creek Bridge Railing & Sidewalk	2	96	IRF	210,000	-	210,000							
60421	El Camino Real And Cannon Road Intersection Improvements	2	97	TIF	2,615,000	1,295,598	989,402	330,000						
NA	El Camino Real And Carlsbad Village Drive Dual Left Turns	2		TIF	1,132,000	-	-						1,132,000	
60711	El Camino Real And College Blvd Intersection Improvements	2	100	GAS TAX	895,000	200,570	694,430							
60712	El Camino Real And College Blvd Intersection Improvements	2	100	GCC	131,000	-	131,000							
60501	El Camino Real Left Turn Lane To Westbound Tamarack Avenue	2	30	TIF	286,000	-	286,000							
36432	El Camino Real Medians	ALL	72	GAS TAX	1,984,530	552,530	1,432,000							
36431	El Camino Real Medians	ALL	72	PFF	909,500	695,781	213,719							
NA	El Camino Real Right Turn Lane To East Bound Alga Road	3		TIF	438,000	-	-						438,000	
60722	El Camino Real Widening - Cassia Rd To Camino Vida Roble	3	93	FED GRNT	1,440,000	-	1,440,000							
60721	El Camino Real Widening - Cassia Rd To Camino Vida Roble	3	93	TRANSNET-LOC	1,380,000	329	1,379,671							
60511	El Camino Real Widening - Arenal Road To La Costa Avenue	4	88	TIF	3,762,500	-	1,925,000	487,500	1,350,000					
60511	El Camino Real Widening - Arenal Road To La Costa Avenue (RTCIP)	4	88	TIF	1,237,500	-	625,000	162,500	450,000					
60851	El Camino Real Widening - Lisa Street To Crestview Drive			GCC	108,953	-	108,953							
NA	El Camino Real Widening - Sunny Creek To Jackspar	2	59	TRANSNET-LOC	3,335,000	-	-						3,335,000	
60871	Guardrail Replacement And Improvement Program	ALL	91	GAS TAX	250,000	-	250,000							
60753	Kelly Drive And Park Drive Road Diet And Multiuse Trail	2	96	GAS TAX	130,000	-	-	130,000						
60751	Kelly Drive And Park Drive Road Diet And Multiuse Trail	2	96	TRANSNET-LOC	4,175,000	680,508	3,494,492							
NA	Kelly Drive Channel Replacement	2		IRF	2,114,000	-	-						2,114,000	
60761	La Costa Avenue - Traffic Calming	4		GAS TAX	863,000	21,300	841,700							
60771	Left Turn Lane Extensions	2,3,4	75	GAS TAX	200,000	-	200,000							
NA	Melrose Drive And Alga Road Dual Left Turn Lanes (RTCIP)	2		TIF	1,237,000	-	-							1,237,000
60341	Melrose Drive Right Turn Lane To West Bound Palomar Airport Road	2	71	TIF	561,000	95,632	465,368							
60781	Ocean Street Reconfiguration Concepts Study	1	63	GCC	200,000	-	95,000		105,000					
60281	Palomar Airport Road And College Blvd Improvements	2		TIF	495,500	345,556	149,944							
NA	Palomar Airport Road/El Fuerte Street Right Turn Lane	2		TIF	1,198,000	-	-						1,198,000	
60432	Palomar Airport Road/Paseo Del Norte Left Turn Lane	3	55	TRANSNET-LOC	250,277	82,093	168,184							
60442	Palomar Airport Road/Paseo Del Norte Right Turn Lane	3	60	TRANSNET-LOC	925,639	92,145	833,494							
60011	Pavement Management Program	ALL	85	TRANSNET-LOC	41,946,375	17,990,483	1,455,892	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	7,500,000
60012	Pavement Management Program	ALL	85	GAS TAX	8,138,130	7,326,599	811,531							
60016	Pavement Management Program	ALL	85	GAS TAX (RMRA)	30,560,000	1,892,635	667,365	1,400,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000	9,500,000
60013	Pavement Management Program (Non-Juris Fees)	ALL	85	TRANSNET-LOC	24,622,476	6,379,403	1,243,073	1,600,000	1,100,000	1,100,000	1,100,000	1,100,000	5,500,000	5,500,000
39221	Poinsettia Lane - Reach E Cassia Road To Skimmer Court	3	88	BTD#2	14,081,200	312,050	12,645,950	1,123,200						
NA	Poinsettia Lane - Reaches A,B,C,F,G & Aviara Pkwy Reimb	3		BTD#2	1,168,833	-	-							1,168,833
NA	Poinsettia Lane Widening - Paseo Del Norte To Batiquitos Drive (RTCIP)	3		TIF	1,039,000	-	-							1,039,000
60591	Railroad Double Tracking	1	94	GCC	2,250,000	173,173	2,076,827							
60881	Rancho Santa Fe Trail Slope Improvements	4	80	GCC	350,000	64,256	285,744							
60701	Residential Traffic Improvement Program	ALL	95	GAS TAX	2,300,000	544,518	355,482	500,000	300,000	300,000	300,000			
60371	Retroreflectivity Sign Replacement Program	ALL	60	GAS TAX	2,320,000	21,317	2,298,683	(1,320,000)	660,000	660,000				
60791	Roadway Improvements - Coastal Area Analysis & Implementation	1	60	GCC	200,000	47,617	152,383							
60811	Roadway Slope Stabilization	ALL	65	GAS TAX	614,000	118,069	331,931	164,000						
60191	Sidewalk/Street Construction - Valley Street Magnolia Avenue	1	85	TIF	2,140,000	491,017	1,648,983							
60192	Sidewalk/Street Construction - Valley Street Magnolia Avenue	1	85	WATER REPL	71,000	204	70,796							
60191	Sidewalk/Street Construction - Valley Street Magnolia Avenue (SDG&E Funds)	1	85	TIF	1,060,000	-	1,060,000							
60021	Sidewalk/Street Construction Program	ALL	75	TIF	4,486,206	385,889	2,900,317		300,000	300,000	300,000	300,000		
60821	State Street Improvements At NW Corner Of Grand	1	65	TRANSNET-LOC	325,000	-	-		325,000					
60622	Street Lighting Replacement Program	ALL	70	TRANSNET-LOC	3,325,000	292,956	2,207,044	825,000						
60621	Street Lighting Replacement Program	ALL	70	GCC	319,270	319,270	-							

FY 2019-20 TO FY 2033-34 CAPITAL IMPROVEMENT PROGRAM

PROJ. ID	PROJECT TITLE	COUNCIL DISTRICT	PROJECT SCORE	FUNDING SOURCE	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-10 2025-29	YEAR 11-15 2030-34
60543	Terramar Area Coastal Improvements	2	80	TRANSNET-LOC	1,000,000	-	1,000,000							
60541	Terramar Area Coastal Improvements	2	80	TIF	6,000,001	1,243,148	3,056,853	1,700,000						
60544	Terramar Area Coastal Improvements	2	80	SEWER REPL	500,000	-	350,000	150,000						
60542	Terramar Area Coastal Improvements (Park)	2	80	GCC	999,999	73	999,926							
60401	Traffic Impact Fee Update	ALL	72	TIF	200,000	24,400	175,600							
60031	Traffic Monitoring Program	ALL	68	TIF	2,102,900	991,129	343,771	96,000	96,000	96,000	96,000	96,000	288,000	
60831	Utility Undergrounding Program Study	ALL	70	GCC	100,000	-	100,000							
NA	Valley Street Road Diet And Traffic Calming	1	57	TRANSNET-LOC	1,645,000	-	-		1,645,000					
40151	Village And Barrio Traffic Circles	1	80	GCC	315,000	37,453	277,547							
40152	Village And Barrio Traffic Circles	1	80	TRANSNET-LOC	1,025,000	-	1,025,000							
40153	Village And Barrio Traffic Circles	1	80	SEWER REPL	160,000	-	160,000							
40161	Village Decorative Lighting	1	69	GCC	1,503,853	151,353	-	552,500	400,000	400,000				
60891	Village Intelligent Parking Implementation	1	29	GCC	300,000	-	60,000	240,000						
40611	Village Public Gathering Spaces Study	1	68	GCC	345,000	-	345,000							
60611	Wayfinding Sign Replacement Program	ALL	60	GAS TAX	150,000	35,947	114,053							
SUBTOTAL STREETS PROJECTS					241,380,542	51,765,695	68,117,064	16,487,950	15,726,000	6,506,000	5,446,000	5,146,000	32,255,000	39,930,833
LOANS TO OTHER FUNDS														
NA	Loan - CFD #1 to Traffic Impact Fee Fund		N/A	CFD#1	1,973,000	1,973,000	-							
NA	Loan - Sewer Repl To Sewer Conn		N/A	SEWER REPL	4,700,000	4,700,000	-							
NA	Loan - Public Facility Fee Fund To Park-in-Lieu SW		N/A	PFF	1,100,000	1,100,000	-							
NA	Loan - Public Facility Fee Fund To Park-in-Lieu NE for Park Site Acquisition		N/A	PFF	4,550,000	4,550,000	-							
SUBTOTAL FUTURE LOANS TO OTHER FUNDS					12,323,000	12,323,000	0	0	0	0	0	0	0	0
REPAYMENTS/TRANSFERS														
NA	Gas Tax Transfer To General Fund (Transportation Operating Budget)		N/A	GAS TAX	3,600,000	-	-	600,000	600,000	600,000	600,000	600,000	600,000	
NA	Loan - Park-in-Lieu NE To Public Facility Fee Fund for Park Site Acquisition		N/A	PIL-NE	4,550,000	-	-							4,550,000
NA	Loan Repay - Sewer Conn To Sewer Repl		N/A	SEWER CONN	4,700,000	-	-							4,700,000
NA	Loan Repay - Park-in-Lieu SW To Public Facility Fee Fund		N/A	PIL-SW	1,100,000	-	-							1,100,000
NA	Traffic Impact Fee Funds to CFD #1		N/A	TIF	1,973,000	-	-	90,000	90,000	90,000	90,000	90,000	90,000	1,433,000
SUBTOTAL LOAN REPAYMENTS					15,923,000	0	0	690,000	690,000	690,000	690,000	690,000	690,000	11,783,000
GRAND TOTAL ALL FUNDED PROJECTS					1,131,580,489	286,015,565	230,446,055	53,627,961	46,600,841	31,246,072	47,392,570	32,386,932	213,545,860	190,318,633

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
TOTAL UNFUNDED PROJECTS	55,958,200

CAPITAL IMPROVEMENT PROGRAM SUMMARY BY FUND

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE							
	Prior Years	Year 1 2019-20	Year 2 2020-21	Year 3 2021-22	Year 4 2022-23	Year 5 2023-24	Year 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	-	293,822	1,299,246	1,299,246	1,299,246	1,299,246
REVENUES							
Developer Fees		1,417,022	1,005,424	-	-	-	2,242,198
Total Revenues	N/A	1,417,022	1,005,424	-	-	-	2,242,198
CAPITAL PROJECTS							
Poinsettia Lane - Reach E Cassia Road To Skimmer Court	12,958,000	1,123,200	-	-	-	-	-
Poinsettia Lane - Reaches A,B,C,F,G & Aviara Pkwy Reimb	-	-	-	-	-	-	1,168,833
Total Project Expenditures	12,958,000	1,123,200	-	-	-	-	1,168,833
ENDING FUND BALANCE	N/A	293,822	1,299,246	1,299,246	1,299,246	1,299,246	2,372,611

BTD NO. 3 CANNON ROAD WEST							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	398,267	475,355	501,635	538,865	565,145	591,425
REVENUES							
Developer Fees		77,088	26,280	37,230	26,280	26,280	3,569,963
Total Revenues	N/A	77,088	26,280	37,230	26,280	26,280	3,569,963
CAPITAL PROJECTS							
BTD#3 Reconciliation and Closeout	125,000	-	-	-	-	-	-
Total Project Expenditures	125,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	475,355	501,635	538,865	565,145	591,425	4,161,388

COMMUNITY DEVELOPMENT BLOCK GRANT							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
Grant Revenues		-	-	-	-	-	-
Total Revenues	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
	-	-	-	-	-	-	-
Total Project Expenditures	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	55,314,748	58,707,264	62,695,405	66,438,581	69,473,601	72,391,295
REVENUES							
Developer Special Taxes		3,582,516	4,098,140	3,853,176	3,145,020	3,027,694	14,915,373
Total Revenues	N/A	3,582,516	4,098,140	3,853,176	3,145,020	3,027,694	14,915,373
CAPITAL PROJECTS							
CFD#1 Administration	-	110,000	110,000	110,000	110,000	110,000	-
City Hall Complex	1,028,105	-	-	-	-	-	50,000,000
Cole Library Expansion	-	-	-	-	-	-	5,988,000
Loan - CFD #1 to Traffic Impact Fee Fund	1,973,000	-	-	-	-	-	-
Orion Center	33,995,266	-	-	-	-	-	-
Orion Center - Public Art	541,000	-	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	398,200	80,000	-	-	-	-	23,420,000
Total Project Expenditures	37,935,571	190,000	110,000	110,000	110,000	110,000	79,408,000
ENDING FUND BALANCE	N/A	58,707,264	62,695,405	66,438,581	69,473,601	72,391,295	7,898,667

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	(68,391)	1,692,833	1,988,797	3,064,761	4,800,725	6,836,689
REVENUES							
Gas Tax and Prop 42 Funds		3,015,224	2,885,964	2,885,964	2,885,964	2,885,964	28,859,640
Total Revenues	N/A	3,015,224	2,885,964	2,885,964	2,885,964	2,885,964	28,859,640
CAPITAL PROJECTS							
Advance Street Name Signs	40,000	-	-	-	-	-	-
Avenida Encinas Pedestrian Access Improvements	-	75,000	-	-	-	-	-
Cannon Road At Sage Creek Road Rehabilitation	-	155,000	520,000	-	-	-	-
Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,576,000	-	-	-	-	-	-
Carlsbad Blvd Emergency Repair	841,000	-	-	-	-	-	-
Carlsbad Blvd Median-Tamarack Avenue To Pine Avenue	-	-	-	-	-	-	2,763,000
Citywide Street Lighting Program	-	150,000	-	-	-	-	-
Citywide Thermoplastic Pavement Markings	-	50,000	50,000	-	-	-	-
Concrete Repair/Replacement Program	2,683,000	250,000	250,000	250,000	250,000	250,000	2,500,000
El Camino Real And College Blvd Intersection Improvements	895,000	-	-	-	-	-	-
El Camino Real Medians	1,984,530	-	-	-	-	-	-
Gas Tax Transfer To General Fund (Transportation Operating Budget)	-	600,000	600,000	600,000	600,000	600,000	600,000
Guardrail Replacement And Improvement Program	250,000	-	-	-	-	-	-
Intelligent Traffic Control Devices	-	200,000	-	-	-	-	-
Kelly Drive And Park Drive Road Diet And Multiuse Trail	-	130,000	-	-	-	-	-
La Costa Avenue - Traffic Calming	863,000	-	-	-	-	-	-
Laguna Drive Storm Drain	370,000	-	-	-	-	-	-
Left Turn Lane Extensions	200,000	-	-	-	-	-	-
Marca Place Drainage Improvements	65,000	-	-	-	-	-	-
Nw Quadrant Storm Drain Improvement Program	6,090,594	-	-	-	-	-	-
Park Drive Drainage And Street Improvements	1,865,000	-	-	-	-	-	-
Pavement Management Program	8,138,130	-	-	-	-	-	-
Residential Traffic Improvement Program	900,000	500,000	300,000	300,000	300,000	-	-
Retroreflectivity Sign Replacement Program	2,320,000	(1,320,000)	660,000	660,000	-	-	-
Roadway Slope Stabilization	450,000	164,000	-	-	-	-	-
Romeria Drainage Improvements	348,000	-	-	-	-	-	-
Traffic Control Improvements - Poinsettia Lane & Cassia Road	250,000	-	-	-	-	-	-
Traffic Control Improvements - Poinsettia Lane & Oriole Court	250,000	-	-	-	-	-	-
Traffic Signal - Alga Road And Cazadero Drive	-	-	-	-	-	-	210,000
Traffic Signal - Armada Drive And Fleet Street South	-	-	-	-	-	-	210,000
Traffic Signal - Armada Drive And Grand Pacific Resorts	-	-	-	-	-	-	210,000
Traffic Signal - Camino De Los Coches And La Costa Avenue	250,000	-	-	-	-	-	-
Traffic Signal - Camino Vida Roble And Yarrow Drive	-	-	-	-	-	-	210,000
Traffic Signal - El Fuerte Street And Rancho Pancho	210,000	-	-	-	-	-	-
Traffic Signal - Faraday Avenue And Camino Hills Drive	210,000	-	-	-	-	-	-
Traffic Signal - Faraday Avenue And Palmer Way	-	-	210,000	-	-	-	-
Traffic Signal - La Costa Avenue And Levante Street	-	250,000	-	-	-	-	-
Traffic Signal - Maverick Way & Camino De Los Coches	120,000	20,000	-	-	-	-	-
Traffic Signal - Monroe Street And Hosp Way	-	-	-	-	-	-	210,000
Traffic Signal - Poinsettia Lane And Brigantine Road	-	-	-	-	-	-	210,000
Traffic Signal - Tamarack Avenue And Valley Street	-	-	-	-	-	-	210,000
Traffic Signal Operations Modifications	150,000	30,000	-	-	-	-	-
Wayfinding Sign Replacement Program	150,000	-	-	-	-	-	-
Total Project Expenditures	31,469,254	1,254,000	2,590,000	1,810,000	1,150,000	850,000	7,333,000
ENDING FUND BALANCE	N/A	1,692,833	1,988,797	3,064,761	4,800,725	6,836,689	28,363,329

GAS TAX (ROAD MAINTENANCE AND REHABILITATION ACCOUNT)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	(400,535)	96,647	306,565	609,319	1,008,994	1,509,855
REVENUES							
Gas Tax (RMRA) Revenues		1,897,182	2,109,918	2,202,754	2,299,675	2,400,861	30,657,469
Total Revenues	N/A	1,897,182	2,109,918	2,202,754	2,299,675	2,400,861	30,657,469
CAPITAL PROJECTS							
Concrete Repair/Replacement Program	107,000	-	-	-	-	-	-
Pavement Management Program	2,560,000	1,400,000	1,900,000	1,900,000	1,900,000	1,900,000	19,000,000
Total Project Expenditures	2,667,000	1,400,000	1,900,000	1,900,000	1,900,000	1,900,000	19,000,000
ENDING FUND BALANCE	N/A	96,647	306,565	609,319	1,008,994	1,509,855	13,167,324

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	7,680,277	4,505,777	2,438,277	7,411,277	12,951,777	18,743,777
REVENUES							
Transfer from General Fund		5,112,000	5,302,000	5,423,000	5,599,000	5,792,000	62,106,000
Total Revenues	N/A	5,112,000	5,302,000	5,423,000	5,599,000	5,792,000	62,106,000
CAPITAL PROJECTS							
Ada Beach Access-Pine To Tamarack	75,000	300,000	2,500,000	-	-	-	-
Alga Norte Park Modifications	214,000	100,000	-	-	-	-	-
Assessment District 97-1 Concrete Improvements	420,000	-	-	-	-	-	-
Barrio Street Lighting	760,000	-	-	-	-	-	-
Beach Access Repair/Upgrades - Pine Avenue To Tamarack	4,199,000	-	-	-	-	-	-
Buena Vista Creek Channel Clearing At El Camino Real	400,000	275,000	-	-	-	-	-
Calavera Park Gateway Improvements	871,850	175,000	-	-	-	-	-
Calavera Park Gateway Improvements - Public Art	-	10,500	-	-	-	-	-
Camino Hills And Jackspar Drive Slope Stabilization	859,400	-	-	-	-	-	-
Cannon Park Restroom	690,000	-	-	-	-	-	-
City Facility Accessibility Upgrades	500,000	-	-	-	-	-	-
City Hall Exterior Refurbishment	2,250,000	-	-	-	-	-	-
Cole Library Expansion (Brownley Donation)	-	-	-	-	-	-	1,000,000
Dove Library Lighting Improvements	225,000	-	-	-	-	-	-
Dove Library Parking Lot Revision	-	50,000	-	-	-	-	-
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 No. 1-5 Drainage Improvements	225,000	125,000	130,000	-	-	-	-
Fire Station No. 2 Replacement	10,550,000	2,450,000	-	-	-	-	-
Fire Station No. 5 New Roof And Storage Building	225,000	-	-	-	-	-	-
Fleet Maintenance Refurbishment	825,100	71,000	-	-	-	-	-
Lake Calavera Outlet Improvements	780,000	440,000	40,000	-	-	-	-
Lake Calavera Reservoir Mitigation	606,501	114,500	72,000	50,000	58,500	-	-
Lake Calavera Storm Drain Improvements	236,500	215,000	157,500	-	-	-	-
Lake Calavera Trails Master Plan/Construction (Prop C)	1,063,250	-	-	-	-	-	-
Maerkle Reservoir Solar Project	250,000	-	-	-	-	-	-
Monroe Street Pool Replacement - Public Art	-	62,000	-	-	-	-	-
Ocean Street Reconfiguration Concepts Study	95,000	-	105,000	-	-	-	-
Ocean Street Restroom Facility	775,000	-	-	-	-	-	-
Open Space And Trail Acquisition (Prop C)	35,000	-	3,965,000	-	-	-	-
Park Drive Drainage And Street Improvements	717,439	-	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	3,610,336	-	-	-	-	-	-
Railroad Double Tracking	2,250,000	-	-	-	-	-	-
Rancho Santa Fe Trail Slope Improvements	350,000	-	-	-	-	-	-
Roadway Improvements - Coastal Area Analysis & Implementation	200,000	-	-	-	-	-	-
Romeria Drainage Improvements	380,000	30,000	-	-	-	-	-
Safety Center Improvements	2,013,500	-	-	-	-	-	-
Safety Training Center Refurbishments	895,574	-	-	-	-	-	-
Safety Training Center Water Recirculating System Study	50,000	-	-	-	-	-	-
Street Lighting Replacement Program	319,270	-	-	-	-	-	-
Terramar Area Coastal Improvements (Park)	999,999	-	-	-	-	-	-
Traffic Signal Master Plan	150,000	-	-	-	-	-	-
Trail Connectivity To Tamarack State Beach (Prop C)	200,000	3,076,000	-	-	-	-	-
Utility Undergrounding Program Study	100,000	-	-	-	-	-	-
Village And Barrio Traffic Circles	315,000	-	-	-	-	-	-
Village Decorative Lighting	151,353	552,500	400,000	400,000	-	-	-
Village Intelligent Parking Implementation	60,000	240,000	-	-	-	-	-
Village Public Gathering Spaces Study	345,000	-	-	-	-	-	-
Total Project Expenditures	42,136,025	8,286,500	7,369,500	450,000	58,500	-	1,000,000
	N/A	4,505,777	2,438,277	7,411,277	12,951,777	18,743,777	79,849,777

GRANTS - FEDERAL							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	(1,440,000)	-	-	-	-	-
REVENUES							
Grant Revenue		1,440,000	-	-	-	-	-
Total Revenues	N/A	1,440,000	-	-	-	-	-
CAPITAL PROJECTS							
El Camino Real Widening - Cassia Rd To Camino Vida Roble	1,440,000	-	-	-	-	-	-
Total Project Expenditures	1,440,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

INFRASTRUCTURE MAINTENANCE & REPLACEMENT (IM&R)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	93,542,799	90,949,549	94,736,549	99,609,549	104,658,549	109,900,549
REVENUES							
Transfer from General Fund		5,112,000	5,302,000	5,423,000	5,599,000	5,792,000	62,106,000
Total Revenues	N/A	5,112,000	5,302,000	5,423,000	5,599,000	5,792,000	62,106,000
CAPITAL PROJECTS							
Agua Hedionda Creek Storm Drain Outfall (Farol Court)	696,700	-	-	-	-	-	-
Aviara & Hidden Canyon Park Playground Safety Resurfacing	-	600,000	-	-	-	-	-
Beach Access Repair/Upgrades - Pine Avenue To Tamarack	767,500	845,250	-	-	-	-	-
Bridge Preventive Maintenance Program	1,190,000	-	-	-	-	-	-
Calavera Hills Community Center Refurbishment	-	45,000	640,000	-	-	-	-
City Facility Safety And Parking Lot Lighting Assessment	410,000	-	-	-	-	-	-
City Hall Complex Refurbishment	994,000	65,000	-	-	-	-	-
Curb Inlet Filter Retrofit	230,000	-	-	-	-	-	-
El Camino Real And Agua Hedionda Creek Bridge Railing & Sidewalk	210,000	-	-	-	-	-	-
Emergency Center Reconfiguration	200,000	-	-	-	-	-	-
Faraday Center Refurbishment	2,854,380	300,000	-	-	-	-	-
Fire Station No. 4 Expansion	810,000	-	-	-	-	-	-
Fleet Maintenance Refurbishment	1,265,000	109,000	-	-	-	-	-
Fleet Service Center Fuel Island Evaluation	-	150,000	-	-	-	-	-
Harding Center Refurbishment	115,000	-	-	-	-	-	-
Headwall Replacement Program	510,000	-	-	-	-	-	-
Holiday Park Facilities Maintenance	80,000	-	-	-	-	-	-
Hosp Grove Park Improvements	923,000	759,000	-	-	-	-	-
Kelly Drive Channel Repair	1,161,000	180,000	325,000	-	-	-	-
Kelly Drive Channel Replacement	-	-	-	-	-	-	2,114,000
La Costa Avenue Drainage Improvements	1,129,150	115,000	-	-	-	-	-
Leo Carrillo Ranch Roof Repairs	-	250,000	-	-	-	-	-
Library Fire Alarm Panel Upgrades	180,000	-	-	-	-	-	-
Miscellaneous City Building Improvements	700,000	865,000	150,000	150,000	150,000	150,000	1,500,000
Monroe Street Pool Replacement	5,417,000	770,000	-	-	-	-	-
New Village Arts Building Roof And Exterior Refurbishment	223,626	30,000	-	-	-	-	-
Nw Quadrant Storm Drain Improvement Program	1,604,000	30,000	-	-	-	-	-
Parking Lot Maintenance Program	1,530,001	-	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	726,683	-	-	-	-	-	-
Safety Center Improvements	5,953,050	-	-	-	-	-	-
Senior Center Refurbishment	348,000	900,000	-	-	-	-	-
Stagecoach Park Synthetic Turf Replacement	1,800,000	400,000	-	-	-	-	-
Storm Drain Condition Assessment	400,000	200,000	200,000	200,000	200,000	200,000	-
Storm Drain System Rehab And Repair Program	3,499,360	1,092,000	200,000	200,000	200,000	200,000	-
	35,927,450	7,705,250	1,515,000	550,000	550,000	550,000	3,614,000
ENDING FUND BALANCE	N/A	90,949,549	94,736,549	99,609,549	104,658,549	109,900,549	168,392,549

OTHER							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	564,543	564,543	564,543	564,543	564,543	564,543
REVENUES							
Other Financing Sources		-	567,000	-	-	-	-
Total Revenues	N/A	-	567,000	-	-	-	-
CAPITAL PROJECTS							
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	-	567,000	-	-	-	-
ENDING FUND BALANCE	N/A	564,543	564,543	564,543	564,543	564,543	564,543

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	4,378,081	4,633,359	4,653,781	4,653,781	2,203,781	2,203,781
REVENUES							
Developer Fees		255,278	20,422	-	-	-	3,543,259
Total Revenues	N/A	255,278	20,422	-	-	-	3,543,259
CAPITAL PROJECTS							
Loan - Park-in-Lieu NE to Public Facility Fee Fund for Park Site Acquisition	-	-	-	-	-	-	4,550,000
Robertson Ranch Park Development	200,000	-	-	-	2,450,000	-	-
Total Project Expenditures	200,000	-	-	-	2,450,000	-	4,550,000
ENDING FUND BALANCE	N/A	4,633,359	4,653,781	4,653,781	2,203,781	2,203,781	1,197,040

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	1,203,441	1,515,342	1,854,513	4,402,511	6,016,530	6,321,613
REVENUES							
Developer Fees		311,901	339,171	2,547,998	1,614,019	305,084	5,440,261
Total Revenues	N/A	311,901	339,171	2,547,998	1,614,019	305,084	5,440,261
CAPITAL PROJECTS							
Pine Avenue Park - Phase 2 (Community Center And Garden)	2,197,001	-	-	-	-	-	-
Total Project Expenditures	2,197,001	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	1,515,342	1,854,513	4,402,511	6,016,530	6,321,613	11,761,875

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	1,389,869	1,946,375	2,063,803	2,349,714	2,615,203	2,615,203
REVENUES							
Developer Fees		556,506	117,428	285,911	265,489	-	5,106
Total Revenues	N/A	556,506	117,428	285,911	265,489	-	5,106
CAPITAL PROJECTS							
Leo Carrillo Park - Phase 3	1,334,100	-	-	-	-	-	-
Total Project Expenditures	1,334,100	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	1,946,375	2,063,803	2,349,714	2,615,203	2,615,203	2,620,309

PARK-IN-LIEU SW							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	(144,394)	90,462	325,318	560,173	560,173	565,279
REVENUES							
Developer Fees/Loans		234,856	234,856	234,856	-	5,106	362,495
Total Revenues	N/A	234,856	234,856	234,856	-	5,106	362,495
CAPITAL PROJECTS							
Aviara Community Park - Phase 2	3,120,500	-	-	-	-	-	-
Aviara Community Park - Phase 2 - Public Art	38,200	-	-	-	-	-	-
Aviara Reimbursement Agreement	238,000	-	-	-	-	-	-
Loan Repay - Park-in-Lieu SW to Public Facility Fee Fund	-	-	-	-	-	-	1,100,000
Total Project Expenditures	3,396,700	-	-	-	-	-	1,100,000
ENDING FUND BALANCE	N/A	90,462	325,318	560,173	560,173	565,279	(172,226)

PARK FEE ZONES 5,13,16,17,18							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	4,499,154	4,640,174	4,649,752	4,654,542	4,674,542	4,723,159
REVENUES							
Developer Fees		141,020	9,577	4,791	20,000	48,617	1,004,135
Total Revenues	N/A	141,020	9,577	4,791	20,000	48,617	1,004,135
CAPITAL PROJECTS							
Business Park Recreational Facility (Partial Funding)	-	-	-	-	-	-	4,760,000
Total Project Expenditures	-	-	-	-	-	-	4,760,000
ENDING FUND BALANCE	N/A	4,640,174	4,649,752	4,654,542	4,674,542	4,723,159	967,294

PLANNED LOCAL DRAINAGE AREA A FEES (PLD A)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	948,724	1,044,510	1,052,172	1,052,172	1,052,172	1,052,172
REVENUES							
Developer Fees		95,786	7,663	-	-	-	186,139
Total Revenues	N/A	95,786	7,663	-	-	-	186,139
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	1,044,510	1,052,172	1,052,172	1,052,172	1,052,172	(643,902)

PLANNED LOCAL DRAINAGE AREA B FEES (PLD B)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	(818,372)	(330,884)	(271,513)	(216,049)	(160,585)	(105,121)
REVENUES							
Developer Fees		487,488	59,371	55,464	55,464	55,464	2,453,328
Total Revenues	N/A	487,488	59,371	55,464	55,464	55,464	2,453,328
CAPITAL PROJECTS							
DMP Facility B & BN (Agua Hedionda And Calavera Creek Plda "B")	4,598,069	-	-	-	-	-	-
DMP Facility BB 1 And 2 (Washington Street)	-	-	-	-	-	-	1,086,065
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	955,000	-	-	-	-	-	-
Drainage Master Plan Update	458,000	-	-	-	-	-	-
Total Project Expenditures	9,362,410	-	-	-	-	-	5,687,501
ENDING FUND BALANCE	N/A	(330,884)	(271,513)	(216,049)	(160,585)	(105,121)	(3,339,294)

PLANNED LOCAL DRAINAGE AREA C FEES (PLD C)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	1,395,048	1,448,630	1,471,935	1,690,140	1,808,690	1,878,944
REVENUES							
Developer Fees		53,582	23,305	218,205	118,550	70,254	1,880,930
Total Revenues	N/A	53,582	23,305	218,205	118,550	70,254	1,880,930
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	1,448,630	1,471,935	1,690,140	1,808,690	1,878,944	2,502,743

PLANNED LOCAL DRAINAGE AREA D FEES (PLD D)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	577,021	702,301	765,278	825,979	903,068	949,211
REVENUES							
Developer Fees		125,280	62,977	60,701	77,089	46,143	1,491,130
Total Revenues	N/A	125,280	62,977	60,701	77,089	46,143	1,491,130
CAPITAL PROJECTS							
DMP Facility DBA (Poinsettia Village)	-	-	-	-	-	-	167,215
DMP Facility DBB (Avenida Encinas)	-	-	-	-	-	-	429,108
DMP Facility DFA (Batiqitos Lagoon Stormwater Treatment)	-	-	-	-	-	-	256,423
DMP Facility DH (Altiive 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	702,301	765,278	825,979	903,068	949,211	(33,122)

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	23,005,029	24,597,440	25,316,279	27,498,333	16,332,724	16,801,344
REVENUES							
Developer Fees		1,690,411	718,839	2,182,054	1,426,392	468,620	17,061,115
Total Revenues	N/A	1,690,411	718,839	2,182,054	1,426,392	468,620	17,061,115
CAPITAL PROJECTS							
Aviara Community Park - Phase 3	700,000	-	-	-	-	-	-
Cole Library Expansion	-	-	-	-	-	-	11,936,000
El Camino Real Medians	909,500	-	-	-	-	-	-
Leo Carrillo Park - Phase 3	1,631,500	-	-	-	-	-	-
Leo Carrillo Park - Phase 3 - Public Art	29,655	-	-	-	-	-	-
Loan - Public Facility Fee Fund to Park-in-Lieu NE for Park Site Acquisition	4,550,000	-	-	-	-	-	-
Loan - Public Facility Fee Fund To Park-in-Lieu SW	1,100,000	-	-	-	-	-	-
Pine Avenue Park - Phase 2 (Community Center And Garden)	10,016,040	-	-	-	-	-	-
Pine Avenue Park - Phase 2 (Community Center And Garden) - Public Art	123,300	-	-	-	-	-	-
Poinsettia Community Park - Phase 3	5,231,475	-	-	-	-	-	-
Poinsettia Community Park - Phase 3 - Public Art	43,225	-	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park	984,000	96,500	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park - Public Art	9,840	1,500	-	-	-	-	-
Robertson Ranch Park Development	-	-	-	-	12,592,000	-	-
Total Project Expenditures	25,328,535	98,000	-	-	12,592,000	-	11,936,000
ENDING FUND BALANCE	N/A	24,597,440	25,316,279	27,498,333	16,332,724	16,801,344	21,926,459

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	15,772,683	15,472,298	13,188,738	14,659,134	12,803,394	12,577,404
REVENUES							
Developer Fees and Miscellaneous		433,865	129,910	432,595	258,261	96,010	3,191,385
Other Agency Contributions (City of Vista)		893,750	387,530	1,359,800	-	-	-
Total Revenues	N/A	1,327,615	517,440	1,792,395	258,261	96,010	3,191,385
CAPITAL PROJECTS							
Buena Interceptor Sewer Improvements	500,000	50,000	-	-	-	-	-
Faraday & El Camino Real Sewer Replacement - Orion To PAR	140,000	-	46,000	-	-	-	-
Las Palmas Trunk Sewer	-	556,000	2,630,000	-	-	-	-
Loan Repay - Sewer Conn To Sewer Repl	-	-	-	-	-	-	4,700,000
Sewer Modeling	-	300,000	-	300,000	-	300,000	1,500,000
Sewer Monitoring Program (Capacity)	392,000	125,000	125,000	22,000	22,000	22,000	220,000
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	1,125,000	-	-	-	-	-	-
Vista Carlsbad Interceptor - Agua Hedionda Ls & Forcemain (VC12-VC13)	30,367,000	-	-	-	-	-	-
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	9,518,000	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC14 To VC15	20,745,000	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC3	-	597,000	-	-	2,092,000	-	-
Total Project Expenditures	62,787,000	1,628,000	2,801,000	322,000	2,114,000	322,000	6,420,000
ENDING FUND BALANCE	N/A	15,472,298	13,188,738	14,659,134	12,803,394	12,577,404	9,348,789

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	3,459,929	359,718	(6,274,948)	(6,563,451)	(7,472,241)	(8,813,750)
REVENUES							
Transfer from Sewer Operating Fund		6,747,000	6,915,675	7,088,569	7,265,780	7,447,423	90,300,828
Total Revenues	N/A	6,747,000	6,915,675	7,088,569	7,265,780	7,447,423	90,300,828
CAPITAL PROJECTS							
Agua Hedionda Lift Station Biological Monitoring And Maintenance	125,000	25,000	25,000	25,000	25,000	-	-
Buena Interceptor Sewer Access Road Improvements	1,150,000	-	-	-	-	-	-
Buena Interceptor Sewer Improvements	1,361,999	226,500	2,170,000	-	-	-	-
Buena Interceptor Sewer Realignment - East Segment	507,000	-	1,480,000	-	-	-	-
Chinquapin Lift Station Force Main Outfall Realignment	320,000	-	-	-	-	-	-
Encina Capital Projects	29,953,016	5,290,711	6,234,341	5,127,072	5,924,570	6,563,932	69,660,402
Foxes Landing Lift Station Wetwell And Pump Replacement	5,492,000	-	-	-	-	-	-
Loan - Sewer Repl To Sewer Conn	4,700,000	-	-	-	-	-	-
North Batiquitos Interceptor Sewer Access Road Improvements	-	250,000	-	-	-	-	-
North Batiquitos Lift Station Forcemain Rehabilitation	550,000	-	-	-	-	-	-
Odor And Corrosion Prevention Assessment	320,000	-	-	-	-	-	-
Orion Center	3,995,000	-	-	-	-	-	-
Poinsettia Lane Lift Station Overflow	1,199,249	100,000	-	-	-	-	-
SCADA Improvements	207,500	1,000,000	-	-	-	-	-
Sewer Lift Station Repairs And Upgrades	2,410,380	525,000	150,000	150,000	150,000	150,000	1,500,000
Sewer Line Capacity Improvements	-	100,000	870,000	-	-	-	-
Sewer Line Condition Assessment	1,233,000	225,000	225,000	225,000	225,000	225,000	2,610,000
Sewer Line Refurbishments And Replacement	5,846,475	1,530,000	1,530,000	1,850,000	1,850,000	1,850,000	27,400,000
Simsbury Sewer Extension	671,000	-	-	-	-	-	-
Terramar Area Coastal Improvements	350,000	150,000	-	-	-	-	-
Terramar Sewer Replacement - El Arbol And Los Robles	1,250,000	-	-	-	-	-	-
Vallecitos Interceptor Sewer Cleaning And CCTV	-	250,000	-	-	-	-	-
Village And Barrio Traffic Circles	160,000	-	-	-	-	-	-
Villas Sewer Lift Station Replacement	-	130,000	720,000	-	-	-	-
Vista Carlsbad Interceptor - Rehabilitation (VC1 & VC2)	-	20,000	121,000	-	-	-	-
Water, Recycled, And Sewer Master Plan	397,680	25,000	25,000	-	-	-	-
Total Project Expenditures	62,199,299	9,847,211	13,550,341	7,377,072	8,174,570	8,788,932	101,170,402
ENDING FUND BALANCE	N/A	359,718	(6,274,948)	(6,563,451)	(7,472,241)	(8,813,750)	(19,683,324)

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	8,203,379	3,320,955	1,568,726	2,685,770	3,282,587	3,261,976
REVENUES							
Developer Fees		3,160,576	533,771	1,603,044	1,082,817	465,389	14,977,235
Total Revenues	N/A	3,160,576	533,771	1,603,044	1,082,817	465,389	14,977,235
CAPITAL PROJECTS							
Avenida Encinas Widening - South Of Palomar Airport Road	169,750	5,177,000	-	-	-	-	-
Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2)	-	-	-	-	-	-	932,000
Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2) (RTCIP)	-	-	-	-	-	-	3,681,000
Carlsbad Blvd Widening Mountain View To Northerly City Limits	-	-	-	-	-	-	984,000
Carlsbad Blvd Widening Mountain View To Northerly City Limits (RTCIP)	-	-	-	-	-	-	1,274,000
Carlsbad Village Drive Widening - Pontiac Drive To Victoria Avenue	-	-	-	-	-	-	3,102,000
El Camino Real And Cannon Road Intersection Improvements	2,285,000	330,000	-	-	-	-	-
El Camino Real And Carlsbad Village Drive Dual Left Turns	-	-	-	-	-	-	1,132,000
El Camino Real Left Turn Lane To Westbound Tamarack Avenue	286,000	-	-	-	-	-	-
El Camino Real Right Turn Lane To East Bound Alga Road	-	-	-	-	-	-	438,000
El Camino Real Widening - Arenal Road To La Costa Avenue	1,925,000	487,500	1,350,000	-	-	-	-
El Camino Real Widening - Arenal Road To La Costa Avenue (RTCIP)	625,000	162,500	450,000	-	-	-	-
Melrose Drive And Alga Road Dual Left Turn Lanes (RTCIP)	-	-	-	-	-	-	1,237,000
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	-	-	-	-	-	-	1,198,000
Poinsettia Lane Widening - Paseo Del Norte To Batiquitos Drive (RTCIP)	-	-	-	-	-	-	1,039,000
Sidewalk/Street Construction - Valley Street Magnolia Avenue	2,140,000	-	-	-	-	-	-
Sidewalk/Street Construction - Valley Street Magnolia Avenue (SDG&E Funds)	1,060,000	-	-	-	-	-	-
Sidewalk/Street Construction Program	3,286,206	-	300,000	300,000	300,000	300,000	-
Terramar Area Coastal Improvements	4,300,001	1,700,000	-	-	-	-	-
Traffic Impact Fee Funds to CFD #1	-	90,000	90,000	90,000	90,000	90,000	1,523,000
Traffic Impact Fee Update	200,000	-	-	-	-	-	-
Traffic Monitoring Program	1,334,900	96,000	96,000	96,000	96,000	96,000	288,000
Total Project Expenditures	18,668,357	8,043,000	2,286,000	486,000	486,000	486,000	16,828,000
ENDING FUND BALANCE	N/A	3,320,955	1,568,726	2,685,770	3,282,587	3,261,976	1,411,211

TRANSNET - LOCAL							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	4,515,924	5,921,924	3,047,004	5,082,606	7,266,180	9,601,185
REVENUES							
Transportation Taxes		5,331,000	4,490,080	4,635,602	4,783,574	4,935,005	50,027,420
Total Revenues	N/A	5,331,000	4,490,080	4,635,602	4,783,574	4,935,005	50,027,420
CAPITAL PROJECTS							
ADA Improvement Program	1,670,000	-	-	-	-	-	-
Adaptive Traffic Signal Program	2,641,938	-	-	-	-	-	-
Adaptive Traffic Signal Program (Non-Jurisdictional Fees)	1,000,000	-	-	-	-	-	-
Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,054,000	-	-	-	-	-	-
Carlsbad Blvd Pedestrian Lighting - Tamarack To State Street	1,325,000	-	-	-	-	-	-
Carlsbad Blvd Realignment	3,250,000	-	-	-	-	-	-
Carlsbad Village Dr. & Grand Ave. Pedestrian And Crossing Imp.	-	-	1,320,000	-	-	-	-
Chestnut Avenue Complete Street Improvements-Valley To Pio Pico	-	-	1,080,000	-	-	-	-
Chestnut Complete Street I-5 To Railroad Project Study	-	-	85,000	-	-	-	-
Christiansen Avenue Improvements	-	-	310,000	-	-	-	-
El Camino Real Widening - Cassia Rd To Camino Vida Roble	1,380,000	-	-	-	-	-	-
El Camino Real Widening - Sunny Creek To Jackspar	-	-	-	-	-	-	3,335,000
Kelly Drive And Park Drive Road Diet And Multiuse Trail	4,175,000	-	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Left Turn Lane	250,277	-	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Right Turn Lane	925,639	-	-	-	-	-	-
Pavement Management Program	19,446,375	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	15,000,000
Pavement Management Program (Non-Juris Fees)	7,622,476	1,600,000	1,100,000	1,100,000	1,100,000	1,100,000	11,000,000
State Street Improvements At Nw Corner Of Grand	-	-	325,000	-	-	-	-
Street Lighting Replacement Program	2,500,000	825,000	-	-	-	-	-
Terramar Area Coastal Improvements	1,000,000	-	-	-	-	-	-
Valley Street Road Diet And Traffic Calming	-	-	1,645,000	-	-	-	-
Village And Barrio Traffic Circles	1,025,000	-	-	-	-	-	-
Total Project Expenditures	49,265,705	3,925,000	7,365,000	2,600,000	2,600,000	2,600,000	29,335,000
ENDING FUND BALANCE	N/A	5,921,924	3,047,004	5,082,606	7,266,180	9,601,185	30,293,605

TRANSPORTATION DEVELOPMENT ACT (TDA)							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
TRANSNET REVENUE		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
TOTAL PROJECT EXPENDITURES		-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

WATER CONNECTION - POTABLE							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	31,084,674	31,440,314	31,910,742	26,923,990	25,876,049	25,909,415
REVENUES							
Developer Fees		1,805,640	470,429	1,313,248	789,060	333,365	12,174,184
Total Revenues	N/A	1,805,640	470,429	1,313,248	789,060	333,365	12,174,184
CAPITAL PROJECTS							
College Boulevard - Cannon Road To Badger Lane (490 Zone)	1,090,000	-	-	-	370,000	-	-
College Boulevard - Cannon Road To Badger Lane (375 Zone)	1,060,000	-	-	-	35,000	-	-
Desalinated Water Flow Control Facility No. 5	1,104,300	800,000	-	6,000,000	-	-	-
Poinsettia Lane - Cassia Road To Skimmer Court (Reimb. Agreement)	300,000	300,000	-	-	1,432,000	-	-
Rancho Carlsbad Groundwater Supply	-	-	-	-	-	-	1,750,000
San Luis Rey Mission Basin Groundwater Supply	27,500	50,000	-	-	-	-	8,500,000
Water Modeling	-	300,000	-	300,000	-	300,000	1,500,000
Total Project Expenditures	3,581,800	1,450,000	-	6,300,000	1,837,000	300,000	11,750,000
ENDING FUND BALANCE	N/A	31,440,314	31,910,742	26,923,990	25,876,049	25,909,415	26,333,599

WATER CONNECTION - RECYCLED							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	3,252,391	3,528,006	3,528,006	3,528,006	3,528,006	3,528,006
REVENUES							
Recycled Water Revenue		275,615	-	-	-	-	-
Total Revenues	N/A	275,615	-	-	-	-	-
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	2,250,000	-	-	-	-	-	-
Total Project Expenditures	31,211,530	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	3,528,006	3,528,006	3,528,006	3,528,006	3,528,006	3,528,006

WATER REPLACEMENT - POTABLE							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	6,976,807	4,909,804	4,926,437	2,130,684	(4,232,033)	(13,497,696)
REVENUES							
Transfer from Water Operating Fund		6,052,997	6,151,633	6,154,247	6,352,783	6,455,337	74,129,638
Total Revenues	N/A	6,052,997	6,151,633	6,154,247	6,352,783	6,455,337	74,129,638
CAPITAL PROJECTS							
Abandon Potable Services (New Recycled Services)	892,000	850,000	-	-	-	-	-
Aviara Parkway And Plum Tree Waterline	-	-	-	100,000	1,000,500	-	-
Carlsbad Boulevard Waterline Replacement At Terramar	1,930,000	500,000	-	2,500,000	150,000	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	709,390	-	-	-	-	-	-
Catholic Protection Program	1,246,700	180,000	180,000	190,000	190,000	190,000	540,000
Crestview Drive Transmission Main	240,000	-	-	-	-	-	-
El Fuerte And Corintia Street Pressure Reducing Station	-	-	-	-	800,000	-	-
Fire Flow System Improvements	1,620,000	90,000	390,000	390,000	390,000	390,000	2,775,000
Hydroelectric Generator At Desal Flow Control Facility No. 5	-	200,000	-	-	2,075,000	-	-
Limited Access Pipeline Relocation Program	1,940,000	-	2,000,000	1,000,000	-	-	-
Maerle Facility Improvements	2,135,200	100,000	-	-	-	-	-
Maerle Reservoir Floating Cover Replacement	13,055,000	-	-	-	-	-	-
Maerle Reservoir Transmission Main	6,330,000	-	-	1,000,000	-	8,301,000	-
Miscellaneous Pipeline Replacements	3,933,000	3,320,000	1,530,000	1,730,000	2,690,000	2,800,000	40,970,000
Normally Closed Valve (Install Motorized Valve)	260,000	225,000	-	-	-	-	-
Orion Center	6,650,399	-	-	-	-	-	-
Palomar Airport Waterline Realignment	525,000	-	-	-	-	-	-
Pressure Reducing Station Program	2,862,000	600,000	600,000	600,000	600,000	600,000	6,000,000
Rancho Carlsbad Groundwater Supply	-	-	-	-	-	-	1,750,000
Recycled Water Line - CWRf To Agua Hedionda Lagoon	1,632,594	-	-	-	-	-	-
Recycled Water Phase 3 - CWRf Expansion	3,517,276	-	-	-	-	-	-
Recycled Water Phase 3 - Pipelines	2,497,529	-	-	-	-	-	-
Recycled Water Phase 3 - Reservoir	690,000	-	-	-	-	-	-
Reservoir Repair And Maintenance Program	5,650,000	200,000	-	-	1,000,000	1,960,000	6,680,000
San Dieguito Water Intertie And Pipeline Extension	280,000	-	-	-	-	-	-
San Luis Rey Mission Basin Groundwater Supply	27,500	50,000	-	-	-	-	8,500,000
Santa Fe II Inlet Pipeline	470,000	25,000	-	-	2,370,000	-	-
Santa Fe II Reservoir Site Electrical Improvements	150,000	-	-	-	-	-	-
SCADA Improvements	955,000	350,000	-	-	-	-	-
Sidewalk/Street Construction - Valley Street Magnolia Avenue	71,000	-	-	-	-	-	-
Tri-Agency Water Transmission Pipeline Replacement	6,455,000	-	-	-	-	-	-
Water Condition Assessment Program	600,000	390,000	400,000	410,000	410,000	420,000	4,730,000
Water Loss Monitoring	200,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Water Valve Repair/Replacement Program	5,100,000	890,000	910,000	930,000	940,000	960,000	10,760,000
Water, Recycled, And Sewer Master Plan	493,560	50,000	25,000	-	-	-	-
Total Project Expenditures	73,118,148	8,120,000	6,135,000	8,950,000	12,715,500	15,721,000	83,705,000
ENDING FUND BALANCE	N/A	4,909,804	4,926,437	2,130,684	(4,232,033)	(13,497,696)	(23,073,058)

WATER REPLACEMENT - RECYCLED							
	PRIOR YEARS	YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	YEAR 4 2022-23	YEAR 5 2023-24	YEAR 6-15 2025-2034
BEGINNING FUND BALANCE (1)	N/A	12,111,525	12,693,725	13,450,225	14,256,938	14,829,593	15,328,940
REVENUES							
Transfer from Recycled Water Operating Fund		1,140,000	1,168,500	1,197,713	1,227,655	1,258,347	12,583,470
Total Revenues	N/A	1,140,000	1,168,500	1,197,713	1,227,655	1,258,347	12,583,470
CAPITAL PROJECTS							
Carlsbad Water Recycling Facility (Encina Capital Projects)	428,910	202,800	207,000	211,000	215,000	219,000	2,445,948
Catholic Protection Program	-	20,000	20,000	20,000	20,000	20,000	60,000
Cwrf Irrigation And Landscape	175,000	-	-	-	-	-	-
Miscellaneous Pipeline Replacements	-	-	-	-	250,000	350,000	5,060,000
Orion Center	2,660,000	-	-	-	-	-	-
Recycled Water Condition Assessment Program	600,000	50,000	50,000	50,000	50,000	50,000	590,000
Recycled Water Valve & Appurtenance Replacement Program	150,000	110,000	110,000	110,000	120,000	120,000	1,330,000
SCADA Improvements	207,500	150,000	-	-	-	-	-
Water, Recycled, And Sewer Master Plan	386,760	25,000	25,000	-	-	-	-
Total Project Expenditures	4,608,170	557,800	412,000	391,000	655,000	759,000	9,485,948
ENDING FUND BALANCE	N/A	12,693,725	13,450,225	14,256,938	14,829,593	15,328,940	18,426,462

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.

CDBG – Community Development Block Grants are allocated by the federal government to help develop viable urban communities for low and moderate income households.

CFD#1 – The City of Carlsbad Community Facilities District 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.

Gas Tax 1B – Gas Tax revenues for street projects specifically for road maintenance and rehabilitation are received under the Streets & Highways Code of the State of California.

General Capital Construction (GCC) – General Capital Construction funds, created through fund transfers from the city's General Fund, are used to fund various municipal and other capital projects.

Infrastructure Replacement Fund (IRF) – Annual transfers from the General fund pay for major maintenance and replacement of the city's infrastructure.

Other – Sources include revenues related to pending financing districts, property owner contributions, and contributions from other agencies.

Park-in-Lieu (PIL) – Park-in-Lieu Fees are charged to developers for park acquisition and development. PIL fees are segregated by quadrant to fund park projects in those quadrants.

Planned Local Drainage (PLD) – Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees. PLD fees are segregated by drainage area.

Public Facilities Fees (PFF) – Public Facilities Fees are charged to developers to fund civic facilities, park development, streets, traffic signals, and other facilities.

Sewer Connection (SEWER CONN) – Development fees include Sewer Connection charges for expansion of sewer lines and facilities.

Sewer Replacement (SEWER REPL) – Sewer Replacement is part of sewer user fees and pays for repair and replacement of the city's existing sewer system.

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, 16, 17 and 18 to fund a Business Park Recreational Facility in the city's industrial corridor.



PLANNED MAJOR CAPITAL OUTLAY ITEMS FY 2019-20
(Greater than \$10,000)

Department	Item Description	Quantity	One-Time Cost
Police	Marked police vehicles, fully outfitted	5	240,650
	Police motorcycle, fully outfitted	2	68,845
	Police Subtotal		309,495
Communications / Local Cable Infrastructure	Council Chambers Audiovisual upgrades	1	125,000
	Communications/Local Cable Infrastructure Subtotal		125,000
Public Works	Hydro excavator	1	415,000
	Public Works Subtotal		415,000
Fire	Fire Prevention vehicles	2	74,000
	Fire Captain vehicle	1	59,000
	Fire Subtotal		133,000
Golf Course	Course Improvements	1	375,000
	Drainage and Erosion Improvements	1	134,000
	Facility Equipment	1	58,000
	Facility Improvements	1	232,000
	Golf Course Subtotal		375,000
Fleet Replacement	CED: Sedan Compact Hybrid	1	33,632
	Environmental Management: SUV Hybrid	1	33,663
	Fire: SUV Intermediate	1	85,771
	Fire: Engine Truck	1	810,000
	HNS: Pickup Truck Compact	1	33,000
	Parks: Chipper	1	47,000
	Parks: Pickup Truck 3/4	1	47,768
	Parks: Pickup Truck Compact	1	33,000
	Parks: Stumpcut Large	1	70,000
	Parks: Tractor	2	106,199
	Parks: Trailer	3	39,203
	Parks: Truck 1T Flatbed	2	95,537
	Parks: Truck 1T Utility	2	132,613
	Parks: Truck 3/4 Utility	2	92,268
	Parks: Truck Aerial Large	1	140,482
	Parks: Truck Turf	1	21,546
	Police: 2012 KTM 500 Exc	2	38,887
	Police: Motorcycle Full Size BMW	5	185,000
	Police: Sedan Compact Hybrid	1	33,968
	Police: Sedan	14	914,000
	Police: SUV	5	342,000
	Police: Truck Pickup 1/2 T Gas Gen Use Norm Pm 4	1	42,000
	Police: Van Mini	1	44,000
	Public Works: Truck Compact	2	63,810
	Public Works: Concrete SAW	1	22,292
	Public Works: Truck 1 T Dump	1	69,000
	Public Works: Truck 1/2 T Utility	1	46,000
	Public Works: SUV	2	70,000
	Recreation: Bus Large	1	79,614
	Utilities: Backhoe	1	115,000
	Utilities: Pickup Truck 3/4 Ton	1	52,000
	Utilities: Pickup Truck Compact	2	66,000
	Utilities: Sedan Compact Hybrid	1	33,000
Utilities: Trailer Jetter	1	69,530	
	Fleet Replacement Subtotal	65	4,107,783
Information Technology Replacement	Citywide Infrastructure Replacement	2	66,500
	VPN / Firewall Gateway	1	39,534
	Information Technology Subtotal		106,034
	Grand Total Major Capital Outlay		5,783,312

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

OUT OF STATE TRAVEL BUDGET FY 2019-20

Travel Description	Employees	Destination	2019-20 Budget
General Fund			
City Council			
Legislative Meetings	2	Washington, D.C.	6,000
National League of Cities	2	San Antonio, TX	6,000
City Council Total			12,000
City Clerk Services			
International Institute of Municipal Clerks	2	Kansas City, MO	5,500
Managing Electronic Records Conference	2	Chicago, IL	6,000
ARMA Conference	1	Nashville, TN	3,500
AIIM Conference	1	TBD	3,500
City Clerk Services Total			18,500
City Treasurer			
Government Investment Officers Association	1	Las Vegas, NV	1,300
CMTA Annual Conference	1	TBD	1,500
Association of Public Treasurers of US & Canada	1	Oklahoma City, OK	2,100
City Treasurer Total			4,900
City Manager			
Legislative Meetings	2	Washington, D.C.	4,500
ICMA	3	Nashville, TN	4,500
Smart Cities Week	1	Washington, D.C.	1,500
Smart Cities Connect	1	National Harbor, MD	1,250
Cities Summit National League of Cities	1	San Antonio, TX	1,250
ICMA West Coast Regional Conference	3	TBD	3,500
City Manager Total			16,500
Communications			
IAP2 Training	1	TBD	4,500
3CMA National Communication Conference	1	TBD	4,500
PRSA Western District Conference	1	TBD	6,000
Communications Total			15,000
Finance			
Harris Conference	2	Denver, CO	8,350
SHRM Conference	1	Seattle, WA	3,000
Energov Conference	1	Orlando, FL	4,500
GFOA Conference	1	New Orleans, LA	3,000
Central Square Conference	3	Las Vegas, NV	8,100
Finance Total			26,950
Human Resources			
NeoGov Conference	5	TBD	15,000
SHRM Conference	3	Seattle, WA	10,500
INFOR Conference	2	TBD	5,500
Human Resources Total			31,000

OUT OF STATE TRAVEL BUDGET FY 2019-20

Travel Description	Employees	Destination	2019-20 Budget
General Fund - Continued			
Police			
SHOT Show, WTU	4	Las Vegas, NV	3,140
International Association for Identification Conference	2	TBD	2,100
ICAC - Internet Crimes Against Children Conference	2	Madison, WI	2,000
CATO Conference	4	Reno, NV	2,800
TacOps West Conference	4	TBD	1,800
California Homicide Investigators Association Conference	3	TBD	2,100
As-Needed Out of State Travel for Recruitment Purposes	1	Varies	20,000
CPTED Conference	1	Las Vegas, NV	900
SMILE Conference	1	TBD	800
IACP Conference	2	Chicago, IL	3,400
IACP LEIT Conference	2	TBD	3,400
Benchmark Cities Conference	2	TBD	3,400
Police Total			45,840
Fire			
Intl. Assoc. of Firefighters IAFF Redmond Symposium	2	Nashville, TN	3,000
Special Operations Medical Association Scientific Assembly	2	Charlotte, NC	3,200
Fire Department Instructors Conference	4	Indianapolis, IN	9,500
EMS World	4	New Orleans, LA	8,000
International Association of Fire Chiefs Fire Rescue International	4	Atlanta, GA	8,000
National Fire Academy Fire Prevention Courses	2	Emmitsburg, MD	340
National Fire Academy Management Science Courses	2	Emmitsburg, MD	600
National Fire Academy Incident Management Courses	2	Emmitsburg, MD	600
Fire Industry Equipment Research Org. Fiero PPE Symposium	1	Raleigh, NC	2,000
IAFC Wildland Urban Interface Conference	1	Reno, NV	1,500
IAFC Community Risk Reduction Leadership Conference	1	Reno, NV	1,400
Center for Public Excellence Annual Conf. for Accreditation	1	TBD	2,600
National Fire Protection Association Annual Conference	1	TBD	2,400
International Code Council - Building & Fire Code Hearings	1	Albuquerque, NM	2,200
International Code Council - Final Action Code Hearings	1	Las Vegas, NV	2,200
LION PPC Conference	1	TBD	2,500
Hazard Zone Management Conference	3	Phoenix, AZ	3,500
Congressional Fire Service Institution	1	Washington, D.C.	2,500
ICC Annual Conference	1	Las Vegas, NV	1,800
ICC Fire Service Membership Council Governing Committee	1	TBD	2,500
ICC Training & Certification Summit	1	TBD	2,500
Western Pacific League of Building Officials Conference	1	TBD	2,500
Seagrave Apparatus Pre-Inspection & Post-Inspection	4	Clintonville, WI	4,200
Northwest Leadership Seminar	2	Portland, OR	2,300
EduCode	1	Las Vegas, NV	2,500
Fire Total			74,340

OUT OF STATE TRAVEL BUDGET FY 2019-20

Travel Description	Employees	Destination	2019-20 Budget
General Fund - Continued			
Community & Economic Development			
Energov	8	Orlando, FL	22,400
ASCE	6	Miami, FL	18,300
Flood Plain	2	Emmitsburg, MD	4,700
ITE	1	Honolulu, HI	2,300
ICC Educode	1	Las Vegas, NV	2,070
APA National Conference	1	Houston, TX	2,500
International Economic Development Council	1	Indianapolis, IN	3,000
San Diego Regional EDC Inclusion Trip	1	Atlanta, GA	3,000
ULI Fall Meeting	1	Washington, DC	3,800
Neighborhoods USA	2	Little Rock, AR	5,000
ICMA	1	Nashville, TN	2,800
Community & Economic Development Total			69,870
Library & Cultural Arts			
Society of America Archivists Annual Meeting	1	Austin, TX	3,000
Arts Education Partnership	1	Alexandria, VA	2,500
Urban Libraries Conference	1	Salt Lake City, UT	2,000
Families Learning Conference	1	Louisville, KY	2,000
FIL Guadalajara International Book Fair	1	Guadalajara, Mexico	500
Public Library Association Annual Conference	3	Nashville, TN	7,000
Creando Enlaces	3	Tijuana, Mexico	450
American Library Association Annual Conference	1	Chicago, IL	2,000
Stageline SL100 Certification Training	1	Quebec, Canada	3,000
Library & Cultural Arts Total			22,450
Parks & Recreation			
National Parks & Recreation Association Conference	10	Baltimore, MD	25,000
National Association for Interpretation	1	Denver, CO	2,500
Tableau Conference	2	Las Vegas, NV	6,500
CivicRec Summit	3	Manhattan, KS	9,000
Parks & Recreation Total			43,000

OUT OF STATE TRAVEL BUDGET FY 2019-20

Travel Description	Employees	Destination	2019-20 Budget
General Fund - Continued			
Public Works - General Fund			
National Facilities Management and Technology	1	Las Vegas, NV	3,500
IFMA Conference	2	Phoenix, AZ	5,448
2020 ShotShow	3	Las Vegas, NV	5,950
Public Works Expo	2	Seattle, WA	4,200
APWA Conference	7	Seattle, WA	16,900
Transportation Research Board	1	Washington, D.C.	2,200
National Association of City Transportation Officials	1	Toronto, Canada	3,000
National Committee on Uniform Traffic Control Devices Meeting	1	Arlington, VA	2,000
Storm Con	2	Atlanta, GA	4,600
Tri State Seminar	3	Las Vegas, NV	3,900
International Erosion Control Association Annual Conference	1	TBD	2,500
Transportation & Development Institute of ASCE Conference	1	Chicago, IL	1,750
ITE International Conference	2	Austin, TX	3,500
ICMA Annual Conference	2	Nashville, TN	7,000
Inforum	1	New Orleans, LA	3,300
Tableau	2	Las Vegas, NV	2,055
Lucity ACT	1	Kansas City, MO	2,700
Energov	1	Orlando, FL	3,000
Smart Cities	1	TBD	3,000
Public Works - General Fund			80,503
General Fund Subtotal			460,853

OUT OF STATE TRAVEL BUDGET FY 2019-20

Travel Description	Employees	Destination	2019-20 Budget
Non-General Fund			
Community & Economic Development			
NAHRO Washington Conference	1	Washington, D.C.	5,000
YARDI Voyager User Conference	4	TBD	8,000
Community & Economic Development Total			13,000
Public Works - Utilities			
APWA Annual Conference	4	Seattle, WA	10,400
ACE 2020 Conference	2	Orlando, FL	7,000
ESRI Water Conference	1	TBD	2,000
Harris Users Conference	1	Denver, CO	2,850
Itron Users Conference	1	Marco Island, FL	3,050
Tri State Seminar	8	Las Vegas, NV	6,400
AWWA Utility Management Conference	2	TBD	5,000
Watersmart Innovation	1	Las Vegas, NV	1,300
CWEA Annual Conference	3	Reno, NV	5,200
WEFTEC Annual Conference	2	Chicago, IL	6,600
UESI Pipeline Conference	1	Nashville, TN	3,000
No Dig Annual Conference	1	Denver, CO	2,300
Public Works - Utilities Total			55,100
Public Works - Solid Waste			
WasteCon	1	TBD	2,000
Resource Recycling Conference	1	TBD	2,000
SWANApalooza	1	TBD	2,000
Public Works - Solid Waste Total			6,000
Public Works - Storm Water			
Storm Con	2	Denver, CO	5,000
Public Works - Storm Water Total			5,000
Public Works - Storm Drain Maintenance			
Storm Con	1	Denver, CO	2,500
Public Works - Storm Drain Maintenance Total			2,500

OUT OF STATE TRAVEL BUDGET FY 2019-20

Travel Description	Employees	Destination	2019-20 Budget
Non-General Fund			
Public Works - Fleet Operations			
AssetWorks	4	TBD	6,000
Public Works - Fleet Operations Total			6,000
Information Technology			
Gartner CIO Conference	1	Orlando, FL	4,100
IT Financial Management Conference	1	New Orleans, LA	4,600
Smart Cities Connect Conference	1	Boulder, CO	3,000
CISCO Conference	1	TBD	4,700
Gartner Infrastructure Management Conference	1	TBD	5,200
Harris Conference	1	Denver, CO	3,500
IFAS Conference	1	TBD	2,500
Infor/Lawson-Hanson Conference	1	TBD	3,700
NAGW Conference	1	Salt Lake City, UT	2,400
Tyler Conference	1	TBD	10,500
TBD Conference	1	TBD	3,700
ServiceNow Conference	1	TBD	10,000
Pending	1	TBD	17,500
Information Technology Total			75,400
Non General Fund Subtotal			163,000
Grand Total Out Of State Travel			623,853

ADOPTED BUDGET STAFFING CHANGES FY 2019-20

Department	Fund	FTE Count	Job Title	Fiscal Impact*
City Attorney	General Fund	1.00	Assistant City Attorney	\$203,675
City Manager	General Fund	1.00	Administrative Secretary	\$82,997
City Manager	General Fund	1.00	Business Intelligence & Analytics Manager	\$164,075
City Manager	General Fund	1.00	Intergovernmental Affairs Manager	\$154,420
City Treasurer	General Fund	0.25	Assistant to the Treasurer	\$29,639
Community & Economic Development	General Fund	1.00	Engineering Technician II	\$95,492
Community & Economic Development	General Fund	1.00	Code Enforcement Officer II (approved 1.0 of 3.0)	\$93,978
Community & Economic Development	General Fund	1.00	Code Enforcement Program Manager	\$109,546
Community & Economic Development	General Fund	1.00	Housing Assistant	\$71,488
Community & Economic Development	General Fund	1.00	Program Manager	\$109,546
Finance	General Fund	1.00	Accountant	\$129,256
Fire	General Fund	1.00	Business Systems Specialist	\$116,059
Fire	General Fund	1.00	Fire Captain Specialist	\$156,251
Fire	General Fund	0.75	Fire Prevention Specialist	\$80,434
Fire	General Fund	2.00	Fire Prevention Specialist II	\$231,772
Fire	General Fund	1.00	Senior Office Specialist	\$71,993
Human Resources	General Fund	1.00	Human Resources Technician	\$82,997
Human Resources	General Fund	1.00	Management Analyst (approved 1.0 of 2.0)	\$109,546
Human Resources	General Fund	1.00	Senior Office Specialist	\$71,993
Information Technology	Internal Service	1.00	Client Systems Administrator	\$119,975
Information Technology	Internal Service	1.00	GIS Associate Administrator	\$128,994
Information Technology	Internal Service	1.00	IT Operations Security Manager	\$162,493
Library & Cultural Arts	General Fund	1.00	Community Arts Coordinator	\$88,294
Library & Cultural Arts	General Fund	1.00	Library Assistant	\$72,413
Police	General Fund	8.00	Police Officers	\$1,041,376
Police	General Fund	2.00	Police Records Specialist II	\$142,976
Police	General Fund	1.00	Police Sergeant	\$167,940
Public Works	General Fund	1.00	Associate Contract Administrator	\$89,653
Public Works	Enterprise	1.00	Environmental Specialist II (approved 1.0 of 2.0)	\$109,546
Public Works	Internal Service	1.00	Public Works Superintendent, Fleet	\$148,201
Public Works	Enterprise	1.00	SCADA Supervisor	\$129,256
Public Works	General Fund	1.00	Senior Engineer	\$148,201
Public Works	Enterprise	1.00	Senior Environmental Specialist	\$117,020
Total		41.00		\$4,831,495

*Fiscal Impact includes salary and associated benefits

GLOSSARY

Appropriation – A specific amount of money authorized by the City Council for an approved work program or individual project.

Assessed Valuation – A dollar value placed on real estate or other property by the County of San Diego as a basis for levying property taxes.

Balanced Budget – A budget in which planned expenditures do not exceed planned funds available.

Beginning/Ending Fund Balance – Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

Bond – A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

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.

Expenditure – The actual spending of funds set aside by appropriation for identified goods and services.

Fee – A general term used for any charge levied by government for providing a service or permitting an activity.

Fiscal Year – 12-month period designated as the budget year. Carlsbad's fiscal year is July 1 to June 30.

Full-time Equivalent (FTE) – The hours worked by one employee on a full-time basis, used to convert the hours worked by several part-time employees into the hours worked by full-time employees. Two employees each working 1,000 hours equals 1.0 full-time equivalent employee.

Fund – A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance – The amount of financial resources available for use.

General Fund – The primary fund used by the city for which revenues and expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Fire, Library, and the City Manager's Office.

Grant – Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity, or facility.

Growth Management Plan – A comprehensive approach to land-use planning ensuring controlled and managed growth within the city, while providing designated public facilities.

Growth Management Standards – Acceptable service levels that have been established for 11 public facility categories.

Interfund Transfers – Payments from one fund to another fund, primarily for work or services provided.

Internal Service Fund – A fund that provides services to all city departments, and bills the various other funds for services rendered. Examples are Fleet Maintenance, Information Systems, and Workers' Compensation.

Maintenance and Operations – A general category used for classifying expenditures for materials, supplies, and services that are normally used within the fiscal year.

Operating Budget – The annual appropriation of funds for ongoing program costs, which include salaries, benefits, maintenance, 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. 2019-092

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2019-20 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 2019-20 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 2019-20 Preliminary Operating Budget and FY 2019-20 to FY 2033-34 Capital Improvement Program – Preliminary" as amended, if necessary, in accordance with Exhibits 3A through 3C attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the City of Carlsbad for FY 2019-20 along with the Program Options and/or adjustments, if any, determined by the City Council as set forth in the minutes of the Council meeting of Tuesday, June 18, 2019.
3. That the amounts reflected as estimated revenues for FY 2019-20 as shown in Exhibits 3A and 3B are hereby adopted as the budgeted revenues for FY 2019-20.
4. That the amounts designated as the FY 2019-20 Budget request in Exhibits 3A and 3B 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 the Workers Compensation and Risk Management 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 the Workers Compensation and Risk Management Funds 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 3C.

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 all appropriations in the Capital Improvement Program and grants in the Operating Budget remaining unexpended at June 30, 2019, are hereby appropriated to FY 2019-20.

10. That all appropriations for outstanding encumbrances as of June 30, 2019, are hereby continued into FY 2019-20 for such contracts or obligations.

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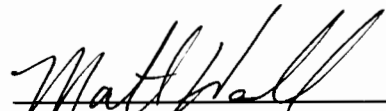
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.


MATT HALL, Mayor

ATTEST:


BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 1617

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 2019-20.

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 2019-20 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 2019-20 Preliminary Operating Budget and FY 2019-20 to FY 2033-34 Capital Improvement Program - Preliminary," as amended, if necessary, 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 2019-20 along with any Program Options and/or adjustments determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 18, 2019.
3. That the amounts reflected as estimated revenues for FY 2019-20 are hereby adopted as the budgeted revenues for FY 2019-20.
4. That the amounts designated as FY 2019-20 Budget in Exhibits 4-A and 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 outstanding encumbrances as of June 30, 2019 are hereby continued into FY 2019-20 for such contracts and obligations.

8. All appropriations for Capital Improvement Projects remaining unexpended at June 30, 2019, are hereby appropriated for such capital projects for Fiscal Year 2019-20.

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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 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.


MATT HALL, PRESIDENT

ATTEST:


BARBARA ENGLESON, SECRETARY

(SEAL)



RESOLUTION NO. 545

A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY FOR FISCAL YEAR 2019-20.

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 2019-20; 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 2019-20 Preliminary Operating Budget and FY 2019-20 to FY 2033-34 Capital Improvement Program – Preliminary," as amended, if necessary, in accordance with Exhibit 5A attached hereto and incorporated by reference herein, is hereby adopted as the Operating Budget for the Carlsbad Housing Authority Section 8 Programs for FY 2019-20, along with any Program Options and/or adjustments, if any, determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 18, 2019, and that all funding for planning and administrative expenses has been determined to be necessary and appropriate for implementation of the Carlsbad Housing Authority activities in FY 2019-20.
3. That the amounts reflected as estimated revenues for FY 2019-20 are hereby adopted as the budgeted revenues for FY 2019-20.
4. That the amount designated as FY 2019-20 Budget request in Exhibit 5A 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 Carlsbad Housing Authority to make budget transfers and adjustments.

iii. The Executive Director may authorize budget adjustments involving offsetting revenues and expenditures; the Executive Director is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose.

B. The Commission must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The Executive Director may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above.

6. That all outstanding encumbrances as of June 30, 2019, are hereby continued into FY 2019-20 for such contracts and obligations.

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 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.


MATT HALL, CHAIRPERSON

ATTEST:


BARBARA ENGLESON, SECRETARY

(SEAL)



RESOLUTION NO. 79

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD PUBLIC FINANCING AUTHORITY ADOPTING THE OPERATING BUDGET OF THE CROSSINGS AT CARLSBAD MUNICIPAL GOLF COURSE FOR FISCAL YEAR 2019-20.

WHEREAS, the Board of Directors of the Carlsbad Public Financing Authority has reviewed the proposed final Operating Budget and Capital Improvement Program for Fiscal Year 2019-20; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final budgets.

NOW, THEREFORE, BE IT RESOLVED by the Public Financing Authority Board 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 Carlsbad City Clerk entitled "City of Carlsbad, FY 2019-20 Preliminary Operating Budget and FY 2019-20 to 2033-34 Capital Improvement Program – Preliminary," as amended, if necessary, in accordance with Exhibit 6A attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the Crossings at Carlsbad Municipal Golf Course for FY 2019-20, along with any Program Options and/or adjustments, if any, determined by the Board of Directors as set forth in the minutes of the Board of Director's meeting of Tuesday, June 18, 2019.
3. That the amounts reflected as estimated revenues for FY 2019-20 are hereby adopted as the budgeted revenues for FY 2019-20.
4. That the amount designated as FY 2019-20 Budget request in Exhibit 6A 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 Board of Directors or designee, as described below.

i. The City Manager, as Executive Director of the Carlsbad Public Financing Authority, may authorize all transfers of funds from account to account within the same fund in an amount up to \$100,000 per transfer.

ii. The City Manager, as Executive Director of the Carlsbad Public Financing Authority, may delegate the authority to make budget transfers and adjustments.

iii. The City Manager, as Executive Director of the Carlsbad Public Financing Authority, may authorize budget adjustments involving offsetting revenues and expenditures; the City Manager, as Executive Director of the Carlsbad Public Financing Authority, is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose.

6. That all outstanding encumbrances as of June 30, 2019, are hereby continued

into FY 2019-20 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 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.


MATT HALL, Chairperson

ATTEST:


BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2019-093

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA ACTING AS SUCCESSOR AGENCY FOR THE CARLSBAD REDEVELOPMENT AGENCY, ADOPTING THE OPERATING BUDGET OF THE SUCCESSOR AGENCY AND ENFORCEABLE OBLIGATIONS OF THE CITY OF CARLSBAD'S REDEVELOPMENT OBLIGATION RETIREMENT FUND FOR FISCAL YEAR 2019-20.

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 2019-20; 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 2019-20 Preliminary Operating Budget and FY 2019-20 to 2033-34 Capital

Improvement Program – Preliminary," as amended, if necessary, in accordance with Exhibit 7-A attached hereto and incorporated by reference herein, is hereby adopted as the Operating Budget for the Carlsbad Redevelopment Obligation Retirement Fund for FY 2019-20, along with any Program Options and/or adjustments, if any, determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 18, 2019.

3. That the amounts reflected as estimated revenues for FY 2019-20 are hereby adopted as the budgeted revenues for FY 2019-20.

4. That the amount designated as FY 2019-20 Budget request in Exhibit 7-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 outstanding encumbrances as of June 30, 2019, are hereby continued into FY 2019-20 for such contracts and obligations, as approved by the Oversight Board.

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 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.


MATT HALL, Mayor

ATTEST:


BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2019-094

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ESTABLISHING THE FISCAL YEAR 2019-20 APPROPRIATION LIMIT AS REQUIRED BY ARTICLE XIII B OF THE CALIFORNIA STATE CONSTITUTION AND STATE LAW.

WHEREAS, Article XIII B of the California State Constitution requires that governments annually establish a limit on the appropriation of proceeds of taxes commonly known as the “Gann Limit”; and

WHEREAS, State law requires that this limit be presented to the governing body of each entity each fiscal year; and

WHEREAS, the Gann Limit is based on a combination of a population factor and an inflation factor as outlined in Exhibit 8-A attached hereto; and

WHEREAS, the City Council desires at this time and deems it to be in the best public interest to adopt the annual Gann Limit for Fiscal Year 2019-20 as listed in Exhibit 8-A, attached to this resolution and incorporated by this reference:

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 Fiscal Year 2019-20 appropriation limit of four hundred and seventy-eight million, eight hundred and forty-two thousand, and three hundred seventy-nine dollars (\$478,842,379) as computed in Exhibit 8-A attached hereto.

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 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.


NAYS: Hall.

ABSENT: None.



MATT HALL, Mayor

ATTEST:



BARBARA ENGELSON, City Clerk
(SEAL)



CITY OF CARLSBAD
GANN APPROPRIATIONS LIMIT

The Appropriations Limitation imposed by Proposition 4 and modified by Proposition 111 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.

The major change made by Proposition 111 allows the City to annually choose among the following options for calculating its Gann Limit:

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

The factors used to calculate the fiscal year 2019-20 Limit were:

- Population growth within San Diego County **AND**
- Growth in California per capita income

The formula is outlined below:

Fiscal Year 2018-19 Expenditure Limit	<u>\$458,705,219</u>
% Population growth within San Diego County	1.0052
Growth in California per capita income	<u>X 1.0385</u>
Net Increase Factor	1.0439
 Fiscal Year 2019-20 Limit (2018-19 Limit x Factor)	 <u>\$478,842,379</u>
 Current Appropriation of Proceeds of Taxes (Subject to the Limit)	 \$148,103,240

The spending limit for the City of Carlsbad for fiscal year 2019-20 is \$478.8 million, with appropriations of "proceeds of taxes" of \$148.1 million. The result of the calculation provides the city with an operating margin of \$330.7 million.

RESOLUTION NO. 2019-095

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 9-A and attached hereto, and as amended by determinations of the City Council at its meeting of Tuesday, June 18, 2019, 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, 2019; 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 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.


MATT HALL, Mayor

ATTEST:


BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2019-096

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, APPROVING THE FY 2019-20 OPERATING AND CAPITAL
BUDGETS OF THE ENCINA WASTEWATER AUTHORITY.

WHEREAS, the City of Carlsbad is a member agency to the Encina Joint Powers Agreement (the Encina Agreement) entered into on July 13, 1961, for the acquisition, construction, ownership, operation and maintenance of the Encina Joint Sewer System; and

WHEREAS, the Encina Agreement requires approval for the budget of the Encina Wastewater Authority (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 of such expenses in accordance with the allocation provided in the Encina Agreement; and

WHEREAS, the wastewater fund is projected to have sufficient funds for the payments as they become due.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City of Carlsbad's estimated share of the FY 2019-20 Operating Budget of the EWA as approved by JAC on April 24, 2019, in the amount of \$4,101,976 for Wastewater Plant Operations, \$953,505 for Wastewater Plant Operations pension pay-down (year one of three), \$1,370,486 for the Carlsbad Water Recycling Facility Operations, and \$256,601 for Carlsbad Water Recycling Facility Operations pension pay-down (year one of three) is hereby approved.
3. That the City of Carlsbad's estimated share of the FY 2019-20 Capital Budget of the EWA as approved by JAC on April 24, 2019, in the amount of \$5,290,711 for Wastewater Plant

Capital and \$202,800 for Carlsbad Water Recycling Facility Capital is hereby approved.

4. That the City Manager, or his/her designee, is hereby authorized to approve appropriations to the EWA estimated budgets listed above based on the City of Carlsbad's actual share of the EWA budget.

5. That all outstanding operating encumbrances as of June 30, 2019 are hereby continued into FY 2019-20 for such contracts and obligations.

6. That all capital improvement program budget appropriations and outstanding encumbrances as of June 30, 2019 are hereby continued into FY 2019-20 for such contracts and obligations.

7. That the City Manager, or his/her designee, 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 Agreement.

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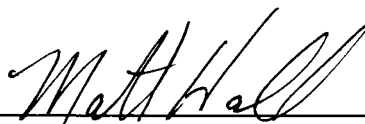
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.



MATT HALL, Mayor

ATTEST:



BARBARA ENGELSON, City Clerk
(SEAL)



RESOLUTION NO. 2019-097

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, DETERMINING THAT THE FY 2019-2020 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 2019-20 and has held such public hearings as are necessary prior to adoption of the Capital Improvement Program Budget; and

WHEREAS, on June 18, 2019 the City Council reviewed for consistency with the General Plan goals and policies for all Capital projects receiving an allocation of funds for FY 2019-20 pursuant to Carlsbad Municipal Code Section 2.24.065 (b); and

WHEREAS, the City Council also reviewed the FY 2019-20 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.

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 2019-20 is consistent with the General Plan based on the following findings:

- a) The projects are consistent with the goals and policies of the city's

General Plan in that the projects are required to ensure the provision of adequate public facilities and services concurrent with or prior to need.

b) The projects are consistent with applicable goals and policies of the Land Use and Community Design, Mobility, Public Safety, and Arts, History, Culture, and Education Elements of the General Plan, as described in Attachment 11A.

c) Specific projects are consistent with, and support Climate Action Plan greenhouse gas reduction measures and actions, as described in Attachment 11A.

d) As required by the General Plan, the proposed improvements are consistent with the city’s Growth Management Plan in that the projects ensure that the necessary improvements are provided for facilities maintenance, park development, sewer and water projects, and circulation systems, in accordance with the performance standards contained in the city’s Growth Management regulations.

3. This action is final as of the date this resolution is adopted by the City Council.

The Provisions of Chapter 1.16 of the Carlsbad Municipal Code, “Time Limits for Judicial Review” shall apply:

“NOTICE”

The time within which judicial review of this decision must be sought is governed by Code of Civil Procedure, Section 1094.6, which has been made applicable in the City of Carlsbad by Carlsbad Municipal Code Chapter 1.16. Any petition or other action seeking review must be filed in the appropriate court not later than the ninetieth day following the date on which this decision becomes final; however, if within ten days after the decision becomes final a request for the record is filed with a deposit in an amount sufficient to cover the estimated cost or preparation of such record, the time within which such petition may be filed in court is extended to not later than the thirtieth day following the date on which the record is either personally delivered or mailed to the party, or his attorney of record, if he has one. A written request for the preparation of the record of the proceedings shall be filed with the City Clerk, City of Carlsbad, 1200 Carlsbad Village Drive, Carlsbad, CA 92008.

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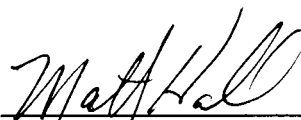
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.


MATT HALL, Mayor

ATTEST:


BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2019-098

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, APPROVING ADJUSTMENTS TO THE FY 2018-19
OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM.

WHEREAS, an operating transfer of \$55,000 from the Affordable Housing Special Revenue Fund to the Rental Assistance Special Revenue Fund, to cover the city's administrative expenses for the federal Section 8 Rental Assistance Program in excess of the amount of federal funding received for FY 2018-19, is recommended; and

WHEREAS, a budget increase of \$75,000 in the Street Tree Maintenance Special Revenue Fund, for increased tree maintenance costs incurred during FY 2018-19 is recommended; and

WHEREAS, a budget increase of \$3,141,012 to the Wastewater Fund and \$845,288 to the Recycled Water Fund to record Carlsbad's share of Encina Wastewater Authority's pension payoff approved via Encina Wastewater Authority's' budget adoption on April 24, 2019 is recommended; 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 the City Council of the City of Carlsbad, California, does hereby authorize an operating transfer of \$55,000 from the Affordable Housing Special Revenue Fund to the Rental Assistance Special Revenue Fund, to cover the city's administrative expenses for the federal Section 8 Rental Assistance Program in excess of the amount of federal funding received for FY 2018-19.

3. That the City Council of the City of Carlsbad, California, does hereby authorize an operating transfer of \$75,000 from the Street Tree Maintenance Special Revenue Fund, for increased tree maintenance costs incurred during FY 2018-19.

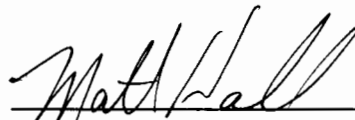
4. That the City Council of the City of Carlsbad, California, does hereby authorize an appropriation of \$3,141,012 to the Wastewater Fund and \$845,288 to the Recycled Water Fund to record the liability of Carlsbad's total share of Encina Wastewater Authorities pension payoff approved via Encina Wastewater Authority's' budget adoption on April 24, 2019.

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 18th day of June, 2019, by the following vote to wit:

AYES: Blackburn, Bhat-Patel, Schumacher, Hamilton.

NAYS: Hall.

ABSENT: None.


MATT HALL, Mayor

ATTEST:


BARBARA ENGLERSON, City Clerk

(SEAL)



ACRONYMS

ADA	– Americans with Disabilities Act
ADC	– Actuarial Determined Contributions
AED	– Automated External Defibrillator
APWA	– American Public Works Association
ARC	– Annual Required Contribution (CalPERS)
AWWA	– American Water Works Association
BIT	– Biannual Inspection of Terminals
BMP	– Barrio Master Plan
BTD	– Bridge and Thoroughfare Benefit District
CAFR	– Comprehensive Annual Financial Report
CalJac	– California Firefighters' Joint Apprenticeship Committee
CalPERS	– California Public Employees Retirement System
CalTrans	– California Department of Transportation
CAP	– Climate Action Plan
CAPER	– Consolidated Annual Performance and Evaluation Report
CCEA	– Carlsbad City Employees' Association
CDBG	– Community Development Block Grant
CED	– Community and Economic Development
CEMAT	– Carlsbad Emergency Management Administration Team
CERT	– Community Emergency Response Team
CEQA	– California Environmental Quality Act
CFA	– Carlsbad Firefighters' Association
CFA	– Community Facilities District
CFD	– Community Facilities District
CIP	– Capital Improvement Program
CM&I	– Construction Management and Inspection
CMWD	– Carlsbad Municipal Water District
COPS	– Citizens' Option for Public Safety Grant
CPMA	– Carlsbad Police Management Association
CPOA	– Carlsbad Police Officers' Association
CPR	– Cardiopulmonary Resuscitation
CSMFO	– California Society of Municipal Finance Officers
CST	– Crime Suppression Team
CTBID	– Carlsbad Tourism Business Improvement District
CWEA	– California Water Environment Association
CWRF	– Carlsbad Water Reclamation Facility
DOJ	– Department of Justice
DOT	– Department of Transportation
ECM	– Enterprise Content Management
EFT	– Electronic Funds Transfer
EIR	– Environmental Impact Report
EMS	– Emergency Medical Services
EOC	– Emergency Operations Center

ERP	– Enterprise Resource Planning
ESL	– English as a Second Language
EWA	– Encina Wastewater Authority
FEMA	– Federal Emergency Management Agency
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
GPS	– Global Positioning System
HA	– Hydrologic Area
HMP	– Habitat Management Plan
HOT	– Homeless Outreach Team
HPRM	– HP Records Manager
HR	– Human Resources
HUD	– Department of Housing and Urban Development
IDDE	– Illicit Discharge Direction and Elimination
IFAS	– Integrated Financial Accounting System
IRF	– Infrastructure Replacement Fund
ISF	– Internal Service Fund
IT	– Information Technology
ITE	– Institute of Transpiration Engineers
JAG	– Juvenile Assistance Grant
JPA	– Joint Powers Authority
JURMP	– Jurisdictional Urban Runoff Management Plan
LAC	– Local Assistance Center
LCP	– Local Coastal Program
LMS	– Learning Management System
M&O	– Maintenance and Operations
MFF	– Major Facility Fee
MPA	– Masters in Public Administration
MS4	– Municipal Separate Storm Sewer
NAISCO	– National Association of Chief Information Officers
NFPA	– National Fire Protection Association
PERS	– Public Employees Retirement System
PFF	– Public Facilities Fees
PHA	– Public Housing Agency
PIL	– Park-In-Lieu Fees

PLD	–	Planned Local Drainage
POST	–	Police Officer Standards and Training
PW	–	Public Works
RFP	–	Request for Proposal
ROPS	–	Recognized Obligation Payment Schedule
ROW	–	Right of Way
SANDAG	–	San Diego Association of Governments
SCADA	–	Supervisory Control and Data Acquisition System
SDG&E	–	San Diego Gas and Electric
SEMAP	–	Section Eight Management Assessment Program
SFR	–	Single Family Residence
STEAM	–	Science, Technology, Engineering, the Arts, and Mathematics Program
SW	–	Storm Water
SWAT	–	Special Weapons Attack Team
SWPPP	–	Storm Water Pollution Prevention Plan
SWQMP	–	Storm Water Quality Management Program
TCBMP	–	Treatment Control Best Management Practices
TCMP	–	Traffic Control Management Plan
TDM	–	Transportation Demand Management
TIF	–	Traffic Impact Fee
TMDL	–	Total Maximum Daily Load
TOT	–	Transient Occupancy Tax, or hotel tax
UASI	–	Urban Areas Security Initiatives Program
UDC	–	Unified Disaster Council (of San Diego)
WQIP	–	Water Quality Improvement Plan