

FISCAL YEAR

2020-21

Operating Budget &
Capital Improvement Program



FISCAL
YEAR

2020-21

BUDGET

Operating Budget &
Capital Improvement Program

CITY COUNCIL

Matt Hall
Mayor

Keith Blackburn
Mayor Pro Tem

Cori Schumacher
District 1

Priya Bhat-Patel
District 3



Budget preparation team

Finance team

Erika Benitez, Senior Management Analyst
Bridget Desmarais, Management Analyst
Ryan Green, Assistant Finance Director
Roxanne Muhlmeister, Finance Manager

Leadership team

Scott Chadwick, City Manager
Celia Brewer, City Attorney
Geoff Patnoe, Assistant City Manager
Gary Barberio, Deputy City Manager, Community Services
Paz Gomez, Deputy City Manager, Public Works
Laura Rocha, Deputy City Manager, Administrative Services
Kevin Branca, Director, Finance
Mike Calderwood, Chief, Fire Department
Maria Callander, Director, Information Technology
Tom Frank, Director, Public Works Transportation
Sheila Cobian, Clerk Services Manager, Office of the City Clerk
Morgen Fry, Executive Assistant, Office of the City Manager
Neil Gallucci, Chief, Police Department
David Graham, Director, Innovation & Economic Development
Jason Haber, Director, Legislative Affairs, Office of the City Manager
Kyle Lancaster, Director, Parks & Recreation
John Maashoff, Manager, Public Works Facilities & Fleet
Jeff Murphy, Director, Community Development
Vicki Quiram, Director, Public Works Utilities
Kristina Ray, Director, Communication & Engagement
Suzanne Smithson, Director, Library & Cultural Arts
Baq Taj, Engineering Manager, Public Works Construction Management & Inspections
Judy Von Kalinowski, Director, Human Resources
James Wood, Manager, Public Works Environmental Management

Department budget preparers & reviewers

Cindy Anderson, Police Department	Sue Armstrong, Communication & Engagement
Conrad Avila, Finance	Pat Downie, City Clerk Services
Bonnie Elliott, Parks & Recreation	Fiona Everett, Library & Cultural Arts
Fred Gaines Jr, Transportation	Ed Garbo, Risk Management
Shawn Gaskari, Facilities & Fleet	Brent Gerber, Information Technology
Ligeia Heagy, Utilities	Chad Kantner, Parks & Recreation
Esther Lan, Finance	Tom Mallory, Communications & Engagement
Jennie Marinov, Fire Department	Debbie Jo McCool, Library & Cultural Arts
Robyn Nuschy, City Attorney's Office	Debbie Porter, Human Resources
Megan Powers, Environmental Management	Jason Rosado, City Treasurer's Office
Terie Rowley, Risk Management	Lauren Ryan, Community Development
Richard Schultz, Library & Cultural Arts	Joe Stewart, Innovation & Economic Dev.
Craddock Stropes, Public Works Admin.	Cynthia Vigeland, Community Services

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LETTER FROM THE CITY MANAGER

Dear City Council:

The fiscal year 2020-21 city budget represents a moment in time for which the city had prepared. In fact, the City Council's years of prudent financial oversight, sound fiscal policies and discipline put the City of Carlsbad in the best possible position to face the unprecedented challenge of the COVID-19 public health and economic crisis. With this solid foundation in place, city staff were able to proceed with the development of a very thoughtful and strategic approach to this year's budget. The result is a balanced budget that reflects the City Council's top priorities and preserves core city services at the high levels expected by the Carlsbad community.

Building on a strong foundation

Last year city staff recommended several new policies to the City Council and took a new approach to the annual budget process. Departments re-evaluated all spending to ensure even greater alignment with current city priorities, industry best practices, current conditions and trends for the future. The city's practice of automatic across the board annual increases to costs based on the Consumer Price Index was eliminated as was the automatic carry forward of unspent money from previous budget years. These and other changes provided a clearer picture of the city's financial status and facilitated a more strategic allocation of resources to support community priorities. Most importantly, the combination of new policies and practices set the city up for long term financial stability that could withstand the expected ups and downs of the economy.

Of course, the effects of COVID-19 go beyond what anyone could have expected before March 19, 2020, when the statewide stay at home order was first issued. The city is, however, benefitting nonetheless from the groundwork laid in the 2019-20 fiscal year.

Adapting to changing needs

The draft budget was nearly complete when the COVID-19 public health emergency was first declared. Revenues were exceeding previous forecasts, and the city was proposing an ambitious slate of projects and initiatives to support community needs, priorities and values. That was then.

With the declaration of a local emergency, the city's leadership team mobilized to reassess spending and priorities in light of extreme economic uncertainty. Every city department conducted a bottom up review to identify potential areas of saving, including:

- Reducing or eliminating all discretionary spending
- Postponing projects and initiatives that did not directly support core community safety and welfare needs
- Implementing a managed hiring freeze
- Eliminating most travel and non-essential training
- Reducing the use of outside consultants

In addition to reducing spending, the city's budget team recommended a temporary decrease to the amount of money set aside on an annual basis for infrastructure replacement and general capital construction funds that help ensure the city is well-prepared for future needs.

Key priorities

With core city services fully funded, staff turned to the top priorities identified by the City Council: economic revitalization, housing and homelessness, and traffic and mobility. In each of these areas, the fiscal year 2020-21 budget includes resources that will allow steady progress to continue.

Economic revitalization

- Funding of \$5 million from reserves was approved for investment in economic recovery and revitalization initiatives related to COVID-19, including a microloan program for businesses.
- Continue with its business expansion, attraction and retention program focused around key industry clusters.
- Day to day business support, marketing, information sharing and regional collaboration will continue.
- Continue with its talent attraction and retention program, working with local business.

Housing and homelessness

- While most other General Fund program budgets were reduced for fiscal year 2020-21, the Homeless Response Program budget remained intact. This includes a homeless program manager, contract social workers, a special homeless outreach team in the Police Department, regional partnerships and more.
- A flexible housing subsidy program with \$400,000 from the Affordable Housing Trust Fund will be created to help individuals and families who are homeless or at-risk.

Traffic and mobility

- The city will finalize and begin implementation of its new Sustainable Mobility Plan.
- One quarter of this year's new Capital Improvement Program spending, \$8 million, focuses on projects to enhance traffic flow and mobility.

Budget overview

With this background in mind, the following is an overview of fiscal year 2020-21 anticipated revenues and expenditures.

- The Operating Budget for fiscal year 2020-21 totals \$292.5 million, with revenues for the year estimated at \$287.4 million.
- General Fund revenues are estimated at \$164.8 million and General Fund budgeted operating expenditures are \$163.6 million.
- Revenue estimates for the Operating Budget indicate that the city will receive a total of \$287.4 million in fiscal year 2020-21, a change of about \$1.4 million under the estimated fiscal year 2019-20 revenues.
- General Fund revenues are expected to increase by \$500,000, compared to the prior year.
- Special Revenue funds are projected to fall by 12.3%, or \$1.9 million, due to expected decreases in affordable housing fee revenues, public safety grants and library donations.
- Enterprise Fund revenues are projected to increase slightly by 0.6% or \$400,000 in the upcoming fiscal year. More detailed information on the city's revenue sources is provided in the following discussion.
- The city's Operating Budget for fiscal year 2020-21 totals \$292.5 million, which is an increase of about \$500,000, or 0.2%, as compared to the adopted fiscal year 2019-20 budget.
- The total Operating Budget for the General Fund for fiscal year 2020-21 is \$163.6 million, which is \$3.5 million, or 2.1% less than the previous year's Adopted Budget of \$167.1 million.
- The budget has no net increase in full time personnel.

I would like to thank the City Council for your leadership and vision during this challenging year. With your ongoing guidance and support, I feel confident the City of Carlsbad will continue to set the standard among municipal governments, emerging from the COVID-19 emergency with the health and safety of our community members protected and ready to fully realize our shared vision for the future.



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, 2020.

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.

FISCAL YEAR 2020-21

BUDGET SCHEDULE

January

City Council sets priorities
Departments begin preparing budgets

February

Public input on City Council budget priorities

April

City Council meeting on COVID-19 impacts

June

Preliminary budget to City Council
Final budget adoption

Sept/Oct

Annual Financial Audit

Dec

Comprehensive Annual Financial Report

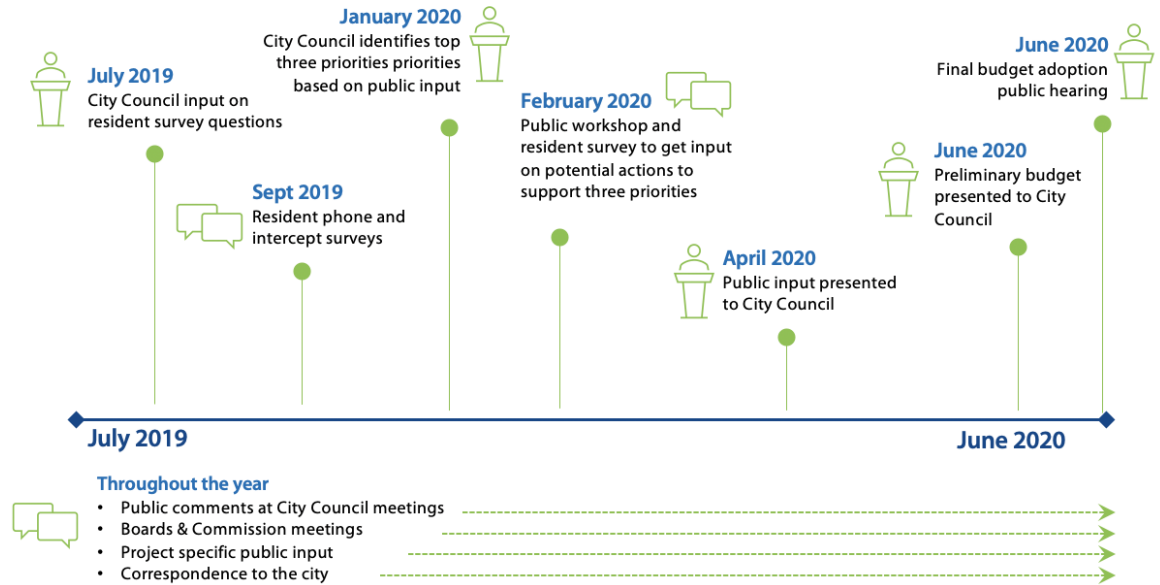
BUDGET BASICS

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.

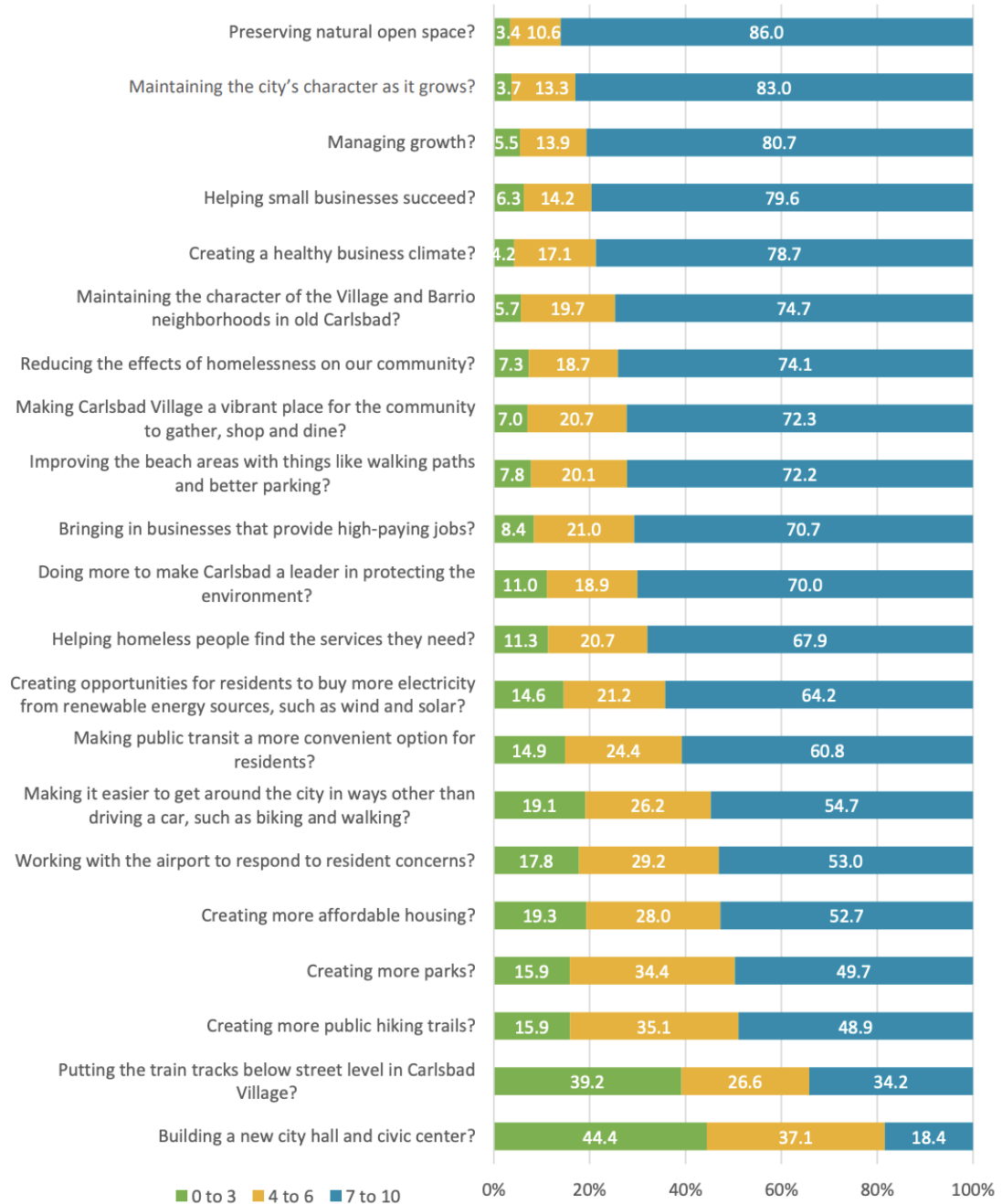
PUBLIC INVOLVEMENT

The City of Carlsbad is committed to engaging community members in decisions affecting their lives. The city budget is influenced by input received throughout the year as well as specific feedback during the budget creation process. Every other year, the city seeks feedback from residents through a statistically representative telephone survey. This feedback helps inform City Council goals and priorities for the year ahead.



Resident survey

In July 2019, the City Council provided input into questions for a statistically representative survey of 1,000 residents. Specifically, the City Council wanted to gauge to what extent concerns that had been raised by specific constituents were shared by the larger community. The graph below shows these issues and their importance to the community based on the survey, with responses grouped by low importance (green), moderate importance (yellow), and high importance (blue) importance ratings.



Priority setting

In January 2020, the City Council chose its three top priority areas of focus for the fiscal year 2020-21 budget, based on survey feedback and other input gathered throughout the year. These were:

- Growth management
- Traffic and mobility
- Homelessness

The City Council acknowledged that other issues, such as preserving open space, environmental sustainability, economic development and protecting public safety, were also very important. But, after discussing options, recognized that identifying no more than three areas would help city staff better focus resources in the budget.

Input on priorities

Community members then had an opportunity to provide input specific to the three priorities:

Public Workshop

Community members were invited to participate in roundtable discussions facilitated by department directors and city budget analysts. City staff provided an overview of the budget process and posed questions for small group discussions designed to gather input on the three issues that City Council identified – growth, traffic and homelessness.

Monday, Feb. 10
Faraday Administration Center
6 to 7:30 p.m.

Online Survey

The Fiscal Year 2020-21 budget online survey provided an opportunity similar to the workshop, but in a format that could be completed at a time and location convenient for those who could not attend an in person workshop.

Jan. 30 – Feb. 14, 2020

Findings

The workshop and online survey included two main questions.

1. What specific projects and programs would you like to see in the city budget to support these areas (growth, traffic, homelessness)?

The following are some of the general themes of responses (in no specific order):

- More homeless outreach/services
- Additional parking
- More affordable housing
- Transportation improvements (increase train service, carpool lanes, right turn only lanes, traffic light synchronization, sidewalks, wider bike lanes, lowering train tracks through Carlsbad Village, etc.)
- Preservation of open space
- Additional community parks, community gardens, pickleball courts
- Increased police patrolling/enforcement
- More focus on solutions to address climate change

2. What is the city currently doing that you want to make sure continues?

The following is a summary of the community responses received at the workshop:

- Parks
- Continue to have community workshops
- Transparency
- Keep a strong library system
- Community Choice Energy – Clean Energy Alliance
- Confined investments in improving Carlsbad's beach and beach-front access and facilities
- Repairing roads and traffic control

Input from the 10 workshop participants and 218 survey respondents was provided to city department directors and budget analysts working on the three priority areas.

Updated priorities (post COVID-19)

In March, one month following the public input process for budget priorities, a local health emergency was declared due to the COVID-19 pandemic. In April city staff presented to the City Council an updated economic forecast based on the current and future effects of the COVID-19 public health emergency. At this time, the City Council considered input from the public workshop and online survey, as well as the implications of COVID-19, and decided to update its budget priorities to reflect current needs and priorities. These new priorities are:

- Economic revitalization
- Affordable housing and homelessness
- Traffic and mobility

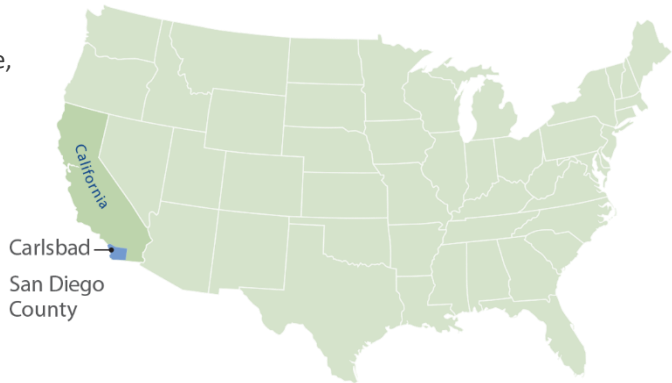
Throughout the department summaries are descriptions of projects and initiatives that support these priorities. Although the city budget had to be dramatically reshaped based on COVID-19, staff was able to focus resources in these three priority areas. Specific COVID-19 economic revitalization programs were added to the budget, as well as ongoing support for local businesses. In some cases, such as the city's homeless response efforts, existing programs were maintained at their current levels of funding, which had been doubled the previous fiscal year. For traffic and mobility, capital improvement projects were prioritized and the timing of some projects changed to enable specific projects supporting traffic and mobility to move forward.



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.

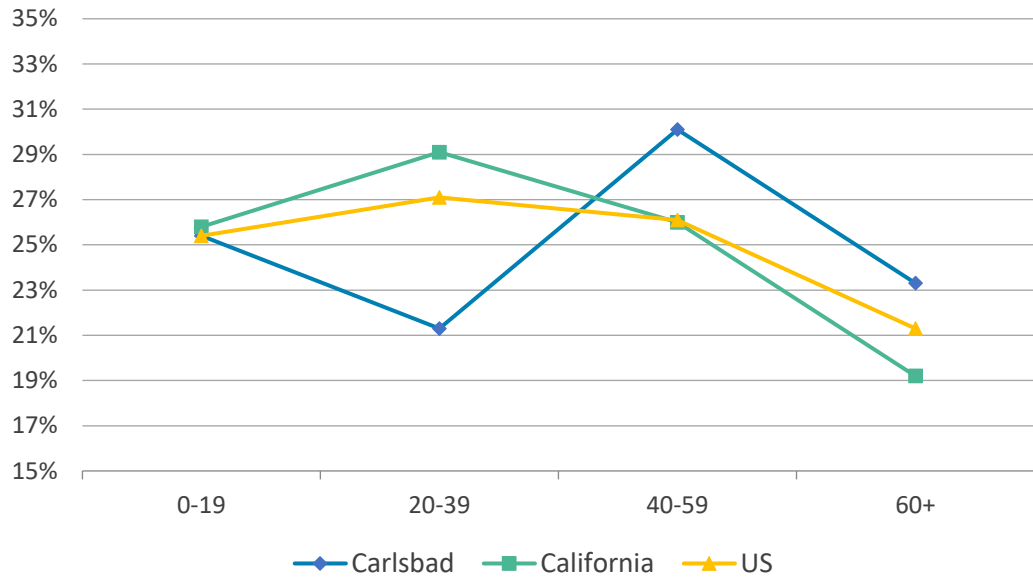
OUR HISTORY

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



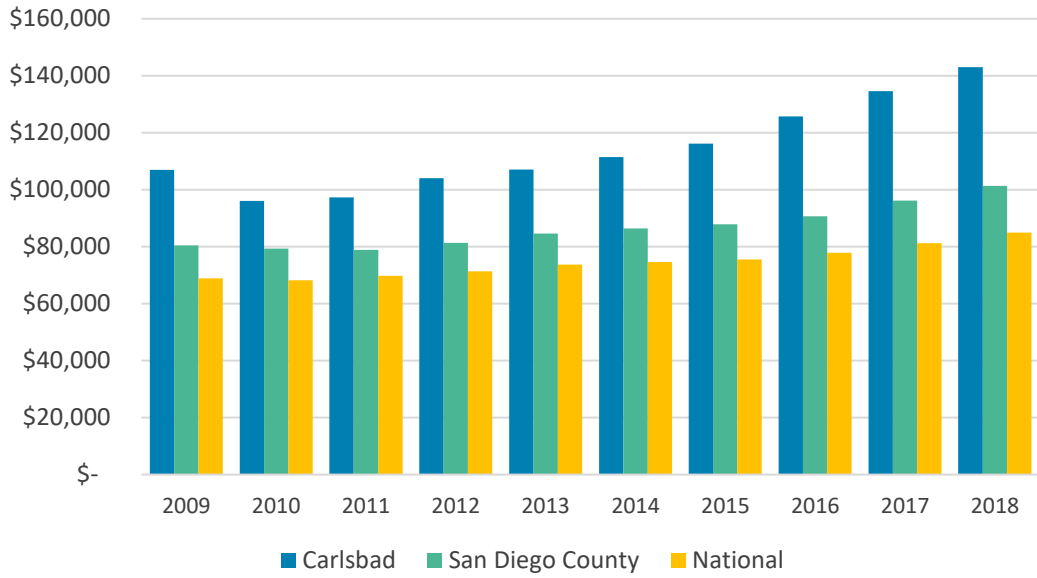
RESIDENT AGE DISTRIBUTION

Population Age Distribution



RESIDENT INCOME

Mean Household Income Comparison



41 % Higher than the county average

\$41,745 More than the county average

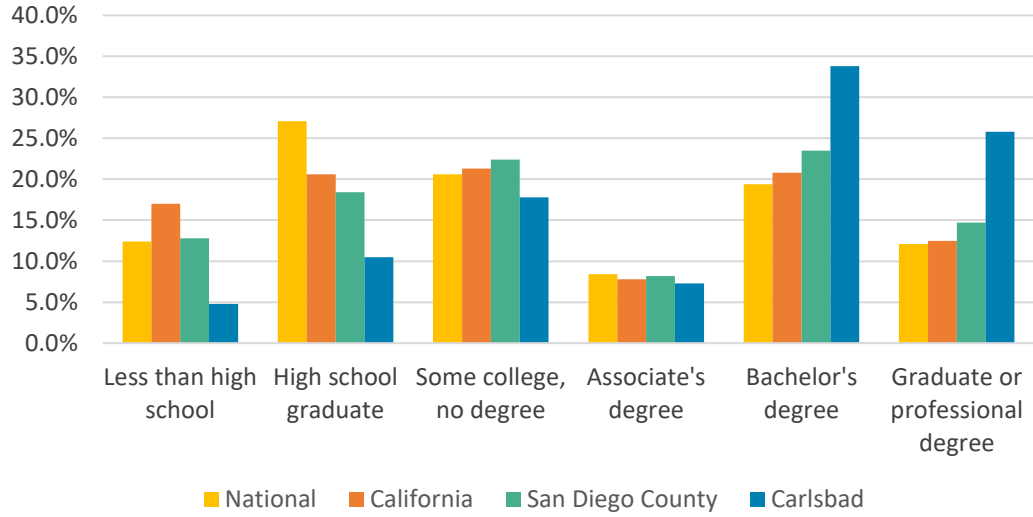
68 % Higher than the national average

\$58,109 More than the national average



EDUCATION

Educational Attainment Comparison
Percent of Population Over 25 Years Old



DOUBLE
National, state averages for
post graduate degrees

Nearly
3/4 HIGHER
than national average for
residents with bachelor's
degrees



RACE AND HISPANIC ORIGIN

White alone	84.4%
Black or African American alone (a)	0.9%
American Indian and Alaska Native alone (a)	0.2%
Asian alone (a)	8.3%
Native Hawaiian and other Pacific Islander alone (a)	0.2%
Two or more races	4.3%
Hispanic or Latino (b)	14.3%

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



86.9 %

Living in the same house as 1 year ago



2.6

Persons per household

TECHNOLOGY

97.1 %

Households with a computer



94.1 %

Households with broadband internet



TAX BASE



TOP SALES TAX GENERATORS*

Apple Stores	Hoehn Buick/GMC/Cadillac	Life Technologies
Bob Baker Chrysler/Dodge/Jeep/Ram	Hoehn Motors	Lowe's Home Centers
Bob Baker Hyundai	Jaguar/Land Rover Carlsbad	Omni La Costa
Bob Baker Mazda	JP Morgan Chase Bank	Park Hyatt Aviara Resort
Bob Baker Subaru	Ken Grody Ford	Toyota Lease Trust
Costco Wholesale	Legoland California	Toyota Scion
Genmark Diagnostics	Lexus Carlsbad	Weseloh Chevrolet/Kia

**alphabetical order*

TOP PROPERTY TAX CONTRIBUTORS

Taxpayer	2019 Taxable Assessed Value	% of Total City Net Assessed Value
Poseidon Water Desalination Plant	\$544,402,445	1.72%
La Costa Glen Retirement Community	\$260,922,718	0.82%
Omni La Costa Resort & Spa	\$237,065,147	0.75%
Legoland California, LLC	\$226,235,083	0.72%
The Forum Shopping Center	\$198,561,381	0.63%
The Shoppes at Carlsbad	\$173,289,771	0.55%
La Costa Town Center, LLC	\$143,481,791	0.45%
Carlsbad Premium Outlets	\$126,982,812	0.40%
Pacific View Apartments	\$124,725,402	0.39%
The Reserve at Carlsbad Apartments	\$115,900,559	0.37%

HIGH-TECH INDUSTRIAL CLUSTERS



EMPLOYEES BY CLUSTER

Hospitality and Tourism	13,840
Information and Communications Technology	8,862
Life Sciences	6,366
Action Sports Manufacturing	1,888
Clean Technology	659

TOP EMPLOYERS

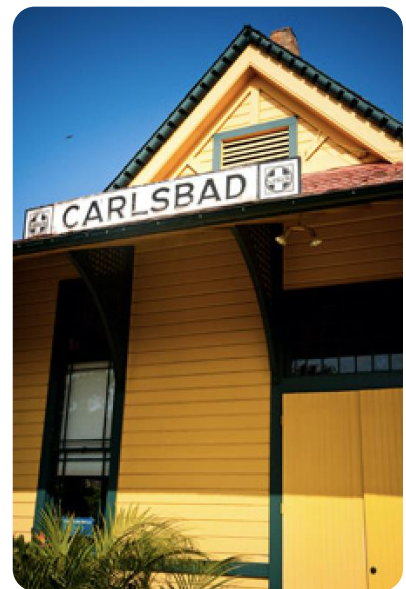
Name	Industry	Employees
Legoland California	Hospitality and Tourism	2,300
ViaSat	Information Technology	2,153
Life Technologies	Life Sciences	1,982
Omni La Costa Resort & Spa	Hospitality and Tourism	1,300
Carlsbad Unified School District	Education	1,032
Gemological Institute of America	Research and Education	856
City of Carlsbad	Government	746
Nortek Security Control	Information Technology	637
HM Electronics	Information Technology	571
OptumRX	Healthcare	571
Taylor Made Golf Company	Action Sports	570

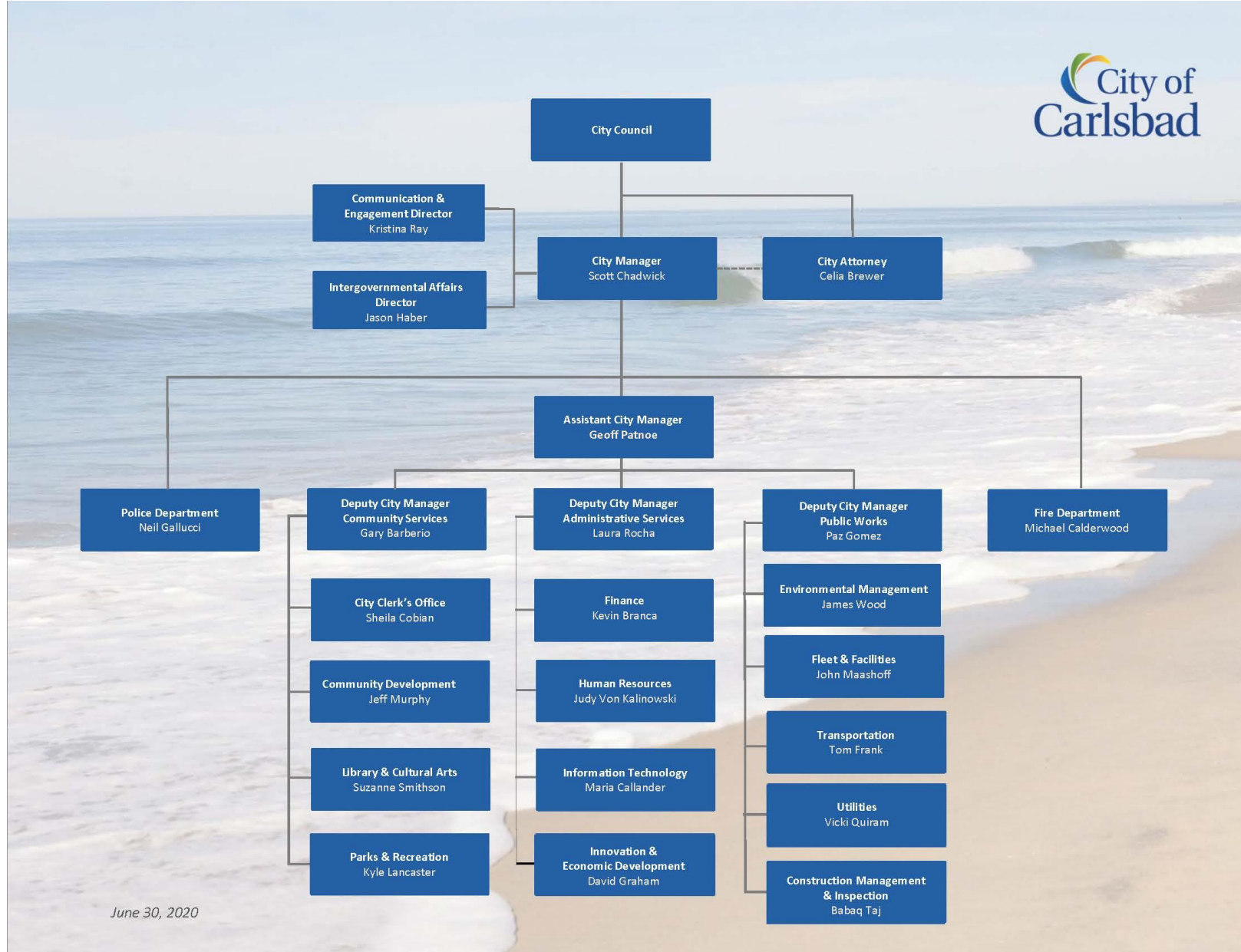
TOURISM ECONOMY



3.5 MILLION
Annual Visitors

4,800
Hotel Rooms





June 30, 2020





FISCAL ISSUES
& FINANCIAL
MANAGEMENT

ECONOMIC AND FISCAL ISSUES FACING THE CITY

This has been an unprecedented time for the City of Carlsbad, the nation, and the entire world, due to the impacts of the Coronavirus Disease 2019 (“COVID-19”). The World Health Organization (WHO) declared COVID-19 a global pandemic on March 11, 2020. The city subsequently declared a local emergency on March 17, 2020, and a countywide stay-at-home order began on March 19, 2020. The stay-at-home order has been extended and is currently in effect with some easing of restrictions since the initial order. At the time of developing the Fiscal Year 2020-21 Proposed Budget, the world has been grappling with the effects of COVID-19.

The economic impacts of COVID-19 to the federal, state, and regional economies have been unparalleled and continue to remain uncertain. Since the pandemic began, almost 40 million Americans have lost their jobs and filed for unemployment benefits, including more than 4.8 million Californians. In April 2020, the statewide unemployment rate climbed to 15.5 percent. In Carlsbad, some businesses have closed, and thousands of residents have lost their jobs. The stock market has lost several trillion dollars in a few short weeks; the Federal Open Market Committee (FOMC) reacted sharply with a 50-basis-point reduction in the Federal Funds Discount Rate (Discount Rate) on March 3, 2020 and again on March 15, 2020 with an additional 100-basis-point reduction, impacting the city’s investment income.

Preparing a budget for a full-service city always has its share of unknown variables. Doing so in the midst of an economic shutdown during a global pandemic elevates the task to a new level of uncertainty. It requires reprioritizing and adapting as the economy recovers. As restrictions are lifted in phases, the city will have a clearer picture of our revenue outlook and whether the city will be reimbursed for additional expenses related to the crisis response. It is impossible to anticipate, at this point, the depth and duration of the economic downturn caused by the pandemic. Yet, Carlsbad’s conservative approach to budgeting has withstood the test of time, allowing for cautious optimism.

At the federal level, the city is observing a reluctance to provide financial relief to cities like Carlsbad with populations less than 500,000 in any of the federal stimulus aid packages. This critical help is needed because our long-term ability to maintain police, fire, road, and park services at today’s service levels has no safety net. Carlsbad relies almost entirely on the success of our economy via tax revenues to fund 70% of these services. While the city has been advocating strongly to include smaller cities in each iteration of the federal aid from the start, there is relief in sight. Residents and business are as deserving of federal help to protect their public services as larger cities are.

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. Past economic challenges have provided opportunities for developing solutions to address lost revenues while preserving vital services. Expenditure reductions and shifting of priorities to maintain service levels provide the needed measure of stability to offset the declines in the economic activity the city is currently experiencing due to the COVID-19 pandemic. Although revenues will need to be closely monitored as a result, disciplined spending and long-term financial planning remain critical to ensuring the future sustainability of important city programs and services.

Long-Term Financial Planning

Strategic planning begins with determining the city's fiscal capacity based upon long-term financial forecasts of recurring available revenues and future financial obligations. Prior to the adoption of the annual budget, the finance department will prepare and present to the City Council a Ten-Year Financial Forecast ("Forecast") that evaluates known internal and external issues impacting the city's financial condition. The Forecast is intended to help the city achieve the following:

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

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

The city 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. City Council issued a pension funding policy to codify its commitment to ensure that resources will be available to fulfill the city's contractual retirement promises to its employees, and to minimize the chance that the funding of these benefits will interfere with providing essential services to the community. The policy outlines a funding discipline to ensure that adequate resources will be accumulated in a systematic and disciplined manner to fund the long-term cost of benefits to the plan participants and annuitants.

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.

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

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

The city manager is authorized to approve the carryforward of any unencumbered and unspent and unencumbered budget for a particular item equal to or less than \$100,000 into the following fiscal year. These items will be one-time expenditures and not for 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 Guidelines-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 **Pension Funding Policy-Council Policy No. 86** 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.

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

APPROPRIATION LIMIT

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. The basis for calculating the limit began in fiscal year 1978-79 and is increased based on population growth and inflation. The appropriation limit applies only to those revenues defined as proceeds of taxes.

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

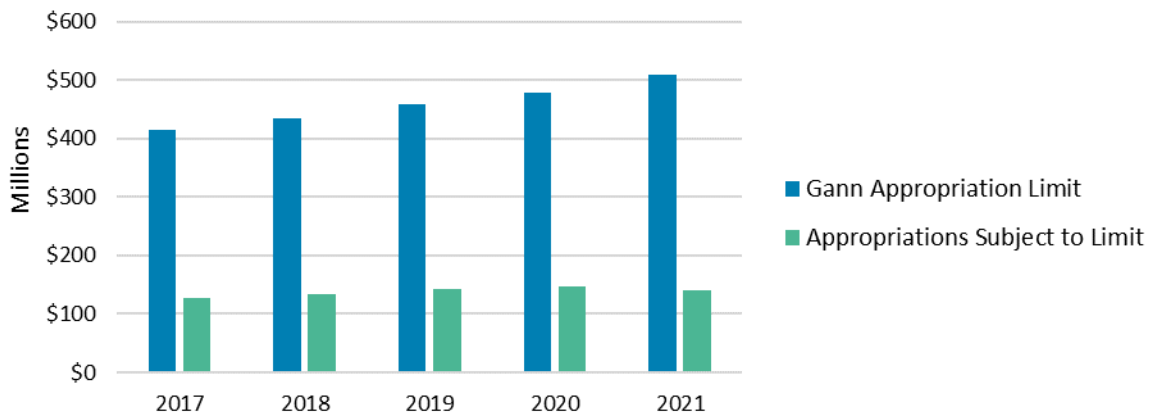
The factors used to calculate the fiscal year 2020-21 Limit were:

- Population growth of Carlsbad **AND**
- Growth in non-residential assessed valuation due to new construction in the city.

The formula is outlined below:

Fiscal Year 2019-20 Expenditure Limit	<u>\$478,842,379</u>
% Population growth within Carlsbad	1.0073
Growth in non-residential assessed valuation	<u>X 1.0553</u>
Net Increase Factor	1.0630
Fiscal Year 2020-21 Limit (2019-20 Limit x Factor)	<u>\$509,009,448</u>
Current Appropriation of Proceeds of Taxes (Subject to the Limit)	<u>\$140,076,477</u>

Appropriations Limit by Fiscal Year



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

DEBT MANAGEMENT

The 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 6/30/20	Debt Service Payments FY 2020-21		
				Principal	Interest	Total
2016 Capital Leases						
Copier Equipment	Governmental Funds	2021	\$ 155,923	\$ 155,923	\$ 3,578	\$ 159,501
1993 Redevelopment						
Tax Allocation Bonds	Tax Increment	2023	\$ 3,705,000	\$ 855,000	\$ 173,706	\$ 1,028,706
CFD #3 2016 Improvement Area 1						
Special Tax Bonds	Special District	2036	\$ 7,285,000	\$ 350,000	\$ 181,462	\$ 531,462
CFD #3 2016 Improvement Area 2						
Special Tax Bonds	Special District	2038	\$ 11,605,000	\$ 490,000	\$ 313,474	\$ 803,474
1998 Rancho Carrillo (AD 96-1)						
Limited Obligation Improvement Bonds	Assessment District	2028	\$ 5,885,000	\$ 585,000	\$ 345,145	\$ 930,145
2013 Reassessment District (AD 2012-1)						
Limited Obligation Improvement Bonds	Assessment District	2035	\$ 24,135,000	\$ 1,160,000	\$ 968,307	\$ 2,128,307
State Water Resources Control Board Loans						
2005 Construction Loan	Recycled	2025	\$ 3,005,198	\$ 571,729	\$ 75,130	\$ 646,859
2006 Construction Loan	Water	2027	\$ 7,867,132	\$ 1,048,679	\$ 180,944	\$ 1,229,623
2014 Construction Loan	User Fees	2050	\$ 4,410,550	\$ -	\$ -	\$ -
Totals			\$ 68,053,803	\$ 5,216,331	\$ 2,241,746	\$ 7,458,077

The Government Code of the State of California has established maximum general obligation debt limits for local governments within the state. The city's outstanding general obligation debt should not exceed 15% (as adjusted by 25% per the law) of total assessed property value. As of June 30, 2019, the city's calculated debt limit for general obligation debt was \$1.1 billion.

The city currently has approximately \$68 million of debt outstanding at June 30, 2020. Of that \$68 million, \$155,923 is considered general obligation debt, \$3.7 million is Redevelopment Tax Allocation Bonds, \$15.3 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 fund budgets** consist of:

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

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

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

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

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

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

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

GOVERNMENTAL FUNDS

General Fund

Special Revenue Funds

- Affordable Housing
- Agricultural Mitigation Fee
- Buena Vista Channel Maintenance District
- Citizen's Option for Public Safety (COPS)
- Community Activity Grants
- Community Development Block Grant
- Cultural Arts Donations
- Flower Fields Grant Program
- Habitat Mitigation Fee
- Library Gifts and Bequests
- Lighting and Landscaping District No. 2
- Local Cable Infrastructure
- Median Maintenance District
- Police Asset Forfeiture
- Public Safety Grants
- Recreation Donations
- Rental Assistance/Section 8 Program
- Senior Program Donations
- Street Lighting Maintenance District
- Street Tree Maintenance District

Capital Project Funds

- Bridge and Thoroughfare District #2 --Poinsettia Lane/Aviara Parkway
- Bridge and Thoroughfare District #3 – Cannon Road West
- Community Facilities District No. 1
- Gas Tax
- Gas Tax-Road Maintenance and Rehabilitation
- General Capital Construction (GCC)
- Grants-Federal
- Industrial Corridor Park Fees
- Infrastructure Replacement (IRF)
- Park in-Lieu Fees (PIL)
- Parking in-Lieu Fees
- Planned Local Drainage Area Fees (PLD)
- Public Facilities Fees (PFF)
- Transportation Development Act (TDA)
- Traffic Impact Fees (TIF)
- TransNet

PROPRIETARY FUNDS

Internal Service Funds

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

Enterprise Funds

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

FIDUCIARY FUND

Private Purpose Trust Fund

- Successor Agency to the Redevelopment Agency

California Society of Municipal Finance Officers

Certificate of Award

Operating Budget Excellence Award Fiscal Year 2019-2020

Presented to the

City of Carlsbad

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

January 31, 2020



Steve Heide

Steve Heide
CSMFO President

Yolanda Rodriguez

Yolanda Rodriguez, 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 2020-21, the city has once again followed CSMFO’s award criteria. This budget document will be submitted to CSMFO for the Fiscal Year 2020-21 budget award program.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Carlsbad
California**

For the Fiscal Year Beginning

July 1, 2019

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, 2019. 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 2020-21, the city has once again followed GFOA's award criteria. This budget document will be submitted to GFOA for the Fiscal Year 2020-21 budget award program.



OPERATING BUDGET OVERVIEW

This section includes a summary of the revenues and expenditures included in the fiscal year 2020-21 operating budget. Spending is presented by funding source, department and type, such as personnel or maintenance and operations. For context, previous years' spending levels are often presented alongside this information.



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

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

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

OPERATING BUDGET REVENUE SUMMARY

The Operating Budget for fiscal year 2020-21 totals \$292.5 million, with revenues for the year estimated at \$287.4 million. General Fund revenues are estimated at \$164.8 million and General Fund budgeted operating expenditures are \$163.6 million.

Revenue estimates for the Operating Budget indicate that the city will receive a total of \$287.4 million in fiscal year 2020-21, a change of about \$1.4 million under the estimated fiscal year 2019-20 revenues. General Fund revenues are expected to increase by \$500,000, compared to the prior year. Special Revenue funds are projected to fall by 12.3%, or \$1.9 million, due to expected decreases in affordable housing revenues and donations. Enterprise Fund revenues are projected to increase slightly by 0.6% or \$400,000 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 fiscal year 2019-20, as well as those budgeted for fiscal year 2020-21.

REVENUE SUMMARY BY FUND TYPE (in Millions)

Fund	Estimated 2019-20	Budgeted 2020-21	\$ Change	% Change
General Fund	\$ 164.3	\$ 164.8	\$ 0.5	0.3%
Special Revenue	15.6	13.7	(1.9)	-12.3%
Enterprise	78.7	79.1	0.4	0.6%
Internal Service	25.1	25.8	0.7	2.7%
Successor Agency Housing Trust	5.1	4.0	(1.2)	-22.6%
Total	\$ 288.8	\$ 287.4	\$ (1.4)	-0.5%

General Fund

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

GENERAL FUND REVENUES (In Millions)

	Estimated 2019-20	Budgeted 2020-21	\$ Change	% Change
Property Tax	\$ 72.4	\$ 74.2	\$ 1.8	2.5%
Sales Tax	37.2	36.3	(0.8)	-2.2%
Transient Occupancy Tax	17.9	18.5	0.5	2.9%
Franchise Taxes	5.8	5.5	(0.3)	-5.2%
Business License Tax	5.1	5.0	(0.1)	-1.6%
Development Revenues	3.0	2.6	(0.5)	-15.5%
All Other Revenue	22.8	22.7	(0.1)	-0.4%
Total	\$ 164.3	\$ 164.8	\$ 0.5	0.3%

Up until the COVID-19 pandemic, General Fund revenues were on pace to have their best year ever. However, the impacts of the COVID-19 have drastically impacted sales tax, transient occupancy tax, income from property and investments, and other revenues. The shelter-in-place orders imposed by California Governor Newsom essentially shut down a majority of Carlsbad's retail establishments, dine-in restaurants, and hotels. Although the shelter-in-place orders are slowly being lessened, a sense of normalcy is not expected until there is a vaccine for the virus, which may not occur for six to eighteen months. Even through this pandemic, property tax revenues are expected to weather the storm without much of a hit, although the city does expect a small increase in delinquencies.

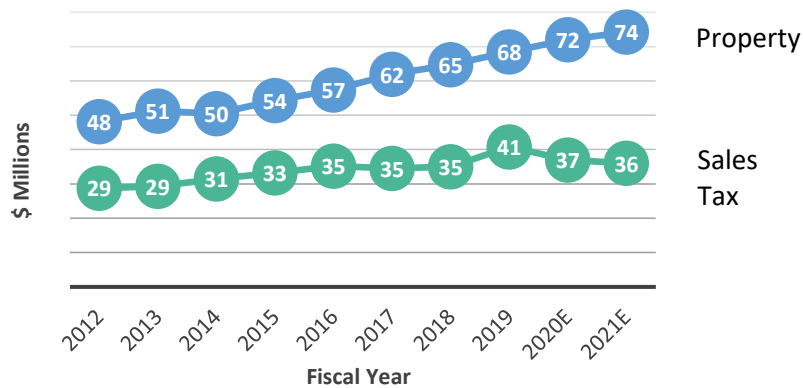
Just under 80% of General Fund revenues are derived from three sources – property tax, sales tax, and transient occupancy tax (TOT). Sales tax receipts and TOT revenues tend to be much more sensitive to changes in economic conditions, unlike property tax revenues, which remain relatively stable because 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 2.5% in fiscal year 2020- 21, as assessed values are expected to grow modestly. However, due to the recession that has been created from the COVID-19 crisis, the city is projecting that delinquent ad valorem property taxes will increase by 2%. The median price of a single family residence (SFR), based on resale data from Zillow, is up by 5.7% year over year in February 2020. All zip codes, or quadrants, in Carlsbad have seen increases for the year. In addition, according to Zillow estimates, home prices are projected to fall by 1.2% within the next year due to the anticipated recession.

Until the unemployment rate stabilizes to pre-COVID-19 levels and small businesses begin to recover, housing and commercial property prices are not anticipated to increase significantly on an annual basis. However, low interest rates on mortgages will help to stabilize housing prices during this time period. Increased fixed rate mortgage interest rates caused ripples across the housing market in 2019, 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 2019. 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, at a historically low rate, for the remainder of calendar year 2020, 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 a higher unemployment rate, would create a slightly lower or even a flattening in home prices in the upcoming fiscal year.

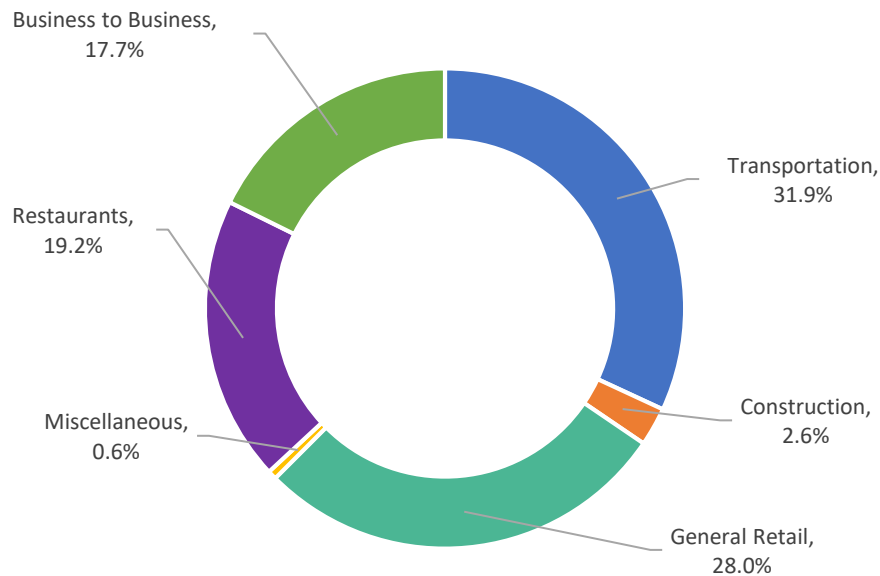
Property and Sales Tax Revenues



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 2020. Thus, the taxes to be received for fiscal year 2020-21 are based on assessed values as of January 1, 2020.

Proposition 13, adopted in 1978, limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more than 2% per year. The value upon which the tax is based is only increased to the full market value upon the sale of a property. 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. Despite historically low interest rates, slower development combined with a rising unemployment rate and tax reform has caused a slowing in property tax growth in the city.

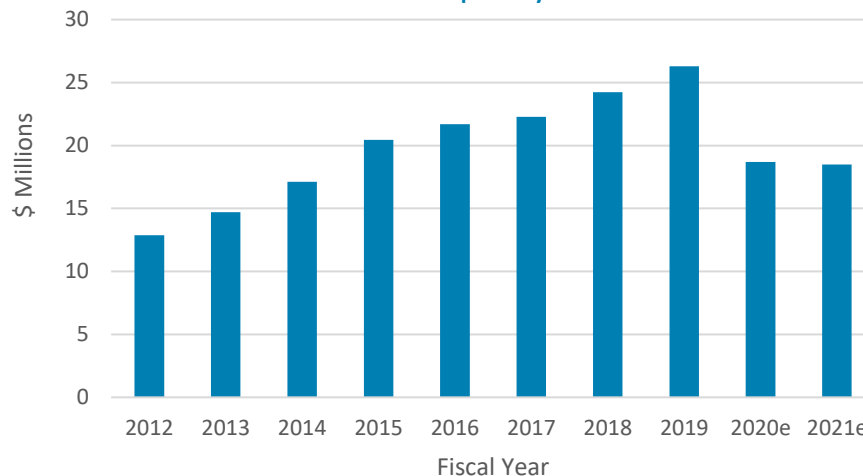
Sales Tax by Category Fourth Quarter 2019



Sales Tax revenues generally move in step with economic conditions and have heavily impacted by the shelter-in-place and subsequent recession created by the COVID-19 pandemic. Up until fiscal year 2019-20, sales tax revenues had improved markedly, peaking in fiscal year 2018-19 at \$40.8 million. However, on March 19, 2020, Governor Gavin Newsom issued a shelter-in-place for the State of California, shutting down retail establishments, dine-in restaurants, and non-essential businesses. Then, on March 31, 2020, Governor Newsom issued an executive order granting a three month extension for small businesses to file their quarterly sales tax returns. This will delay sales tax revenues for the city by up to one calendar year. Through the shelter-in-place order, the ensuing projected recession, and the small business sales tax relief, it is projected that sales tax revenues for fiscal year 2019-20 will decrease by 9% over fiscal year 2018-19 actuals. The city is projecting that the shelter-in-place order will be partially lifted some time during the month of June 2020, but the national economy will then be in a recession. Without the shelter-in-place impacting sales tax revenues, and with small businesses beginning to pay their deferred sales tax to the state, sales tax revenue for fiscal year 2020-21 is expected to decrease by 2% to \$36.3 million. This is still below the sales tax peak of \$40.8 million in fiscal year 2018-19. Some of the decrease in sales tax revenues will be partially offset by an increase in internet sales revenue generated from the Wayfair or AB147 law that went into effect in October 2019.

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 \$8.5 million for the four quarters ended December 31, 2019. 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

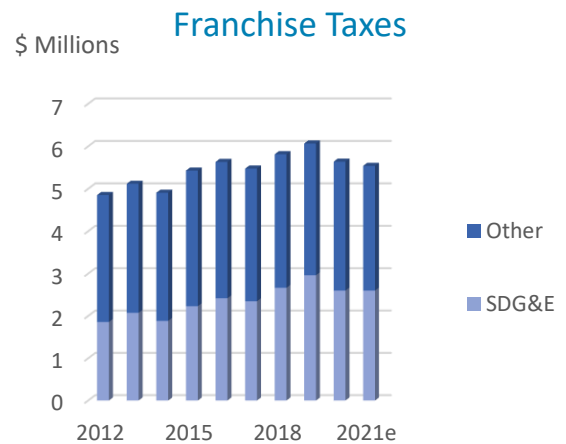


The third highest General Fund revenue source is **Transient Occupancy Tax** (TOT, or hotel tax). TOT is forecasted to decrease by 30% in fiscal year 2020-21 when compared to fiscal year 2018-19 actuals. This downward trend began in fiscal year 2019-20, due to the impacts of COVID-19 on Carlsbad's tourism industry. Many hotels have had to shut down during this time however, it is anticipated that hotels will slowly begin to recover in fiscal year 2020-21. The recessionary impacts on tourism are expected to at least last for the next 18 months. The assumptions used in budgeting TOT for fiscal year 2020-21 include:

- Occupancy of 45%-50% projected for the summer of 2020
- Occupancy rates between 50%-60% until spring of 2021
- Occupancy rates between 60%-70% during spring break 2021
- Average daily rates to initially decrease by 30%
- Average daily rates improving to a 20% decrease by the end of fiscal year 2020-21

The city is still expecting to see the opening of the Home2 Suites and the Springhill Suites during fiscal year 2020-21. As seen in the above graph, TOT had increased by over 104% since fiscal year 2011-12 through fiscal year 2018-19 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 2% once the economy rebounds, for the next few years, as an increase in available rooms will impact occupancy rates in the city. However, average daily room rates will remain relatively stable in the coming years, according to the report. Carlsbad currently has approximately 4,764 hotel rooms, 668 timeshares, and over 265 registered vacation rentals.

Franchise Tax revenue has stabilized over the past years and is projected at \$5.5 million in fiscal year 2020-21. 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.



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 fiscal year 2020-21 due to decreases in electric sales and lower gas prices in fiscal year 2020-21, and then flatten out over the next several years.

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 a modest increase in miscellaneous interdepartmental charges due to small cost increases, total interdepartmental charges are expected to increase by 1.2%.

Business license taxes are closely tied to the health of the local economy, and are projected to remain flat at \$5 million in fiscal year 2020-21 when compared to current year estimates. This is still below the pre-COVID-19 level of \$5.3 million in fiscal year 2018-19 however, the recession created by the pandemic will still have an impact on the city’s business community for the next couple of years. There are currently about 9,930 licensed businesses in Carlsbad, with 2,491 of them home-based.

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 \$2.5 million in interest on its General Fund investments for fiscal year 2020-21, and another \$2.4 million in rental and lease income. The yield on the city’s portfolio is expected to decrease to around 1.7% and cash balances are also expected to decrease as delayed and reduced sales tax payments, lower transient occupancy tax income, and a reduction in other revenue sources due to the COVID-19 crisis lower the average projected cash balance in the General Fund for the year.

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

During fiscal year 2009-10, development-related revenues began to turn around from historic lows experienced in fiscal year 2008-09. Since then, development-related revenues have fluctuated in line with increases and decreases in residential, commercial and industrial development. In fiscal year 2020-21, the city expects a 15.5% decrease in development related revenues, to approximately \$2.6 million, following higher than anticipated development activity occurring in fiscal year 2019-20.

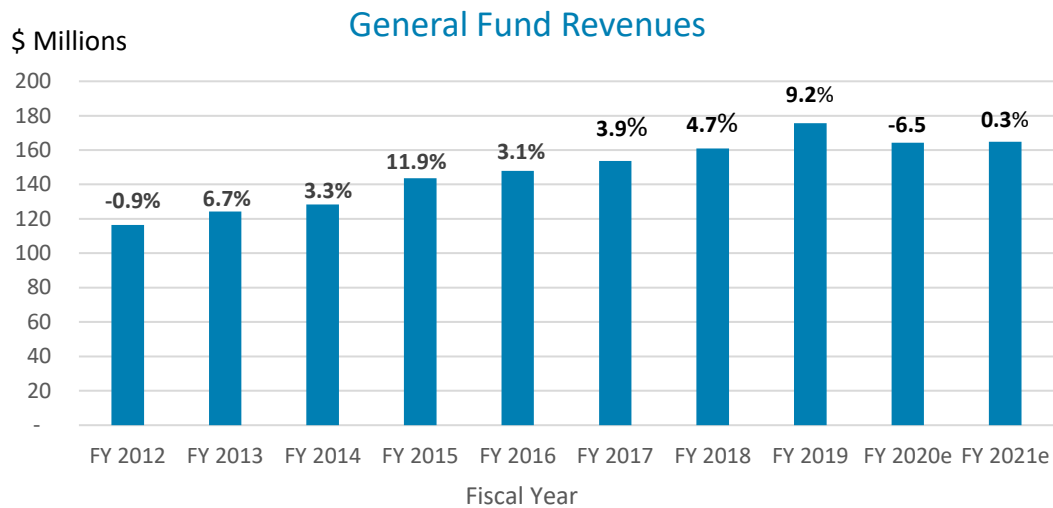
The projected decrease in development-related revenues is tied to the volume and type of development projected to be permitted, multi-family versus single-family, and the drop in the revenues derived from the early stages of development (plan checks, engineering plan checks, and building fees).



Ambulance fee revenues are estimated to grow by 7.2% or \$191,000 when compared to current year estimates due to a small increase in ambulance rates combined with a heightened focus on collection efforts. Although California Senate Bill 523 was fully implemented during fiscal year 2019-20, 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, the city is seeing additional Medi-Cal reimbursement rates due to the senate bill.

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 fiscal year 2020-21, which is a 2% increase from fiscal year 2019-20 estimates. The housing market continues to remain relatively strong as interest rates are at historic lows and are not predicted to increase in the near future. Housing prices are continuing to slowly increase in Carlsbad and inventories remain solid.

All other revenues include recreation fees, intergovernmental revenues, other licenses and fees, fines and forfeitures, transfers in, and other charges and fees. The estimate for fiscal year 2020-21 totals \$6.2 million, a \$500,000 decrease from the previous year, primarily due to one-time grant and other revenues received in fiscal year 2019-20, a reduction in forecasted recreation fees due to COVID-19, and lower miscellaneous licenses and fees due to a slowdown in development activity.

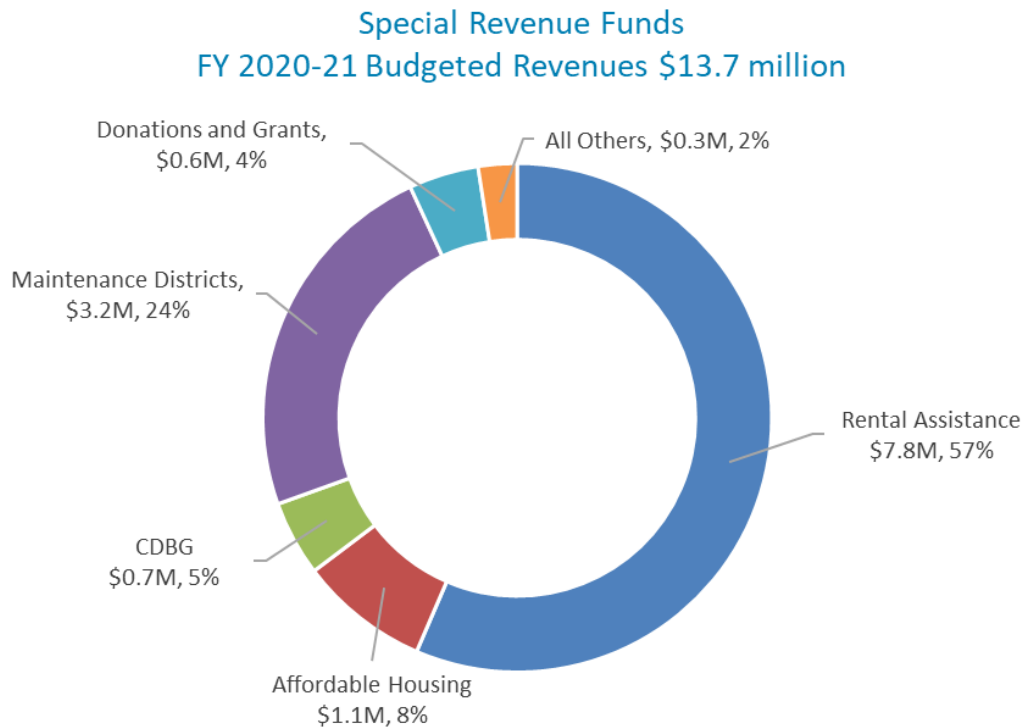


Overall, as reflected in the above bar chart, General Fund revenues are expected to be up 0.3% from fiscal year 2019-20 estimates, as the city begins to recover from the recession caused by the COVID-19 pandemic. Although sales tax, franchise revenues, income from property and investments, and development-related revenues will still see decreases, the city expects to see some rebounding in TOT, property tax and business license taxes compared to fiscal year 2019-20 estimates. These increases are forecasted to continue into fiscal year 2021-22 as the economy slowly recovers from the recession caused by the pandemic. Although the city experienced revenue growth between 9% and 17% in the late 1990s, 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. A recovering economy is certainly driving General Fund revenues higher, but this growth comes from a lower revenue base that was created in fiscal year 2019-20 due to the impacts of the COVID-19 crisis. The city's revenues are not projected to fully recover to pre-COVID-19 levels until fiscal year 2021-22, and then revenue growth should stabilize at around 2% to 3% in the following years.

Other Funds

Revenues from **Special Revenue** funds are expected to total \$13.7 million in fiscal year 2020-21, a decrease of \$1.9 million or 12.3% from fiscal year 2019-20 estimates. Funds collected in this category are restricted to specified purposes. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

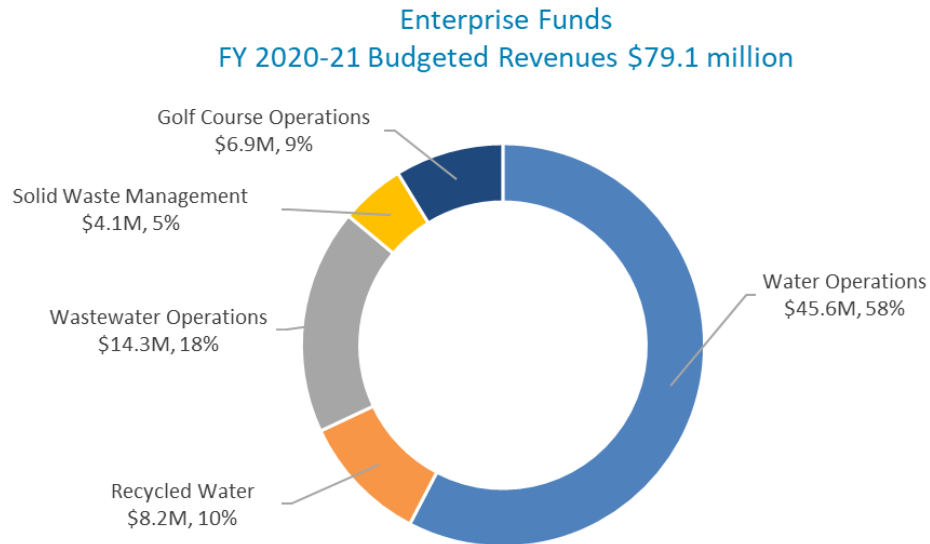
- Federal Grants (Rental Assistance and Community Development Block Grants)
- Special fees and assessments (Affordable Housing and Maintenance Assessment Districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)



The most noteworthy changes in the Special Revenue funds occurred in the Affordable Housing Fee Fund, a decrease of \$585,000 and the Agriculture Mitigation Fee Fund, which shows a decrease of \$240,000. Affordable housing fees and Agriculture Mitigation fees are related to development and can fluctuate significantly from year-to-year. Revenues from grants and donations also are expected to reduce slightly. These donations are generally one-time revenues and tend to fluctuate from year-to-year.

The **Successor Agency Housing Trust Fund** revenues are budgeted at \$4 million, a 22.6% decrease over fiscal year 2019-20 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.

Enterprise fund revenues for fiscal year 2020-21 are projected at \$79.1 million, an increase of 0.6% or \$433,000 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 fiscal year 2020-21 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 for fiscal year 2020-21 is estimated to remain flat at \$45.6 million when compared to current year revenue estimates. **Recycled Water** revenues at \$8.2 million are expected to decrease slightly by 2% or \$200,000. These decreased estimates are a combination of customer demand hardening and weather expectations.

Estimated revenues for **Wastewater** are \$14.3 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 11.5% next year to \$6.9 million when compared to current year estimates of \$6.2 million. However, when compared to fiscal year 2018-19 actuals of \$8.2 million, estimated revenues for next fiscal year are down by 15% or \$1.3 million. This loss of revenue is due to the COVID-19 pandemic and resulting stay-at-home orders that occurred March through May of 2020.

Solid Waste Management revenues increase by 6.7% to \$4.1 million when compared to current year estimates, a difference of \$257,000.

Internal Service funds show estimated revenues of \$25.8 million for fiscal year 2020-21, a 2.7% or \$672,000 increase over fiscal year 2019-20 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 need to increase by 10% each year over the next several years. Charges for the upcoming fiscal year were planned to be \$3.8 million, an increase of 10% over the current fiscal year, however, the city is closing out the Self-Insured Benefit fund which has a current cash balance of \$1.9 million. This balance will be transferred to the Workers' Compensation Fund.

The Self-Insured Benefit fund was used for many years to collect department expenses to pay dental claim fees for all employees since the city was self-insured for dental benefits. In 2018, the city moved from being self-insured to paying a set monthly insurance premium, the cost of which is shared between the city and the employees. These insurance payments are now made through the city's payroll trust funds consistent with other employee benefits. To close out the fund, the remaining cash balance is being transferred to the Workers' Compensation fund to be used as a one-time offset to departmental workers' compensation chargebacks for fiscal year 2020-21.

There are increases in **Vehicle Maintenance** and **Replacement** charges of 18% and 19%, respectively. Vehicle maintenance and replacement costs rise when the number of vehicles and the price of new vehicles or the cost to maintain those vehicles increases; for example, many older generation sedans at the end of their useful life are now being replaced with hybrid and plug-in hybrids at a higher per unit cost. There have also been significant cost increases over the last several years in specialized vehicles, such as fire trucks and ambulances.

Information Technology (IT) charges to departments have decreased by 5% or \$733,000 when compared to fiscal year 2019-20 estimates. Estimated expenses are coming in lower than expected for fiscal year 2019-20 which reduces the amount needed to collect from departments in the following fiscal year. The division continues to modernize and strengthen IT infrastructure with an aim to leverage technology to increase proficiencies citywide.

OPERATING BUDGET EXPENDITURE SUMMARY

The city's Operating Budget for fiscal year 2020-21 totals \$292.5 million, which represents an increase of about \$500,000, or 0.2%, as compared to the adopted fiscal year 2019-20 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 2019-20	Budget 2020-21	\$ Change	% Change
General Fund	\$ 167.1	\$ 163.6	\$ (3.5)	-2.1%
Special Revenue	14.7	14.6	(0.1)	-0.7%
Enterprise	82.6	83.5	0.9	1.2%
Internal Service	26.1	28.9	2.8	10.8%
Successor Agency Housing Trust	1.5	1.9	0.4	25.0%
Total	\$ 292.0	\$ 292.5	\$ 0.5	0.2%

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 fiscal year 2020-21 is \$163.6 million, which is \$3.5 million, or 2.1% less than the previous year's Adopted Budget of \$167.1 million. These changes are discussed in more detail on the following pages.

GENERAL FUND SUMMARY

By Expenditure Type

(In Millions)

	Budget 2019-20	Budget 2020-21	\$ Change	% Change
Personnel	\$ 101.3	\$ 105.0	\$ 3.7	3.6%
Maintenance & Operations	53.7	51.2	(2.5)	-4.8%
Capital Outlay	0.6	0.4	(0.2)	-30.4%
Transfers	11.5	7.0	(4.5)	-38.9%
Total	\$ 167.1	\$ 163.6	\$ (3.5)	-2.1%

Personnel

Personnel costs make up approximately 64% of the General Fund budget. The total personnel budget for fiscal year 2020-21 is \$105 million, which is \$3.7 million, or 3.6% greater than the previous year's total personnel budget of \$101.3 million.

GENERAL FUND				
Personnel Costs				
(In Millions)				
	Budget	Budget	\$	%
	2019-20	2020-21	Change	Change
Salaries and Wages	\$ 68.8	\$ 73.7	\$ 4.9	7.1%
Retirement Benefits	19.1	18.9	(0.2)	-0.9%
Health Insurance	8.8	9.0	0.2	2.1%
Other Personnel	4.6	3.4	(1.2)	-25.9%
Total	\$ 101.3	\$ 105.0	\$ 3.7	3.6%

The table above shows the breakdown of personnel costs for the General Fund. General Fund salaries include full and part-time staff costs and are expected to increase in fiscal year 2020-21 by \$4.9 million, or 7.1%. The increase is due contracted and anticipated wage increases for current employees scheduled in fiscal year 2020-21. Due to the current environment as a result of the COVID-19 pandemic, no new full or part-time positions are proposed for the next fiscal year. This increase is partially offset by a reduction of 13.28 FTE part-time seasonal positions, mainly from the Parks & Recreation department due to reductions made in response to the COVID-19 pandemic.

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 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.

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.

Health Insurance and Other Personnel Costs

Health insurance costs are increasing by \$200,000 or 2.1% over the prior year. This increase is due to the normal increase in health insurance for current employees. Other personnel costs include workers' compensation expenses and other miscellaneous costs, such as Medicare, unemployment and disability.

Maintenance and Operations

Maintenance and operations costs represent about 31% 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 \$51.2 million, an decrease of about \$2.5 million, or 4.8%, for fiscal year 2020-21 when compared to fiscal year 2019-20.

In response to projected reduced revenues due to the COVID-19 pandemic and the resulting stay-at-home orders, departments were asked to re-evaluate their budget requests for fiscal year 2020-21 and decrease discretionary spending wherever possible. General funded departments were able to reduce their maintenance and operations budget requests by 8% overall. Many of these reductions were in non-mandated employee training and in state conference travel budgets which were reduced by 49% and out of state travel for training and conferences was reduced by 83%. Other discretionary spending, such as equipment, office supplies and professional and outside services were reduced when possible with a focus on those that would have the smallest impact on city services to the community.

Capital Outlay

Capital Outlay includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$400,000 are budgeted in the General Fund for fiscal year 2020-21. This purchase is for the replacement of 11 EKG monitors in the fire department. The complete list of proposed major capital purchases for all funds (over \$10,000) is shown on a schedule in the appendices section.

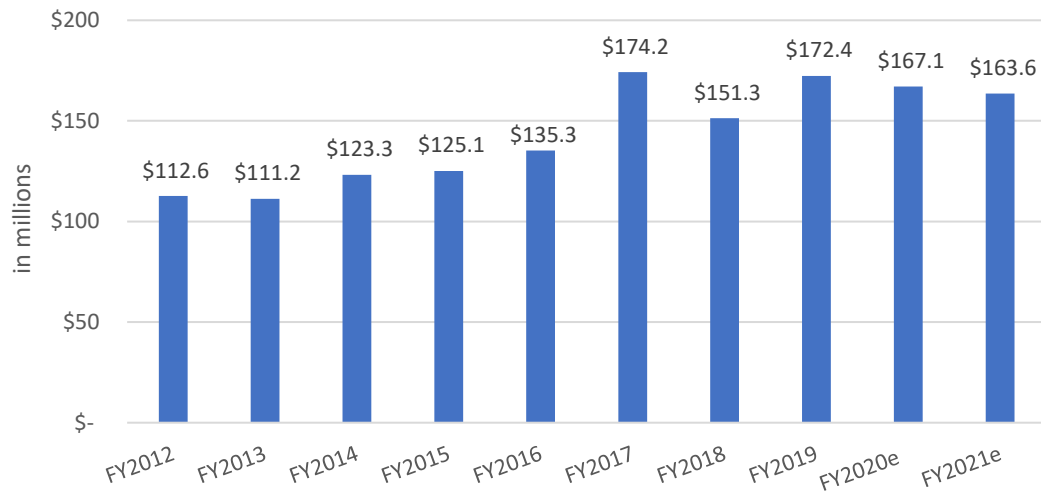
Operating Costs Associated with Capital Investments

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 were no operating increases included in the upcoming budget related to new capital projects.

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 \$2,460,000 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.

History of General Fund Expenditures



Note: The spike in fiscal year 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.

As reflected in the graph above, the city’s General Fund expenditures were reduced with the budget in fiscal year 2011-12, and expenditure increases were minimal through fiscal year 2012-13. Fiscal year 2013-14 expenditures reflected a 10.8% increase due to labor costs and one-time expense for the Poinsettia Fires. The following year, fiscal year 2014-15, expenditures remained relatively flat. The fiscal year 2015-16 budget reflected an 8.1% increase in expenditures due primarily to increased personnel costs, and the fiscal year 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 fiscal year 2017-18 reflect a substantial decrease due to the one-time costs reflected in fiscal year 2016-17 for the defeasance of the golf course bonds of \$14.8 million and the transfer of \$10.5 million to the General Capital Construction Fund for the reconstruction of Fire Station 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.

Expenditures in fiscal year 2018-19 reflect an additional one-time \$20 million payment to CalPERS to further bring down the city’s unfunded pension liability. Fiscal year 2019-20 estimates included the approved addition of 34 new full-time employees. Budgeted expenditures for fiscal year 2020-21. Budgeted expenditures for fiscal year 2020-21 show a decrease in response to the COVID-19 pandemic and the need to reduce discretionary spending as much as possible during this unprecedented time.

Program Expenditures

Another way of looking at the General Fund budget is by program. The chart below compares the total fiscal year 2020-21 budget to those amounts adopted in the previous year. A detailed description of each department, its services, budget summary and department accomplishments and priorities can be found in the department program summary pages.

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

GENERAL FUND EXPENDITURES By Department (In Millions)

	Budget 2019-20	Budget 2020-21	\$ Change	% Change
Policy & Leadership Group	\$ 7.8	\$ 6.7	\$ (1.1)	-14.7%
Administrative Services - Finance	6.1	6.0	(0.1)	-1.8%
Administrative Services - Human Resources	5.0	5.0	-	-0.7%
Administrative Services - Innovation & Economic Dev.	0.9	1.1	0.2	20.0%
Community Services - Administration	-	0.6	0.6	0.0%
Community Services - City Clerk Services	1.3	1.3	-	-5.5%
Community Services - Community & Economic Dev.	11.2	10.8	(0.4)	-3.4%
Community Services - Library & Cultural Arts	13.7	13.3	(0.4)	-3.3%
Community Services - Parks & Recreation	18.9	18.0	(0.9)	-4.8%
Public Safety - Fire	25.7	27.2	1.5	5.6%
Public Safety - Police	42.0	44.6	2.6	6.1%
Public Works - Administration	2.1	1.8	(0.3)	-13.6%
Public Works - Construction Mgmt. & Inspections	3.5	2.9	(0.6)	-16.3%
Public Works - Environmental Management	0.8	0.8	-	4.8%
Public Works - Facilities	5.8	5.9	0.1	1.9%
Public Works - Transportation	7.6	7.4	(0.2)	-2.6%
Non-Departmental	14.7	10.4	(4.3)	-29.4%
Total	\$ 167.1	\$ 163.6	\$ (3.5)	-2.1%

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:

- \$5.5 million, split between the Infrastructure Replacement Fund (\$1 million) and General Capital Construction Fund (\$4.5 million) for major new construction, maintenance and/or replacement of city infrastructure and facilities. This represents 3% of the General Fund revenues, which is a decrease from the 6% transfer that was approved for fiscal year 2019-20. This percentage was reduced in order to minimize the impact to personnel and maintenance and operations expenditure reductions in the General Fund in response to the economic environment as a result of the COVID-19 pandemic. This transfer percentage will be evaluated again during the next budget cycle.

- \$309,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- \$700,000 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.
- \$500,000 to the Golf Course Enterprise Fund is budgeted for fiscal year 2020-21 and will be transferred if additional cash is needed to cover current operating expenses of the golf course over the next fiscal year. The golf course plans to execute a compliant COVID-19 response phased operational plan in golf and food and beverage to allow revenues to reestablish.

General Fund Summary

The Operating Budget for fiscal year 2020-21 provides a balanced General Fund budget for the coming fiscal year with General Fund revenue estimates exceeding General Fund budgeted expenditures by \$1.2 million. This projected surplus will be added to city reserves to be used in accordance with the city’s adopted reserve policy.

Fiscal Year 2020-21 General Fund Surplus

General Fund fiscal year 2020-21 Revenue Estimates	\$164.8 million
General Fund fiscal year 2020-21 Adopted Expenditures	<u>\$163.6 million</u>
Projected Surplus for fiscal year 2020-21	\$1.2 million

General Fund Reserves

Projected unassigned balance at June 30, 2020	\$88.9 million
Plus: advance repayment from Successor Agency	\$2.4 million
Plus: projected fiscal year 2020-21 surplus	<u>\$1.2 million</u>
Equals: projected unassigned balance at June 30, 2021	\$92.5 million

Carlsbad has historically benefitted from a strong and diverse economic base, and has maintained financial policies to protect the city from the fluctuations of the business cycle, increasing costs and unfunded mandates. The COVID-19 pandemic has caused a sudden and significant impact to local, national and global economies. Fortunately, the city was in excellent financial shape prior to the pandemic and the proposed budget is a piece in the process to financial recovery. Throughout this unprecedented time, the city will continue to monitor and pivot if necessary to changes in the fiscal environment, 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 \$14.6 million, show a minor decrease in expenditures of less than 1%, or \$104,000, when compared to fiscal year 2019-20. Spending in most programs is to remain at similar or slightly lower levels over the prior year.

Expenditure increases of \$100,000, or 30%, are planned in the Library Gifts & Bequest Funds for books, materials and supplies to help supplement budget reductions in the Library & Cultural Arts operating budget in the General Fund as a result of the COVID-19 pandemic.

Similar increases are planned in the Police Asset Forfeiture Fund to pay for needed police equipment. The budget in this fund has increased \$316,000 or 236% when compared to the prior fiscal year. A higher than normal revenue amount was received during fiscal year 2019-20 which enables the increase in spending for the next fiscal year.

Enterprise funds total \$83.5 million, an increase of \$907,000, or 1.1%, over the fiscal year 2019-20 adopted budget. The Potable Water and Recycled Water funds continue to operate and maintain critical infrastructure systems and provides the safe delivery of drinking water, conservation outreach and treated irrigation water. The Wastewater fund provides reliable wastewater collection services.

The **Internal Service** funds total \$28.9 million, with an overall increase of \$2.8 million, or 10.8%, over fiscal year 2019-20. Half of this increase is attributable to the \$1.9 million budgeted transfer from the Self-Insurance Benefit Fund to the Workers' Compensation fund. More detail on this transfer can be found in the Health and Other Personnel Costs section earlier in this document. The other half of the increase is in the Information Technology fund. The city continues to modernize, upgrade and invest in needed equipment, systems and applications.

The budget for the **Successor Agency Housing** Trust Fund is slightly higher for fiscal year 2020-21 at \$1.9 million when compared to the prior year's adopted budget of \$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. The last debt service payment on the bond issue is scheduled for September 2023 and the city loan is expected to be paid off by the end of fiscal year 2022-23. These obligations are to be paid from semi-annual property tax increment revenue received by the Successor Agency.



PERSONNEL ALLOCATIONS

Department(*)	Adopted Budget 2017-18	Adopted Budget 2018-19	Adopted Budget 2019-20	Adopted Budget 2020-21
City Attorney	7.00	7.00	8.00	8.00
City Clerk Services	6.00	7.00	7.00	7.00
City Council	1.00	2.00	2.00	2.00
City Manager	8.00	9.00	12.00	7.00
City Treasurer	0.75	0.75	1.00	1.00
Communication & Engagement	5.00	7.00	7.00	7.00
Finance	32.00	32.00	31.00	31.00
Human Resources	11.00	11.00	17.00	17.00
Information Technology	27.00	32.00	35.00	37.00
Innovation & Economic Development	3.00	3.00	2.00	4.00
Community Services - Administration	0.00	0.00	0.00	3.00
Community Development	58.75	59.75	63.75	61.75
Library & Cultural Arts	51.50	50.50	52.50	52.50
Parks & Recreation	57.00	55.00	55.00	55.00
Fire	90.00	92.00	97.75	97.75
Police	170.00	170.00	184.00	184.00
Public Works	165.00	166.75	172.75	172.75
Total Full-Time Personnel	693.00	704.75	747.75	747.75
Hourly Full-Time Equivalent Personnel	179.09	185.87	199.97	186.19
Total	872.09	890.62	947.72	933.94

**Notes:*

In FY 2018-19, Police IT was consolidated with city IT, resulting in the transfer of 5 FTE.

FY 2019-20 includes a mid-year increase of 2 FTE in Police as approved by City Council.

FY 2019-20 reorganizations include Finance, Human Resources, Community Development and Police.

In FY 2020-21 5 FTEs were moved from City Manager to Comm. Serv. Admin. (3 FTE), and Innovation & Economic Development (2 FTE).

This table excludes paid interns, due to transitional nature of intern employment.



SCHEDULE OF PROJECTED FUND BALANCES

Fund	Beginning Fund Balance July 1, 2019	Projected Revenues	Projected Expenditures	Advances & Fund Transfers	Projected Ending Fund Balance June 30, 2020
General Fund	\$82,479,945 *	\$164,252,000	\$159,801,000	1,976,000	88,906,945
Special Revenue Funds					
Affordable Housing	21,538,307	1,716,000	675,000		22,579,307
Agricultural Mitigation Fee	759,504	243,552	0		1,003,056
Buena Vista Channel Maintenance District	1,394,469	115,000	137,500		1,371,969
Citizen's Option for Public Safety	255,535	240,700	245,000		251,235
Community Activity Grants	1,085,116	21,000	0		1,106,116
Community Development Block Grant	5,645	821,700	827,345		0
Cultural Arts Donations	264,664	51,000	59,350		256,314
Flower Fields Grant Program	933,514	9,758	943,272		0
Habitat Mitigation Fee	0	1,500	1,104,114	1,104,114	1,500
Library and Arts Endowments	261,200	5,000	4,000		262,200
Library Gifts and Bequests	1,375,752	324,000	317,600		1,382,152
Lighting and Landscaping District No. 2	3,816,835	685,000	350,000		4,151,835
Local Cable Infrastructure	842,903	323,000	180,000		985,903
Median Maintenance District	243,627	906,500	890,000		260,127
Parking In Lieu Fee	1,062,401	155,880	48,000		1,170,281
Police Asset Forfeiture	181,385	246,500	125,000		302,885
Public Safety Grants	0	350,000	350,000		0
Recreation Donations	297,123	30,800	53,250		274,673
Rental Assistance	285,726	7,550,000	7,670,000		165,726
Senior Donations	334,086	22,000	36,000		320,086
Street Lighting Maintenance District	2,422,850	955,000	770,000		2,607,850
Street Tree Maintenance District	147,499	865,000	630,000		382,499
Total Special Revenue Funds	37,508,141	15,638,890	15,415,431	1,104,114	38,835,714
Enterprise Funds					
Water Operations	28,064,543	45,571,000	44,000,000		29,635,543
Recycled Water Operations	8,572,441	8,348,600	9,000,000		7,921,041
Wastewater Operations	8,882,298	14,700,000	13,600,000		9,982,298
Solid Waste Management	14,652,576	3,869,000	4,212,000		14,309,576
Golf Course	1,961,770	6,205,000	7,379,000		787,770
Total Enterprise Funds	62,133,628	78,693,600	78,191,000	0	62,636,228
Internal Service Funds					
Workers' Compensation	3,301,487	3,815,000	3,030,000		4,086,487
Risk Management	2,779,467	2,299,000	2,065,000		3,013,467
Self-Insured Benefits	1,900,266	19,897	0		1,920,163
Vehicle Maintenance	1,071,317	2,994,500	2,610,000		1,455,817
Vehicle Replacement	18,067,636	2,751,000	4,410,000		16,408,636
Information Technology	6,217,903	13,232,500	12,125,000		7,325,403
Total Internal Service Funds	33,338,076	25,111,897	24,240,000	0	34,209,973
Successor Agency Housing Trust Fund	1,305,531	5,110,000	1,825,000	(3,050,000)	1,540,531
Total Operating Funds	\$216,765,321	\$288,806,387	\$279,472,431	30,114	226,129,391

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

SCHEDULE OF PROJECTED FUND BALANCES

Fund	Beginning Fund Balance June 30, 2020	Estimated Revenues	Adopted Budget	Advances & Fund Transfers	Projected Ending Fund Balance June 30, 2021
General Fund	\$88,906,945 *	\$164,787,962	\$163,621,037	2,460,000	92,533,870 *
Special Revenue Funds					
Affordable Housing	22,579,307	1,131,000	880,698		22,829,609
Agricultural Mitigation Fee	1,003,056	7,000	0		1,010,056
Buena Vista Channel Maintenance District	1,371,969	114,000	195,245		1,290,724
Citizen's Option for Public Safety	251,235	177,000	253,937		174,298
Community Activity Grants	1,106,116	10,000	30,000		1,086,116
Community Development Block Grant	0	656,200	655,643		557
Cultural Arts Donations	256,314	52,700	122,385		186,629
Flower Fields Grant Program	0	0	0		0
Habitat Mitigation Fee	1,500	15,000	0		16,500
Library and Arts Endowments	262,200	3,000	6,000		259,200
Library Gifts and Bequests	1,382,152	258,700	426,910		1,213,942
Lighting and Landscaping District No. 2	4,151,835	681,300	354,681		4,478,454
Local Cable Infrastructure	985,903	295,000	351,000		929,903
Median Maintenance District	260,127	1,062,000	1,221,612		100,515
Parking In Lieu Fee	1,170,281	12,000	50,000		1,132,281
Police Asset Forfeiture	302,885	47,000	316,000		33,885
Public Safety Grants	0	0	0		0
Recreation Donations	274,673	50,000	98,700		225,973
Rental Assistance	165,726	7,751,000	7,723,066		193,660
Senior Donations	320,086	21,000	104,500		236,586
Street Lighting Maintenance District	2,607,850	910,000	967,581		2,550,269
Street Tree Maintenance District	382,499	470,000	877,810		(25,311)
Total Special Revenue Funds	38,835,714	13,723,900	14,635,768		37,923,846
Enterprise Funds					
Water Operations	29,635,543	45,584,600	46,126,865		29,093,278
Recycled Water Operations	7,921,041	8,179,400	10,583,658		5,516,783
Wastewater Operations	9,982,298	14,317,000	15,235,755		9,063,543
Solid Waste Management	14,309,576	4,126,300	5,022,951		13,412,925
Golf Course	787,770	6,919,000	6,571,000		1,135,770
Total Enterprise Funds	62,636,228	79,126,300	83,540,229		58,222,299
Internal Service Funds					
Workers' Compensation	4,086,487	4,066,093	3,664,554		4,488,026
Risk Management	3,013,467	2,393,460	2,684,739		2,722,188
Self-Insured Benefits	1,920,163	0	1,920,163		0
Vehicle Maintenance	1,455,817	3,552,550	3,296,304		1,712,063
Vehicle Replacement	16,408,636	3,312,445	3,779,298		15,941,783
Information Technology	7,325,403	12,499,451	13,567,910		6,256,944
Total Internal Service Funds	\$34,209,973	\$25,823,999	\$28,912,968		31,121,004
Successor Agency Housing Trust Fund	\$1,540,531	\$3,955,000	\$1,933,523	(2,460,000)	1,102,008
Total Operating Funds	\$226,129,391	\$287,417,161	\$292,643,525	0	220,903,027

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

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2018-19 Actuals	2019-20 Estimated Revenue	2020-21 Estimated Revenue	Change as % of 19-20 Estimated	Difference 2019-20 to 2020-21
General Fund					
Taxes					
Property Tax	\$68,496,492	\$72,425,000	\$74,218,000	2.5%	\$1,793,000
Sales Tax	40,794,779	37,154,000	36,329,000	-2.2%	(825,000)
Transient Occupancy Tax	26,320,645	17,948,000	18,463,000	2.9%	515,000
Franchise Tax	6,099,805	5,815,000	5,512,000	-5.2%	(303,000)
Business License Tax	5,321,780	5,071,000	4,990,000	-1.6%	(81,000)
Transfer Tax	1,714,782	1,180,000	1,204,000	2.0%	24,000
Total Taxes	148,748,283	139,593,000	140,716,000	0.8%	1,123,000
Intergovernmental					
Homeowners Exemption	345,211	350,000	350,000	0.0%	-
Other Intergovernmental	1,592,991	786,000	574,000	-27.0%	(212,000)
Total Intergovernmental	1,938,202	1,136,000	924,000	-18.7%	(212,000)
Licenses and Permits					
Building Permits	1,696,927	1,250,000	795,000	-36.4%	(455,000)
Other Licenses and Permits	971,121	1,245,000	1,019,000	-18.2%	(226,000)
Total Licenses And Permits	2,668,048	2,495,000	1,814,000	-27.3%	(681,000)
Charges for Services					
Planning Fees	730,167	318,000	367,000	15.4%	49,000
Building Department Fees	1,161,368	890,000	850,000	-4.5%	(40,000)
Engineering Fees	583,903	590,000	565,000	-4.2%	(25,000)
Ambulance Fees	2,500,590	2,639,000	2,830,000	7.2%	191,000
Recreation Fees	2,897,546	2,137,000	2,195,000	2.7%	58,000
Other Charges or Fees	1,262,965	485,000	608,000	25.4%	123,000
Total Charges For Services	9,136,539	7,059,000	7,415,000	5.0%	356,000
Fines and Forfeitures	539,537	480,000	515,000	7.3%	35,000
Income from Investments and Property	9,602,281	7,131,000	7,482,000	4.9%	351,000
Interdepartmental Charges	4,581,303	4,898,000	4,955,962	1.2%	57,962
Other Revenue Sources	1,774,163	1,460,000	966,000	-33.8%	(494,000)
Total General Fund	\$178,988,356	\$164,252,000	\$164,787,962	0.3%	\$535,962

* Interest is calculated on an amortized cost basis.

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2018-19 Actuals	2019-20 Estimated Revenue	2020-21 Estimated Revenue	Change as % of 19-20 Estimated	Difference 2019-20 to 2020-21
Special Revenue Funds					
Affordable Housing					
Affordable Housing Fees	\$732,010	\$450,000	\$46,000	-89.8%	(\$404,000)
Property Tax	492,876	760,000	615,000	-19.1%	(145,000)
Interest Income	1,179,139	426,000	440,000	3.3%	14,000
Other Revenue	133,481	80,000	30,000	-62.5%	(50,000)
Total Affordable Housing	2,537,506	1,716,000	1,131,000	-34.1%	(585,000)
Agricultural Mitigation Fee					
Agricultural Mitigation Fees	-	227,552	-	-100.0%	(227,552)
Interest Income	31,798	16,000	7,000	-56.3%	(9,000)
Total Agricultural Mitigation Fee	31,798	243,552	7,000	-97.1%	(236,552)
Buena Vista Channel Maintenance					
Assessment Fees	91,388	90,000	100,000	11.1%	10,000
Interest Income	53,652	25,000	14,000	-44.0%	(11,000)
Total Buena Vista Channel Maintenance	145,040	115,000	114,000	-0.9%	(1,000)
Citizen's Option for Public Safety					
State Funding (AB3229)	255,040	235,200	175,000	-25.6%	(60,200)
Interest Income	10,105	5,500	2,000	-63.6%	(3,500)
Total Citizen'S Option For Public Safety	265,145	240,700	177,000	-26.5%	(63,700)
Community Activity Grants					
Interest Income	40,769	21,000	10,000	-52.4%	(11,000)
Total Community Activity Grants	40,769	21,000	10,000	-52.4%	(11,000)
Community Development Block Grant					
Federal Grant	625,448	604,000	655,000	8.4%	51,000
Interest Income	9,926	1,500	1,200	-20.0%	(300)
Other Revenue	190,740	216,200	-	-100.0%	(216,200)
Total Community Dev. Block Grant	826,114	821,700	656,200	-20.1%	(165,500)
Cultural Arts Donations					
Donations	41,901	45,000	46,500	3.3%	1,500
Interest Income	9,771	6,000	3,200	-46.7%	(2,800)
Other Revenue	5,870	-	3,000	0.0%	3,000
Total Cultural Arts Donations	57,542	51,000	52,700	3.3%	1,700
Flower Fields Grant Program					
Interest Income	36,447	9,758	-	-100.0%	(9,758)
Total Flower Fields Grant Program	36,447	9,758	0	-100.0%	(9,758)
Habitat Mitigation Fee					
Mitigation Fees	17,202	-	15,000	0.0%	15,000
Interest Income	1,874	1,500	-	-100.0%	(1,500)
Total Habitat Mitigation Fee	19,076	1,500	15,000	900.0%	13,500

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2018-19 Actuals	2019-20 Estimated Revenue	2020-21 Estimated Revenue	Change as % of 19-20 Estimated	Difference 2019-20 to 2020-21
Special Revenue Funds - Continued					
Library And Arts Endowment Fund					
Interest Income	9,851	5,000	3,000	-40.0%	(2,000)
Total Library And Arts Endowment Fund	9,851	5,000	3,000	-40.0%	(2,000)
Library Gifts/Bequests					
Gifts and Bequests	1,154,287	299,000	245,200	-18.0%	(53,800)
Interest Income	36,320	25,000	13,500	-46.0%	(11,500)
Other Revenue	-	-	-	0.0%	-
Total Library Gifts/Bequests	1,190,607	324,000	258,700	-20.2%	(65,300)
Lighting And Landscaping District No. #2					
Assessment Fees	609,793	610,000	638,000	4.6%	28,000
Interest Income	131,429	75,000	43,300	-42.3%	(31,700)
Other Revenue	-	-	-	0.0%	-
Total Lighting And Landscaping Dist. No. #2	741,222	685,000	681,300	-0.5%	(3,700)
Local Cable Infrastructure Fund					
Cable Fees	424,979	307,000	285,000	-7.2%	(22,000)
Interest Income	26,130	16,000	10,000	-37.5%	(6,000)
Total Local Cable Infrastructure Fund	451,109	323,000	295,000	-8.7%	(28,000)
Median Maintenance					
Assessment Fees	354,872	355,000	362,000	2.0%	7,000
Other	506,003	551,500	600,000	8.8%	48,500
Total Median Maintenance	860,875	906,500	962,000	6.1%	55,500
Parking In Lieu					
Parking In Lieu Fees	22,480	134,880	-	-100.0%	(134,880)
Interest Income	41,997	21,000	12,000	-42.9%	(9,000)
Total Parking In Lieu	64,477	155,880	12,000	-92.3%	(143,880)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2018-19 Actuals	2019-20 Estimated Revenue	2020-21 Estimated Revenue	Change as % of 19-20 Estimated	Difference 2019-20 to 2020-21
Special Revenue Funds - Continued					
Police Asset Forfeiture					
Asset Forfeitures	41,771	240,000	45,000	-81.3%	(195,000)
Interest Income	6,647	6,500	2,000	-69.2%	(4,500)
Total Police Asset Forfeiture	48,418	246,500	47,000	-80.9%	(199,500)
Public Safety Grants					
Federal Grant	553,229	350,000	-	-100.0%	(350,000)
Total Police Grants	553,229	350,000	0	-100.0%	(350,000)
Recreation Donations					
Donations	59,402	25,000	47,000	88.0%	22,000
Interest Income	11,018	5,800	3,000	-48.3%	(2,800)
Total Recreation Donations	70,420	30,800	50,000	62.3%	19,200
Rental Assistance					
Federal Grant	7,494,252	7,400,000	7,680,000	3.8%	280,000
Other Revenue	262,334	150,000	71,000	-52.7%	(79,000)
Total Rental Assistance	7,756,586	7,550,000	7,751,000	2.7%	201,000
Senior Donations					
Donations	128,796	6,000	6,000	0.0%	-
Interest Income	12,184	7,000	6,000	-14.3%	(1,000)
Other Revenue	9,129	9,000	9,000	0.0%	-
Total Senior Donations	150,109	22,000	21,000	-4.6%	(1,000)
Street Lighting					
Assessment Fees	738,247	735,000	742,000	1.0%	7,000
Other Revenue	159,401	170,000	145,000	-14.7%	(25,000)
Interest Income	91,997	50,000	23,000	-54.0%	(27,000)
Total Street Lighting	989,645	955,000	910,000	-4.7%	(45,000)
Street Tree Maintenance					
Assessment Fees	467,495	465,000	470,000	1.1%	5,000
Other Revenue	276,209	400,000	100,000	-75.0%	(300,000)
Total Street Tree Maintenance	743,704	865,000	570,000	-34.1%	(295,000)
Total Special Revenue Funds	\$17,589,689	\$15,638,890	\$13,723,900	-12.3%	(\$1,914,990)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2018-19 Actuals	2019-20 Estimated Revenue	2020-21 Estimated Revenue	Change as % of 19-20 Estimated	Difference 2019-20 to 2020-21
Enterprise Funds					
Water Operations					
Water Sales	\$26,824,255	\$28,165,000	\$28,127,000	-0.1%	(\$38,000)
Ready-to-Serve charge	12,098,600	12,053,000	11,986,000	-0.6%	(67,000)
Water Rebates	259,491	-	-	0.0%	-
Property Tax	3,981,688	3,590,000	3,805,000	6.0%	215,000
New Account Charges	133,525	132,000	134,000	1.5%	2,000
Back-Flow Program Fees	163,073	166,000	162,000	-2.4%	(4,000)
Penalty Fees	303,953	303,000	303,000	0.0%	-
Interest Income	1,165,139	633,500	550,000	-13.2%	(83,500)
Engineering Overhead	37,143	38,000	64,000	68.4%	26,000
Service Connection Fees	68,403	66,000	85,000	28.8%	19,000
Other Revenue	305,497	424,500	368,600	-13.2%	(55,900)
Total Water Operations	45,340,767	45,571,000	45,584,600	0.0%	13,600
Recycled Water Operations					
Water Sales	5,653,189	6,945,000	6,561,000	-5.5%	(384,000)
Ready-to-Serve charge	1,157,960	1,183,600	1,150,000	-2.8%	(33,600)
Recycled Water Credits	690,490	-	-	0.0%	-
Interest Income	145,917	118,000	80,000	-32.2%	(38,000)
Other Revenue	555,265	102,000	388,400	280.8%	286,400
Total Recycled Water Operations	8,202,821	8,348,600	8,179,400	-2.0%	(169,200)
Wastewater Operations					
Service Charges	13,977,282	14,292,000	14,012,000	-2.0%	(280,000)
Misc. Sewer	27,048	22,000	27,000	22.7%	5,000
Engineering Overhead	29,703	31,000	50,000	61.3%	19,000
Penalty Fees	94,452	92,000	92,000	0.0%	-
Interest Income	475,977	207,000	75,000	-63.8%	(132,000)
Other Revenue	63,394	56,000	61,000	8.9%	5,000
Total Wastewater Operations	14,667,856	14,700,000	14,317,000	-2.6%	(383,000)
Solid Waste Management					
Recycling Fees (AB939)	378,933	330,000	340,000	3.0%	10,000
Penalty Fees	58,457	60,000	60,000	0.0%	-
Trash Surcharge	3,000,274	3,075,000	3,000,000	-2.4%	(75,000)
Interest Income	550,004	272,000	273,300	0.5%	1,300
Other Revenue	353,604	132,000	453,000	243.2%	321,000
Total Solid Waste Management	4,341,272	3,869,000	4,126,300	6.7%	257,300
Golf Course Operations					
Charges for Services	7,978,896	6,105,000	6,332,000	3.7%	227,000
Interest Income	46,358	29,000	5,000	-82.8%	(24,000)
Other Revenue	182,560	71,000	582,000	719.7%	511,000
Total Golf Course Operations	8,207,814	6,205,000	6,919,000	11.5%	714,000
Total Enterprise Funds	\$80,760,530	\$78,693,600	\$79,126,300	0.6%	\$432,700

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2018-19 Actuals	2019-20 Estimated Revenue	2020-21 Estimated Revenue	Change as % of 19-20 Estimated	Difference 2019-20 to 2020-21
Internal Service Funds					
Workers' Compensation					
Interdepartmental Charges	\$3,004,370	\$3,455,000	\$1,880,930	-45.6%	(\$1,574,070)
Interest Income	451,433	250,000	250,000	0.0%	-
Other Revenue	1,773,924	110,000	1,935,163	1659.2%	1,825,163
Total Workers' Compensation	5,229,727	3,815,000	4,066,093	6.6%	251,093
Risk Management					
Interdepartmental Charges	2,091,149	2,195,000	2,309,460	5.2%	114,460
Interest Income	153,651	86,000	70,000	-18.6%	(16,000)
Other Revenue	50,967	18,000	14,000	-22.2%	(4,000)
Total Risk Management	2,295,767	2,299,000	2,393,460	4.1%	94,460
Self-Insured Benefits					
Interdepartmental Charges	298,133	-	-	0.0%	-
Other Revenue	75,048	19,897	-	-100.0%	(19,897)
Total Self-Insured Benefits	373,181	19,897	0	-100.0%	(19,897)
Vehicle Maintenance					
Interdepartmental Charges	2,770,789	2,950,000	3,500,050	18.7%	550,050
Interest Income	29,134	9,500	7,500	-21.1%	(2,000)
Other Revenue	64,552	35,000	45,000	28.6%	10,000
Total Vehicle Maintenance	2,864,475	2,994,500	3,552,550	18.6%	558,050
Vehicle Replacement					
Interdepartmental Charges	2,272,471	2,366,000	2,872,445	21.4%	506,445
Interest Income	679,775	355,000	350,000	-1.4%	(5,000)
Other Revenue	25,662	30,000	90,000	200.0%	60,000
Total Vehicle Replacement	2,977,908	2,751,000	3,312,445	20.4%	561,445
Information Technology					
Interdepartmental Charges	11,352,800	13,048,100	12,379,451	-5.1%	(668,649)
Interest Income	271,211	137,000	120,000	-12.4%	(17,000)
Other Revenue	32,643	47,400	-	-100.0%	(47,400)
Total Information Technology	11,656,654	13,232,500	12,499,451	-5.5%	(733,049)
Total Internal Service Funds	\$25,397,712	\$25,111,897	\$25,823,999	2.8%	\$712,102
Trust Funds					
Successor Agency Housing Fund					
Property Tax Increment	3,637,680	5,095,000	3,940,000	-22.7%	(1,155,000)
Interest Income	87,709	15,000	15,000	0.0%	-
Total Successor Agency Housing Fund	3,725,389	5,110,000	3,955,000	-22.6%	(1,155,000)
Total Trust Funds	\$3,725,389	\$5,110,000	\$3,955,000	-22.6%	(\$1,155,000)
Total Operating Funds	\$306,461,676	\$288,806,387	\$287,417,161	-0.5%	(\$1,389,226)

SCHEDULE OF BUDGET EXPENDITURES

Department	2017-18 Actuals	2018-19 Actuals	2019-20	2019-20 Budget	2020-21 Budget	% Incr / (Decr)
			Estimated Expenditures			19-20 Budget to 20-21 Budget
General Fund						
Policy And Leadership Group						
City Council	\$414,273	\$453,386	\$456,000	\$608,117	\$586,317	-3.6%
City Attorney	1,645,117	1,751,649	1,885,000	1,930,232	1,987,318	3.0%
City Manager	2,345,020	2,329,708	2,476,500	3,350,555	2,153,294	-35.7%
City Treasurer	236,335	212,225	205,000	249,496	244,090	-2.2%
Community Outreach And Engagement	1,511,292	1,602,350	1,603,500	1,675,553	1,692,761	1.0%
Total Policy And Leadership Group	6,152,037	6,349,318	6,626,000	7,813,953	6,663,780	-14.7%
Administrative Services						
Finance	4,075,310	5,195,794	5,745,000	6,099,607	5,989,716	-1.8%
Human Resources	3,174,602	3,561,005	4,130,000	5,043,384	5,010,104	-0.7%
Innovation and Economic Development	697,403	673,700	977,000	943,462	1,131,877	20.0%
Total Administrative Services	7,947,315	9,430,499	10,852,000	12,086,453	12,131,697	0.4%
Community Services						
Community Services Administration	-	-	-	-	581,849	-
City Clerk Services	886,743	1,013,027	1,100,600	1,336,532	1,263,159	-5.5%
Community Development	9,881,459	10,692,924	10,280,000	11,155,303	10,781,168	-3.4%
Library And Cultural Arts	11,990,021	12,969,709	12,817,000	13,743,851	13,291,868	-3.3%
Parks And Recreation	16,028,770	17,165,407	16,745,500	18,890,152	17,993,237	-4.7%
Total Community Services	38,786,993	41,841,067	40,943,100	45,125,838	43,911,281	-2.7%
Public Safety						
Fire	22,736,339	24,017,515	26,600,000	25,724,746	27,173,120	5.6%
Police	35,310,020	39,009,548	43,085,000	42,017,261	44,593,457	6.1%
Total Public Safety	58,046,359	63,027,063	69,685,000	67,742,007	71,766,577	5.9%
Public Works						
Public Works Administration	1,569,375	1,626,845	1,696,000	2,067,458	1,786,198	-13.6%
Construction Management & Inspections	2,706,324	2,575,598	3,150,000	3,459,299	2,893,903	-16.3%
Environmental Management	585,802	669,711	882,000	772,217	808,946	4.8%
Facilities	4,848,898	5,058,965	5,385,000	5,754,883	5,862,683	1.9%
Transportation	6,174,496	6,877,759	6,715,000	7,607,635	7,410,972	-2.6%
Total Public Works	15,884,895	16,808,878	17,828,000	19,661,492	18,762,702	-4.6%
Miscellaneous Non-Departmental Expenditures						
Community Contributions	13,666	11,213	10,000	0	0	-
Dues & Subscriptions	50,848	51,688	71,500	55,000	75,000	36.4%
Legal Services	717,087	793,095	800,000	750,000	750,000	0.0%
Professional Services	143,077	39,830	40,000	40,000	42,000	5.0%
Other Miscellaneous Expenditures	163,807	738,439	650,000	0	0	-
Personnel Related	140,607	149,563	152,400	175,000	284,000	62.3%
Property Tax & Other Administration	639,319	660,633	670,000	725,000	725,000	0.0%
Total Expenditures	1,868,411	2,444,461	2,393,900	1,745,000	1,876,000	7.5%

SCHEDULE OF BUDGET EXPENDITURES

Department	2017-18 Actuals	2018-19 Actuals	2019-20 Estimated Expenditures	2019-20 Budget	2020-21 Budget	% Incr / (Decr) 19-20 Budget to 20-21 Budget
General Fund - Continued						
Transfers						
Transfer to Infrastructure Replacement Fund	9,970,000	10,681,000	5,111,500	5,111,500	1,000,000	-80.4%
Transfer to General Capital Construction Fund	0	0	5,111,500	5,111,500	4,500,000	-12.0%
Transfer to Golf Course Operations Fund	0	0	0	0	500,000	-
Transfer To LLD#1 (Medians & Trees)	850,000	775,000	950,000	950,000	700,000	-26.3%
Transfer To Storm Water Program	218,511	219,274	300,000	300,000	309,000	3.0%
Other Miscellaneous Transfers	1,858,216	1,500,000	0	0	0	-
Total Transfers	12,896,727	13,175,274	11,473,000	11,473,000	7,009,000	-38.9%
Total Miscellaneous Non-Departmental	14,765,138	15,619,735	13,866,900	13,218,000	8,885,000	-32.8%
Subtotal General Fund	141,582,737	153,076,560	159,801,000	165,647,743	162,121,037	-2.1%
Contingencies	-	-	-	1,500,000	1,500,000	0.0%
Total General Fund	141,582,737	153,076,560	159,801,000	167,147,743	163,621,037	-2.1%
Special Revenue Funds						
Affordable Housing	\$393,438	\$704,106	\$675,000	\$1,128,778	\$880,698	-22.0%
Agricultural Mitigation Fee	275,834	149,893	0	0	0	-
Buena Vista Channel Maintenance	102,839	135,419	137,500	194,882	195,245	0.2%
Citizen's Option For Public Safety	322,045	236,881	245,000	268,428	253,937	-5.4%
Community Activity Grants	0	0	0	10,000	30,000	200.0%
Community Development Block Grant	132,519	509,402	827,345	632,895	655,643	3.6%
Cultural Arts Donations	49,182	29,920	59,350	70,200	122,385	74.3%
Flower Fields Grant Program	0	50,000	943,272	50,000	0	-100.0%
Habitat Mitigation Fee	4,356	3,637	1,104,114	0	0	-
Library And Arts Endowment Fund	5,955	1,493	4,000	4,000	6,000	50.0%
Library Gifts/Bequests	132,290	301,371	317,600	327,277	426,910	30.4%
Lighting And Landscaping District No. 2	253,297	253,519	350,000	354,378	354,681	0.1%
Local Cable Infrastructure Fund	166,285	270,649	180,000	373,000	351,000	-5.9%
Median Maintenance	981,749	960,502	890,000	1,206,305	1,221,612	1.3%
Parking In Lieu	43,262	46,102	48,000	50,000	50,000	0.0%
Police Asset Forfeiture	92,205	25,600	125,000	94,000	316,000	236.2%
Police Grants	113,278	566,987	350,000	0	0	-
Recreation Donations	89,871	47,518	53,250	112,000	98,700	-11.9%
Rental Assistance	7,216,263	7,479,464	7,670,000	7,755,564	7,723,066	-0.4%
Senior Donations	52,004	105,492	36,000	205,500	104,500	-49.1%
Street Lighting	566,517	754,086	770,000	1,038,120	967,581	-6.8%
Street Tree Maintenance	665,323	658,389	630,000	864,537	877,810	1.5%
Total Special Revenue Funds	11,658,512	13,290,430	15,415,431	14,739,864	14,635,768	-0.7%

SCHEDULE OF BUDGET EXPENDITURES

Department	2017-18 Actuals	2018-19 Actuals	2019-20		2020-21 Budget	% Incr / (Decr) 19-20 Budget to 20-21 Budget
			Estimated Expenditures	2019-20 Budget		
Enterprise Funds						
Water Operations	\$44,087,903	\$42,715,366	\$44,000,000	\$45,213,561	\$46,126,865	2.0%
Recycled Water Operations	8,732,260	9,342,838	9,000,000	10,127,818	10,583,658	4.5%
Wastewater Operations	13,224,657	18,534,329	13,600,000	14,163,213	15,235,755	7.6%
Solid Waste Management	3,318,047	3,955,189	4,212,000	4,820,871	5,022,951	4.2%
Golf Course Operations	7,322,249	7,794,389	7,379,000	8,227,596	6,571,000	-20.1%
Total Enterprise Funds	76,685,116	82,342,111	78,191,000	82,553,059	83,540,229	1.2%
Internal Service Funds						
Workers' Compensation	\$4,291,779	\$5,411,518	\$3,030,000	\$3,651,419	\$3,664,554	0.4%
Risk Management	2,041,118	2,181,589	2,065,000	2,519,958	2,684,739	6.5%
Self-Insured Benefits	746,570	382,552	-	86,000	1,920,163	2132.7%
Vehicle Maintenance	2,605,205	2,844,293	2,610,000	3,171,081	3,296,304	3.9%
Vehicle Replacement	3,201,201	2,067,034	4,410,000	4,107,783	3,779,298	-8.0%
Information Technology	8,769,808	12,433,677	12,125,000	12,549,759	13,567,910	8.1%
Total Internal Service Funds	21,655,681	25,320,663	24,240,000	26,086,000	28,912,968	10.8%
Trust Funds						
Successor Agency Housing Fund	1,816,779	1,769,568	1,825,000	1,546,792	1,933,523	25.0%
Total Trust Funds	1,816,779	1,769,568	1,825,000	1,546,792	1,933,523	25.0%
Total Operating Funds	253,398,825	275,799,332	279,472,431	292,073,458	292,643,525	0.2%
				General Fund	163,621,037	
				Non GF	129,022,488	
					<u>\$292,643,525</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.



Michael Calderwood
Fire Chief

760-931-2141
michael.calderwood@carlsbadca.gov

Neil Gallucci
Chief of Police

760 931-2100
police@carlsbadca.gov

PUBLIC SAFETY SERVICES

Public Safety

Police

Fire

5750

CITY OF CARLSBAD
SAFETY TRAINING CENTER



PUBLIC SAFETY | FIRE DEPARTMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$12,385,583	\$12,588,773	\$13,471,287	\$14,192,450
Retirement Benefits	3,833,797	3,774,944	4,454,145	4,171,640
Health Insurance	1,261,201	1,294,516	1,541,811	1,699,188
Other Personnel Expenses	838,595	889,583	1,098,837	799,339
Personnel Services Subtotal	18,319,176	18,547,816	20,566,080	20,862,617
Operating Expenses				
Professional & Contract Services	1,221,736	1,484,350	1,665,755	1,659,080
Supplies & Materials	656,014	1,011,163	782,831	791,531
Repair & Maintenance	86,456	73,609	85,800	79,600
Interdepartmental Charges	2,125,121	2,363,903	2,176,692	3,169,984
Other Operating Expenses	253,944	294,330	312,308	225,308
Capital Outlay	73,892	242,344	135,280	385,000
Operating Expenses Subtotal	4,417,163	5,469,699	5,158,666	6,310,503
TOTAL EXPENDITURES	\$22,736,339	\$24,017,515	\$25,724,746	\$27,173,120
Full Time Positions	90.00	92.00	97.75	97.75
Hourly/FTE Positions	2.00	5.50	5.50	5.50

Account: 0012210-0012260 Fund: General

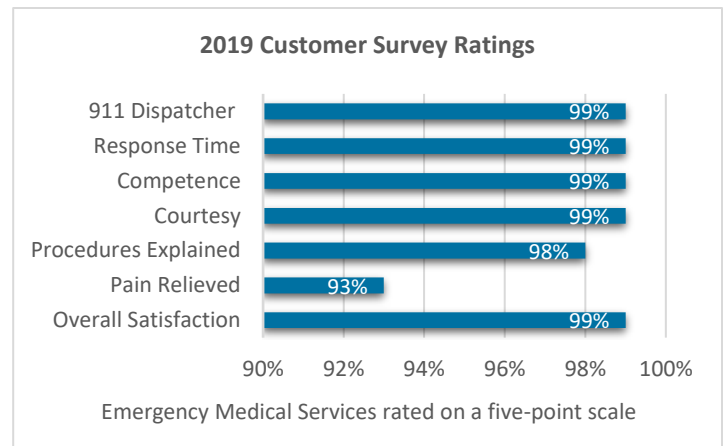
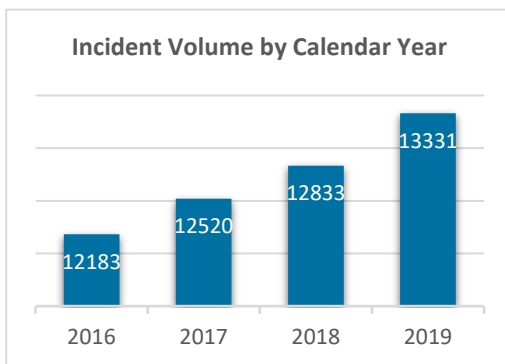
ABOUT

The Fire Department is an all-hazard first responder agency safeguarding lives, property, and the environment through 24-hour fire, rescue, marine safety, and emergency medical services. The department is separated into three bureaus: Emergency Operations, Emergency Preparedness, and Fire Prevention. Each bureau is committed to serving the Carlsbad community through prevention, preparation, response, and recovery.

SERVICES

- Respond to structure and wildland fires
- Deliver emergency medical services
- Perform high-risk technical search and rescues
- Deploy to natural or man-made disasters
- Coordinate response support operations for natural or man-made disasters
- Provide Special Weapons and Tactics (SWAT) medics to Carlsbad Police and other law enforcement agencies
- Maintain coastal year-round lifeguard services from Oak Avenue to northern city limit
- Coordinate Carlsbad Community Emergency Response Team volunteer program
- Lead Carlsbad Emergency Management Administrative Team

- Manage Emergency Operations Center facility, staffing, equipment and supplies to ensure incident response readiness
- Disseminate public emergency notifications
- Conduct large-scale emergency evacuations
- Administer citywide preparedness training and exercises and update preparedness plans
- Oversee Hazard Reduction Program with identification and abatement of brush fire hazards
- Review code compliance on construction plan submittals
- Perform construction inspections for new buildings and remodeling projects.
- Conduct code compliance inspections for schools, care facilities, hotels, motels, apartment complexes, and hazardous materials handling facilities
- Investigate suspicious or large loss fires for cause and origin
- Organize Fire Explorer Program for high school and college age students
- Promote public safety outreach and education programs across all bureaus
- Engage community using Carlsbad Fire Department Instagram page



RECENT ACCOMPLISHMENTS

- Established year-round lifeguard service along coastline from Oak Avenue to northern city limit
- Ratified Carlsbad Firefighters' Association MOU including lifeguard wages and conditions
- Updated Exposure and Infection Control Plan
- Launched new web-based records management system to document incidents in the field
- Enrolled in ground emergency medical transportation reimbursement program
- Drafted North Zone Urban Search and Rescue Governance Agreement and Operating Plan
- Hosted wireless emergency alerts for public safety personnel and first responders
- Represented City of Carlsbad at national-level natural disaster conferences
- Updated Continuity of Operations Plan
- Conducted extended EOC operations in support of COVID-19 mitigation and response
- Facilitated policy group coordination of COVID-19 mitigation and response
- Achieved full compliance with new state mandated fire inspection program
- Completed local amendment adoption process of the 2019 California Fire Code
- Conducted Standard of Cover update and ambulance operations assessment
- Developed and implemented new employee safety and wellness pilot programs
- Launched social media program to increase community engagement and communication

GOALS | OBJECTIVES | PRIORITIES

- Present Standard of Cover and ambulance operations assessment recommendations
- Adopt a best practice-based response time policy by type of risk
- Replace all EKG monitors used on standard suppression apparatus
- Complete upgrade of regional portable radios no longer supported with parts and repairs
- Partner with the Police Department for Lagoon Safety Program at Agua Hedionda Lagoon
- Revise Lifeguard Policy and Procedural Manual
- Pursue United Lifesaving Association Lifeguard Program Accreditation
- Establish Regional Urban Search and Rescue Task Force to address both local and countywide vulnerabilities
- Automate survey for emergency medical services to collect data and conduct analysis
- Develop Emergency Operations Plan Hazard-specific Appendixes and Objectives
- Support COVID-19 recovery operations
- Digitize all historical fire prevention plans and records
- Procure fire prevention software to manage state mandated inspection program
- Develop an internal arson investigation program
- Implement results from the Cost of Service Study
- Facilitate community-driven strategic plan to help prepare for department accreditation
- Revise Administrative Directive and Policy Manual
- Expand wellness programs offering physical, medical, emotional and biometric resources
- Research online permit and payment process for city permits and documents
- Enhance situational awareness with fire station digital dashboards
- Leverage technology platforms to assist with data collection, analysis, and communication
- Build department Intranet page
- Redevelop department performance measures for internal assessment

Service Delivery Benchmark	CY 2016	CY 2017	CY 2018	CY 2019
Call to 1st Arrival				
Time from receipt of request for assistance until first unit arrives on scene in 07:30 minutes or less/90% of the time	77.66%	75.6%	75.65%	75.39%

PUBLIC SAFETY | POLICE DEPARTMENT: SUMMARY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$18,086,325	\$18,794,827	\$20,786,831	\$23,684,866
Retirement Benefits	6,197,678	6,292,156	7,212,014	7,027,746
Health Insurance	2,044,517	2,064,894	2,542,616	2,652,679
Other Personnel Expenses	1,345,541	1,493,533	1,877,306	1,505,739
Personnel Services Subtotal	27,674,061	28,645,410	32,418,767	34,871,030
Operating Expenses				
Professional & Contract Services	1,401,166	2,091,636	1,682,213	2,365,997
Supplies & Materials	548,559	1,449,527	481,492	541,333
Repair & Maintenance	521,999	167,402	218,744	239,059
Interdepartmental Charges	3,820,578	5,595,529	6,714,251	6,687,982
Other Operating Expenses	815,848	597,059	493,163	457,993
Capital Outlay	1,055,337	1,292,453	371,059	0
Operating Expenses Subtotal	8,163,487	11,193,606	9,960,922	10,292,364
TOTAL EXPENDITURES	\$35,837,548	\$39,839,016	\$42,379,689	\$45,163,394
General Fund	\$35,310,020	\$39,009,548	\$42,017,261	\$44,593,457
Special Revenue Fund	527,528	829,468	362,428	569,937
TOTAL FUNDING	\$35,837,548	\$39,839,016	\$42,379,689	\$45,163,394
Full Time Positions	170.00	170.00	184.00	184.00
Hourly/FTE Positions	2.00	2.00	2.00	2.00

PUBLIC SAFETY | POLICE DEPARTMENT: ADMINISTRATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$481,424	\$566,748	\$724,970	\$548,832
Retirement Benefits	149,609	180,698	210,771	202,369
Health Insurance	51,653	52,288	89,207	55,987
Other Personnel Expenses	39,699	45,856	58,691	39,329
Personnel Services Subtotal	722,385	845,590	1,083,639	846,517
Operating Expenses				
Professional & Contract Services	745,423	1,066,872	990,741	1,005,741
Supplies & Materials	76,860	66,152	42,800	42,800
Repair & Maintenance	127	143	9,540	9,540
Interdepartmental Charges	45,761	3,293,977	3,980,034	3,803,103
Other Operating Expenses	277,447	288,879	279,050	277,050
Capital Outlay	5,708	566,481	0	0
Operating Expenses Subtotal	1,151,326	5,282,504	5,302,165	5,138,234
TOTAL EXPENDITURES	\$1,873,711	\$6,128,094	\$6,385,804	\$5,984,751
Full Time Positions	5.00	5.00	6.00	5.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account: 0012110 Fund: General 0012122</i>				

ABOUT

The Administration Division includes Command Staff personnel, administrative specialists, and station volunteers who develop and administer functions and programs that support the city's and the Police Department's statement of values in a manner responsive to the city and its citizen and establish 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

- "Report card" grade of A- by Campaign Zero, the only city in California to receive an A

GOALS | OBJECTIVES | PRIORITIES

- Respond to increasing demands with population growth and new dwellings in the city
- 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
- Redesign website to improve data collection
- Work with the city's GIS team to enhance insight on police strategies

PUBLIC SAFETY | POLICE DEPARTMENT: FIELD OPERATIONS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$9,880,522	\$10,265,590	\$11,025,512	\$13,117,430
Retirement Benefits	3,711,453	3,669,292	4,293,373	4,092,542
Health Insurance	1,089,236	1,115,760	1,334,434	1,426,334
Other Personnel Expenses	728,458	814,781	1,020,666	815,795
Personnel Services Subtotal	15,409,669	15,865,423	17,673,985	19,452,101
Operating Expenses				
Professional & Contract Services	286,150	562,647	355,938	441,562
Supplies & Materials	110,498	463,771	89,699	136,715
Repair & Maintenance	19,145	27,886	8,600	21,500
Interdepartmental Charges	1,596,707	1,727,007	2,077,465	2,181,479
Other Operating Expenses	113,106	131,217	104,100	98,600
Capital Outlay	981,036	175,460	259,562	0
Operating Expenses Subtotal	3,106,642	3,087,988	2,895,364	2,879,856
TOTAL EXPENDITURES	\$18,516,311	\$18,953,411	\$20,569,349	\$22,331,957
Full Time Positions	96.00	95.00	97.00	99.50
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012115-2121 Fund: General
0012123-2125

ABOUT

The field operations division includes Patrol, Traffic, Canines, Lagoon Patrol and Police Rangers. The Police Department compares its average response time to different priority level calls to the national average. The national average response time for Priority 1 calls is less than six minutes. The average response time for Priority 1 calls in Carlsbad is 5.5 minutes.

The FBI Index is used to measure crime in Carlsbad. The FBI Index includes homicide, rape, robbery, aggravated assault, burglary, larceny/theft, and motor vehicle theft. In 2019, Carlsbad's violent crime rate was 1.94 per 1,000 population and the property crime rate was 17.82 per 1,000 population. The county average for violent crime is 3.37 and for property crime is 16.00.

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

Police Activity	CY2015	CY2016	CY2017	CY2018	CY2019
Police Activities/Calls for Service	92,061	84,858	90,760	99,562	112,323
Number of Cases	9,253	8,884	8,643	8,705	8,774
9-1-1 Calls	29,765	27,410	29,144	32,509	33,061
Total Phone Calls	151,406	145,944	149,715	156,488	157,587

RECENT ACCOMPLISHMENTS

- Response time for Priority 1 calls reduced from 5.72 to 5.50
- Recovered 92 vehicles using Automated License Plate Readers (LPR)
- Responded to over 4,500 calls for service related to homeless concerns
- Police Department assisted in distributing 75,000 surgical face masks to the community in response to COVID-19 County Health Orders

GOALS | OBJECTIVES | PRIORITIES

- Utilize new and existing resources to address complaints and quality of life issues
- Address traffic complaints and partner with outside agencies for the city’s special events to increase security and awareness
- 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

- Reduction of budget for non-essential training and conferences
- Utilizing grants and federal funds to maintain certain essential services
- Reviewed the use of overtime and decreased hours in several areas that were fully staffed
- Elimination of some outsourced services
- Two additional Community Services Officer II’s were approved by the City Council and added to the budget mid-year

PUBLIC SAFETY |
POLICE DEPARTMENT: SUPPORT OPERATIONS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$6,529,749	\$7,397,833	\$8,430,189	\$9,122,559
Retirement Benefits	1,994,990	2,226,183	2,496,828	2,508,891
Health Insurance	783,422	852,256	1,066,912	1,076,865
Other Personnel Expenses	487,128	580,590	734,837	594,225
Personnel Services Subtotal	9,795,289	11,056,862	12,728,766	13,302,540
Operating Expenses				
Professional & Contract Services	182,062	341,137	192,634	690,794
Supplies & Materials	96,019	311,428	87,175	117,900
Repair & Maintenance	99,135	97,563	149,879	157,294
Interdepartmental Charges	467,215	553,978	635,592	667,340
Other Operating Expenses	72,763	125,518	65,470	46,300
Capital Outlay	31,192	15,964	111,497	0
Operating Expenses Subtotal	948,386	1,445,588	1,242,247	1,679,628
TOTAL EXPENDITURES	\$10,743,675	\$12,502,450	\$13,971,013	\$14,982,168
Full Time Positions	58.00	65.00	77.00	73.50
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0012126-2138 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
- Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of crimes
- Collect and process evidence collected in the field by police employees
- Provide support to divisions to assist with meeting goals
- Assist in the preservation of all life and ensure a safe resolution to critical incidents
- Investigate and follow up on crime and incident reports as they relate to the family
- Assist in the coordination of diversion, prevention, and education activities

	CY2015	CY2016	CY2017	CY2018	CY2019
Violent Crime Clearance Rate	70%	55%	48%	46%	58%
Property Crime Clearance Rate	29%	15%	10%	11%	12%

RECENT ACCOMPLISHMENTS

- Lead investigating agency in a national child sexual assault series
- Solved two homicide cases with suspects in custody within hours of the crime
- Violent crime case closures increase from 46% to 58%
- The Homeless Outreach Team (HOT) and Social Workers served 355 unduplicated homeless individuals and made over 1,240 contacts.
 - Bridged 71 homeless individuals into shelters and 49 into permanent housing
 - Connected 70 homeless individuals to medical or mental health care services
 - Placed 29 homeless veterans into veteran programs
 - Assisted 27 homeless individuals into substance treatment programs
- Between July to December 2019, HOT removed 129 encampments

GOALS | OBJECTIVES | PRIORITIES

- Continue training and professional development for succession planning
- Focus on homeless response through assistance and local resources
- Continue partnership with faith-based organizations and local non-profit organizations

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The Maintenance & Operations budget for the Homeless Response Program has been transferred from the Housing Trust Fund to the Police department in fiscal year 2020-21
- The Homeless Response Program accepted \$250,000 in funds from the State of California to assist with homeless prevention and intervention services
- \$400,000 was budgeted from the Housing Trust Fund to create a flexible housing subsidy program for individuals and families who are homeless or at-risk of homelessness

PUBLIC SAFETY |
POLICE DEPARTMENT: PROFESSIONAL SERVICES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$556,445	\$445,218	\$491,025	\$761,390
Retirement Benefits	173,682	179,860	174,627	187,405
Health Insurance	64,995	37,586	39,448	82,746
Other Personnel Expenses	40,357	50,208	52,379	48,154
Personnel Services Subtotal	835,479	712,872	757,479	1,079,695
Operating Expenses				
Professional & Contract Services	57,294	120,637	121,900	76,900
Supplies & Materials	87,000	507,345	153,818	73,918
Repair & Maintenance	0	0	5,725	5,725
Interdepartmental Charges	12,690	20,567	17,630	32,300
Other Operating Expenses	22,297	28,011	34,543	26,043
Capital Outlay	0	3,683	0	0
Operating Expenses Subtotal	179,281	680,243	333,616	214,886
TOTAL EXPENDITURES	\$1,014,760	\$1,393,115	\$1,091,095	\$1,294,581
Full Time Positions	5.00	4.00	3.00	5.00
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

- Combined the new training management program, Managing Employee Training Records (METR) with a Field Training Software
- Proactive response to COVID-19 to enhance health and safety of employees and community:
 - Required all employees to conduct self-check of COVID-19 symptoms before start of shift; implemented plan to have employees tested if anyone tested positive
 - Decontamination station outside of station
 - Twice a week deep-cleaning service of all common areas and patrol vehicles

POLICE DEPARTMENT | INFORMATION TECHNOLOGY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$400,617	\$0	\$0	\$0
Retirement Benefits	133,189	0	0	0
Health Insurance	44,612	0	0	0
Other Personnel Expenses	41,056	0	0	0
Personnel Services Subtotal	619,474	0	0	0
Operating Expenses				
Professional & Contract Services	130,237	0	0	0
Supplies & Materials	31,537	13	0	0
Repair & Maintenance	323,237	16,210	0	0
Interdepartmental Charges	1,695,665	0	0	0
Other Operating Expenses	330,235	12,434	0	0
Capital Outlay	31,178	3,821	0	0
Operating Expenses Subtotal	2,542,089	32,478	0	0
TOTAL EXPENDITURES	\$3,161,563	\$32,478	\$0	\$0
Full Time Positions	5.00	0.00	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.

PUBLIC SAFETY |

POLICE DEPARTMENT: POLICE GRANTS AND ASSET FORFEITURE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$237,568	\$119,438	\$115,135	\$134,655
Retirement Benefits	34,755	36,123	36,415	36,539
Health Insurance	10,599	7,004	12,615	10,747
Other Personnel Expenses	8,843	2,098	10,733	8,236
Personnel Services Subtotal	291,765	164,663	174,898	190,177
Operating Expenses				
Professional & Contract Services	0	343	21,000	151,000
Supplies & Materials	146,645	100,818	108,000	170,000
Repair & Maintenance	80,355	25,600	45,000	45,000
Interdepartmental Charges	2,540	0	3,530	3,760
Other Operating Expenses	0	11,000	10,000	10,000
Capital Outlay	6,223	527,044	0	0
Operating Expenses Subtotal	235,763	664,805	187,530	379,760
TOTAL EXPENDITURES	\$527,528	\$829,468	\$362,428	\$569,937
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
	<i>Account: 121-122</i>	<i>Fund: Special Revenue-Asset Forfeiture</i>		
	<i>123</i>	<i>Special Revenue-COPS Fund</i>		
	<i>124</i>	<i>Special Revenue-Public Safety Grants</i>		

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- The COPS grant is used to fund 1.0 sworn officer position
- Purchases include brush gear, bicycle safety gear, and cameras

GOALS | OBJECTIVES | PRIORITIES

- Continue to seek grant funding for necessary equipment
- Monitor for additional grants related to COVID-19

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- \$47,395 Coronavirus Emergency Supplemental Fund (CESF) used to purchase cleaning supplies, personal protective equipment for officers, decontamination station, and cleaning services in response to COVID-19
- Asset forfeiture to be used to fund certain critical programs and services



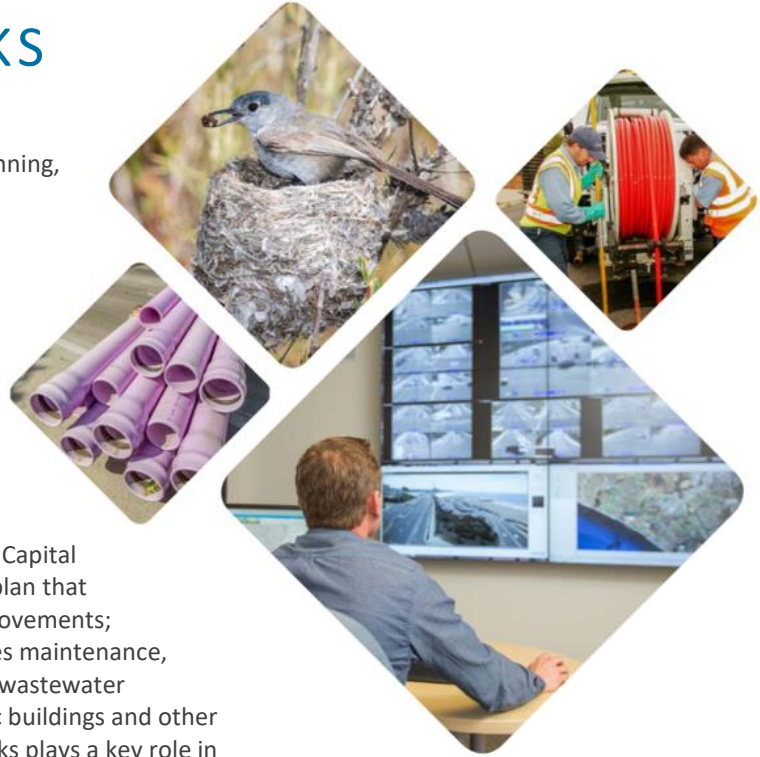
PUBLIC WORKS

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

760-602-2751
paz.gomez@carlsbadca.gov



PUBLIC WORKS BRANCH

Public Works

Administration

Facilities & Fleet

Environmental Management

Transportation

Construction Management & Inspection

Utilities



PUBLIC WORKS | ADMINISTRATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$794,465	\$756,799	\$816,856	\$900,061
Retirement Benefits	245,894	270,303	199,685	204,459
Health Insurance	134,758	95,929	102,381	107,431
Other Personnel Expenses	41,060	47,042	40,916	27,042
Personnel Services Subtotal	1,216,177	1,170,073	1,159,838	1,238,993
Operating Expenses				
Professional & Contract Services	53,303	66,240	494,680	243,078
Supplies & Materials	41,407	48,330	44,829	42,139
Repair & Maintenance	23,990	54,831	60,787	61,087
Interdepartmental Charges	216,046	229,557	233,992	177,901
Other Operating Expenses	18,124	52,531	73,332	23,000
Capital Outlay	328	5,283	0	0
Operating Expenses Subtotal	353,198	456,772	907,620	547,205
TOTAL EXPENDITURES	\$1,569,375	\$1,626,845	\$2,067,458	\$1,786,198
Full Time Positions	10.90	7.65	7.60	7.85
Hourly/FTE Positions	1.00	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, which comprises four departments, Transportation, Utilities, Fleet & Facilities and Construction Management & Inspection and provides administrative support services with a focus on strategic alignment to the Community Vision and City Council goals.

SERVICES

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

RECENT ACCOMPLISHMENTS

- Realigned the Public Works Branch into full asset-managing departments including restructuring the former General Services Department into the Fleet & Facilities Department, transferring Streets & Storm Drain Maintenance into the Transportation Department and changing the Construction Management & Inspection Division into a stand-alone department within the branch

- Development and implementation of a project submittal app and dashboard for the Capital Improvement Program integrated with GIS and the IFAS accounting system
- Upgraded three major business systems to improve work order and inspections tracking and reporting across Public Works, including EnerGov, Hansen and Asset Works
- Upgraded fuel pump hardware at Fleet Operations Facility to modernize tracking of city fleet data, such as fuel consumption and maintenance needs
- Implementation of DocuSign electronic signatures for Public Works administrative documents
- Updated and streamlined Public Works contract templates to improve consistency, enforceability and efficiency
- Award of the city's first job order contracts to allow more efficient and cost-effective procurement of recurring repair and construction activities
- Implementation of electronic bidding procedures to eliminate the need for in-person bid openings
- Managed communications and outreach activities in support of several major capital improvement projects, including the State Street Drainage Improvement Project, La Costa pavement overlay, slurry seal program and Palomar Airport Road widening
- Facilitate communications and outreach for transportation initiatives such as the Sustainable Mobility Plan and the residential traffic calming program

GOALS | OBJECTIVES | PRIORITIES

- Engage in the planning, design and implementation of a CIP project management system
- Transition to new software provider for @Your Service app, a customer-facing application in which the public and city departments can submit requests for public works services
- Improve effectiveness and access to online analytics for divisions to better manage workload, assets and costs using Tableau server in partnership with the Office of Innovation and Economic Development
- Develop and implement a new system to track treatment control best management practices inspections in compliance with storm water regulations
- Develop and operationalize formal contractor evaluation procedures
- Continue to 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
- Continue to develop and implement communications and outreach plans to support design and construction of capital improvement projects
- Continue to focus on employee coaching, development and training for staff at all levels throughout the department
- Develop consultant and contractor evaluation processes

PUBLIC WORKS | CONSTRUCTION MANAGEMENT & INSPECTION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,387,180	\$1,455,678	\$1,731,931	\$1,530,892
Retirement Benefits	401,960	406,788	393,678	382,482
Health Insurance	226,852	198,362	264,409	233,217
Other Personnel Expenses	68,945	73,459	81,856	47,507
Personnel Services Subtotal	2,084,937	2,134,287	2,471,874	2,194,098
Operating Expenses				
Professional & Contract Services	220,889	48,518	492,609	323,519
Supplies & Materials	24,156	22,219	46,592	51,732
Repair & Maintenance	6,404	3,447	6,314	6,314
Interdepartmental Charges	301,607	319,284	396,655	303,980
Other Operating Expenses	30,763	45,301	45,255	14,260
Capital Outlay	37,568	2,542	0	0
Operating Expenses Subtotal	621,387	441,311	987,425	699,805
TOTAL EXPENDITURES	\$2,706,324	\$2,575,598	\$3,459,299	\$2,893,903
Full Time Positions	15.40	15.40	17.70	15.20
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 00185XX Fund: General

ABOUT

Construction Management & Inspection ensures safe construction of Capital Improvement Program and private development projects in compliance with legal, regulatory and contractual requirements. In January 2020, this department changed from being a division in the Transportation Department to its own stand-alone department within the Public Works Branch.

SERVICES

This department manages construction of CIP projects and public works contracts for all city asset managing departments, inspection and oversight of private development grading, storm water and improvements and inspection and oversight of all activity in the public right of way.

RECENT ACCOMPLISHMENTS

- Transitioned smoothly from being a division in the Transportation Department to becoming a stand-alone department within the Public Works Branch in January 2020
- Implemented COVID-19 safety measures to allow all inspectors and project managers to operate remotely or semi-remotely while still providing a full range of essential construction management and inspection services

- Provided construction management services on several high-profile capital improvement projects, including the State Street Drainage Improvement, Maerle Reservoir Cover Replacement, City Hall Exterior Improvements, La Costa Avenue pavement overlay, Agua Hedionda Lift Station and recycled water pipelines installations throughout the city
- Coordinated inspection services with City of Vista for the Buena Sewer Improvements Project
- Provided construction inspection services for private developments such as Poinsettia 61 and ensure safe work in the right of way for 5G infrastructure installations throughout the city
- Continued refinement of EnerGov permit tracking system modules to improve cross-departmental coordination and efficiency
- Maintained storm water compliance through training, education, outreach and enforcement actions resulting in zero construction related notices of violations from the Regional Water Quality Control Board to date
- Completion of the California Stormwater Quality Association certification requirements for the Construction General Permit Trainer of Record by a senior construction inspector. Currently, there are fewer than 130 people in California who have completed this highly sought-after certification. The trainer of record will train city staff on storm water certification requirements

GOALS | OBJECTIVES | PRIORITIES

- Continue to provide construction management services for high-profile parks, transportation, water, sewer and storm drain infrastructure projects
- Complete Buena Vista Channel maintenance and clean-up project
- Widen El Camino Real Bridge at Cannon Road over Agua Hedionda Creek
- Continued focus on treatment control best management practices related efforts, including a partnership with the city's IT and GIS staff to develop and implement a comprehensive inspection tracking and data management system following treatment control best management practices
- Partner with the City Attorney's Office, contract administration and engineering staff to comprehensively update the city's standard public works contract and engineering standards to align with latest edition of the Standard Specifications for Public Works Construction
- Complete an update of storm water inspections and compliance procedures
- Develop and implement a certified in-house Qualified Storm Water Pollution Prevention Plan Developer and Practitioner Program for eligible city staff
- Leverage project management tools and processes to improve efficiency and effectiveness within the department
- Implement process improvements to support innovation efforts
- Develop a contractor evaluation process to improve accountability

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The Construction Management & Inspection Division was transferred from the Transportation Department to its own stand-alone department beginning in fiscal year 2020-21

PUBLIC WORKS | ENVIRONMENTAL MANAGEMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$283,702	\$244,533	\$276,028	\$316,820
Retirement Benefits	81,453	72,185	66,632	69,813
Health Insurance	38,791	32,642	37,263	35,491
Other Personnel Expenses	7,069	9,130	9,501	9,580
Personnel Services Subtotal	411,015	358,490	389,424	431,704
Operating Expenses				
Professional & Contract Services	146,327	264,365	326,250	306,950
Supplies & Materials	1,386	4,756	6,300	5,617
Repair & Maintenance	12	20	0	50
Interdepartmental Charges	22,264	33,134	41,671	58,222
Other Operating Expenses	4,798	8,946	8,572	6,403
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	174,787	311,221	382,793	377,242
TOTAL EXPENDITURES	\$585,802	\$669,711	\$772,217	\$808,946
Full Time Positions	2.55	2.55	2.55	2.65
Hourly/FTE Positions	0.50	0.50	0.50	0.50
<i>Account: 0015110</i>		<i>Fund: General</i>		
<i>0015130</i>				

ABOUT

The General Fund portion of the Environmental Management Department budget includes the Climate Action Plan Division, Habitat Management Plan Division and coordination of the municipal component of the National Pollutant Discharge Elimination System Municipal Storm Water Permit. These programs support the community vision areas of open space and the natural environment, sustainability and access to recreation and active, healthy lifestyles.

The Climate Action Plan, or CAP, was approved by the City Council in September 2015 with approval of the General Plan update. It contains various measures that are intended to reduce greenhouse gas emissions within Carlsbad in accordance with California emissions reductions targets. Each of these measures has specific actions that the city needs to complete, such as adopting ordinances, preparing plans and conducting public outreach and stakeholder involvement.

The final Habitat Management Plan was adopted in November 2004. By providing a regulatory structure that addresses environmental impacts and guidelines pertaining to long-term habitat management, the plan will protect the city's natural resources while allowing compatible economic growth through establishment of a citywide preserve system. The municipal component of the stormwater permit requires the city to inventory municipal facilities, implement best management

practices, conduct inspections of municipal facilities, provide outreach and training to city staff and report on these activities in an annual report submitted to the San Diego Regional Water Quality Control Board.

SERVICES

Habitat Management Plan

- Provide leadership and citywide coordination to ensure compliance with Habitat Management Plan regulations
- Coordinate with the Planning Division on private development projects
- Coordinate with various city departments on CIP projects
- Serve as liaison between city staff and regulatory agencies
- Oversee preserve managers to ensure Habitat Management Plan-compliant biological management, monitoring and reporting
- 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
- Evaluate and enhance wildlife movement throughout the habitat plan's preserve system and coordinate with partners to enhance regional wildlife movement
- Implement educational outreach and volunteer program to engage the community and promote an understanding of habitat conservation and land stewardship
- Lead the city's Ward's weed eradication, surveillance and habitat restoration program
- Participate regionally in SANDAG's Environmental Mitigation Program Working Group and San Diego Management and Monitoring Program

Municipal Storm Water Permit

- Support municipal compliance activities related to the municipal facilities including:
 - Inventory
 - Contract administration for inspections
 - Training
 - Stormwater pollution prevention plans

Sustainability Initiatives

- Assist the city in implementing the Sustainability Guiding Principles as resources allow, such as working with the Chamber of Commerce and Cleantech San Diego
- Coordinate and participate in climate adaptation projects, such as the Batiquitos Lagoon Resiliency Plan and Safety and Service Center Microgrid Feasibility Study, to support sustainability of natural and community resources

Climate Action Plan

- Coordinate and oversee implementation of the CAP through an interdepartmental matrix team
- Collect CAP implementation monitoring data and prepare an annual report
- Coordinate preparation of a community-wide greenhouse gas inventory and forecast on a biannual basis
- Perform outreach and education related to CAP activities and respond to public inquiries
- Oversee and coordinate implementation of the Home Energy Score Assessment program and Carlsbad Green Business Network
- Participate in regional groups such as SANDAG Regional Energy Working Group, San Diego Regional Climate Collaborative, Climate Science Alliance and the North Coast Energy Action Collaborative

- Research and monitor upcoming regulations and activities related to energy initiatives
- Monitor regional climate change preparedness activities
- Coordinate and provide training opportunities

RECENT ACCOMPLISHMENTS

- Developed and initiated the city's Ward's weed eradication program
- Prepared one of the city's first climate smart conservation plans and began long-term management of the Poinsettia Station Vernal Pool Preserve
- Received Habitat Management Plan coverage for six vernal pool species, approved by wildlife agencies
- Completed five-year post-fire habitat recovery monitoring in the Poinsettia Fire burn area
- Conducted required storm water inspections at municipal facilities
- Completed Storm Water Pollution Prevention Plan updates at several municipal facilities
- Trained municipal staff from various departments and divisions related to the Municipal Storm Water Permit
- Facilitated 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 Batiquitos Lagoon Resiliency Plan Climate Scenario Planning Report
- Partnered with Scripps Institute of Oceanography's Center for Climate Change Impacts and Adaptation to receive a State Coastal Conservancy Climate Ready Grant
- Gave presentations on city's CAP implementation at various public meetings, including Local Government Sustainable Energy Coalition's statewide forum, San Diego Green Building Council's panel discussion and Bay Area Regional Energy Network's regional forum
- Created and launched Carlsbad Green Business Network
- Created Home Energy Score Assessment Program
- Continued coordinating the CAP Interdepartmental Implementation Team and provided assistance for their respective CAP implementation responsibilities
- Participated in and contributed to local meetings, collaborations, conferences and symposia regarding best practices for energy efficiency, renewable energy, climate mitigation and climate resiliency, including the SANDAG Energy Working Group, SANDAG Regional Energy Action Collaboratives, Climate Collaborative and Climate Science Alliance
- Completed CAP Annual Report and presented report to City Council
- Amended CAP to include updated greenhouse gas emissions inventory, targets and forecast and Community Choice Energy as a new reduction measure
- Partnered with Carlsbad Chamber of Commerce Green Business Committee to plan and organize panel discussions at the Green Business Expo and encourage sustainability initiatives in local businesses

GOALS | OBJECTIVES | PRIORITIES

- Coordinate with local and regional stakeholders to monitor, manage and conduct outreach for the shot hole borer beetle and Ward's weed, the highest priority threats to the Habitat Management Plan's preserve system
- Expand volunteer program to protect high priority species and habitats in unmanaged preserve areas and conduct biological monitoring
- Continue implementing wildlife movement program to evaluate and enhance wildlife movement
- Perform habitat enhancement or restoration in high priority, high-risk areas of the preserve
- 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
- Pursue other partnering opportunities and grants to meet Habitat Management Plan goals and priorities
- Maintain collaborative relationships with counterparts at U.S. Fish and Wildlife Service, California Department of Fish and Wildlife and California Coastal Commission to ensure solutions-oriented habitat plan implementation
- Work with city staff to ensure that projects are implemented in a manner consistent with the habitat plan
- Improve implementation of municipal storm water activities citywide with assistance from Municipal Storm Water Permit contractor
- Work with municipal facility inspection contractor to complete all required inspections
- Undergo a comprehensive CAP update, with the General Plan Housing Element update
- Assist the Planning Division with incorporation of climate adaptation strategies in the General Plan Safety Element update
- Work with city staff and Scripps Institute of Oceanography to implement the State Coastal Conservancy grant-funded South Carlsbad Boulevard Climate Adaptation Project
- Prepare CAP Annual Report and present findings to City Council
- Continue to administer CAP Interdepartmental Implementation Team and provide assistance in their respective CAP implementation responsibilities
- Evaluate the feasibility for grid-connected and off-grid fleet, employee and public electric vehicle charging stations at city facilities
- Continue to participate in and contribute to local, regional and statewide meetings, collaborations, conferences and symposia regarding best practices for energy efficiency, renewable energy, climate mitigation and climate resiliency
- Continue to partner with industry organizations in CAP implementation, including the Carlsbad Chamber of Commerce, Cleantech San Diego and the San Diego Green Building Council
- Increase participation in San Diego Regional Climate Collaborative by serving as Board member
- Continue to research grant funding opportunities

PUBLIC WORKS |

ENVIRONMENTAL MANAGEMENT: SUSTAINABLE MATERIALS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$131,141	\$157,809	\$259,351	\$267,013
Retirement Benefits	39,554	42,696	52,557	65,346
Health Insurance	26,148	20,708	54,217	37,228
Other Personnel Expenses	4,886	6,277	8,904	8,553
Personnel Services Subtotal	201,729	227,490	375,029	378,140
Operating Expenses				
Professional & Contract Services	314,643	548,861	716,047	834,447
Supplies & Materials	90,614	60,266	31,807	34,472
Repair & Maintenance	0	0	1,870	0
Interdepartmental Charges	124,285	108,575	115,217	136,411
Other Operating Expenses	22,919	18,533	6,574	3,433
Capital Outlay	0	32,050	0	0
Operating Expenses Subtotal	552,461	768,285	871,515	1,008,763
TOTAL EXPENDITURES	\$754,190	\$995,775	\$1,246,544	\$1,386,903
Full Time Positions	1.80	1.80	2.80	2.80
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 520XXXX Fund: Enterprise

ABOUT

This budget includes oversight and coordination of the city’s Sustainable Materials Management Division. Consistent with the General Plan, the Environmental Management Department coordinates the citywide waste reduction and recycling program to maintain compliance with the following state regulations related to diversion and disposal of solid waste:

- Assembly Bill 939 Integrated Waste Management Act of 1989
- AB 341 Mandatory Commercial Recycling
- AB 2176 Large Venue and Large Events Recycling
- AB 1826 Mandatory Commercial Organics Recycling
- AB 1594 Green Material Used as Alternative Daily Cover
- Senate Bill 1383 Short-Lived Climate Pollutants: Organic Waste Methane
- SB 1016 Solid Waste Per Capita Disposal Measurement Act

The Sustainable Materials Management Division staff oversee the Coast Waste Management contract for recycling and trash services, the Palomar Transfer Station agreement for disposal services, composting service contract, various waste reduction and diversion outreach and education contracts and household hazardous waste service contracts.

SERVICES

- Work toward compliance with AB 939, AB 341, AB 2176, AB 1826, SB 1383 and SB 1016
- 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, green waste composting, residential composting 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 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 SB 1016
- 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

- Developed a three-phase Sustainable Materials Management Plan for the city that was approved by City Council
- Updated the solid waste municipal ordinance to align with new waste reduction and recycling mandates
- Coordinated fourth annual Earth Month activity events that encouraged sustainable practices such as waste reduction, recycling, compost and ocean clean up.
- Negotiated and amended the contract for organic waste disposal to have all city's green waste composted at a certified commercial compost facility, as required by AB 1594
- Worked collaboratively with the 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
- 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
- Submitted all required annual reports and responded to CalRecycle's compliance questions related to existing programs activities and statistics
- Reviewed special event applications for compliance with recycling and trash best practices

GOALS | OBJECTIVES | PRIORITIES

- Review, prioritize and implement improvements needed based on feedback from CalRecycle in the mandatory commercial recycling, construction and demolition recycling programs.
- Develop Sustainable Materials Management Implementation Plan to engage all city departments to reduce waste and divert more
- Negotiate new contracts for solid waste collection, disposal and recycling processing.
- 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 on-site assistance
- Continue outreach and education to 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
- Continue tracking disposal rate (pounds per person per day) to verify accuracy and determine whether adjustments are needed
- Increase awareness and participation in household hazardous waste recycling program
- Research organic recycling opportunities to provide solutions for city's businesses and residents
- Coordinate Earth Month activities and events including participation from various city departments

PUBLIC WORKS |

ENVIRONMENTAL MANAGEMENT: WATERSHED PROTECTION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$366,023	\$406,309	\$467,287	\$550,304
Retirement Benefits	107,049	117,475	108,189	121,134
Health Insurance	50,768	73,406	86,102	93,689
Other Personnel Expenses	14,822	18,544	19,854	17,956
Personnel Services Subtotal	538,662	615,734	681,432	783,083
Operating Expenses				
Professional & Contract Services	274,124	274,649	540,092	509,514
Supplies & Materials	7,424	4,337	30,866	20,041
Repair & Maintenance	460	263	1,112	530
Interdepartmental Charges	279,389	320,727	342,483	358,758
Other Operating Expenses	12,465	14,229	16,127	8,820
Capital Outlay	328	5,085	0	0
Operating Expenses Subtotal	574,190	619,290	930,680	897,663
TOTAL EXPENDITURES	\$1,112,852	\$1,235,024	\$1,612,112	\$1,680,746
Full Time Positions	5.15	5.25	5.70	6.50
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 5125110 Fund: Enterprise

ABOUT

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

SERVICES

- **Watershed Principal and Participation:** Watershed Protection Division personnel participate in watershed activities with neighboring cities in the Carlsbad Watershed and act as the Principal Co-permittee. As the principal co-permittee for the watershed, the city serves as a liaison with the Regional Water Control Board, ensures the submittal of annual reports and participates in the San Diego County Copermittees Regional Program Planning Committee.
- **City Representation:** The Watershed Protection Division personnel represent the city at meetings with the Environmental Protection Agency, Regional Water Quality Control Board, San Diego County Co-permittees, Carlsbad Watershed, environmental nonprofit groups and other related stakeholders.

- **Water Quality Monitoring:** The Watershed Protection Division staff implement a monitoring program to evaluate Municipal Separate Storm Sewer, or MS4, discharges. Required monitoring programs include receiving water monitoring, MS4 outfall discharge monitoring, sediment quality monitoring and various special studies.
- **Education and outreach and public participation:** Watershed Protection Division staff implement a public outreach and educational program to promote and encourage behavior changes that reduce the discharge of pollutants into the MS4 and protect water quality in our receiving waters. Outreach to municipal staff is conducted to inform and educate employees and city contractors on the requirements for municipal facilities and operations.
- **Business program:** Businesses are assessed 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:** The Municipal Storm Water Permit requires this program to detect and eliminate illicit discharges into the MS4. This program includes the response to and investigation of, potential illicit discharges in the city, field screening at major outfalls and management of a public hotline.
- **Annual city report writing:** Program personnel are responsible for compiling the annual Jurisdictional Runoff Management Program report. In addition, program personnel coordinate preparation of the new program documents at the beginning of each Municipal Storm Water Permit cycle.
- **Inter-departmental support:** Watershed Protection Division continues to work inter-departmentally on storm water and other environmentally-related activities, including with the Carlsbad Fire Department during emergency response, Parks & Recreation, Community Development's Land Development Engineering Division, Construction Management & Inspection, Transportation, Fleet & Facilities and Utilities Departments.
- **Total Maximum Daily Load, or TMDL, regulation management:** The program assesses specified impaired water bodies for the availability and accuracy of water quality data
- **Statewide trash amendments:** Watershed Protection Division staff act as the lead division for planning and implementation of the statewide trash amendments. This program is expected to be implemented by multiple divisions over time. Watershed Protection's role will be limited to planning, coordinating, inspections, public outreach, monitoring and reporting, while other divisions may need to update engineering standards, construct capital projects and provide maintenance and operations related to the regulation. The implementation plan was completed in November 2018 and will direct program implementation. It is anticipated that the trash amendment requirements will be incorporated into the next Municipal Storm Water Permit

RECENT ACCOMPLISHMENTS

- Worked inter-departmentally to implement the Municipal Storm Water Permit
- Managed the contract for a Watershed Coordinator to assist the watershed agencies with implementing the Water Quality Improvement Plan and report to optimize the watershed's compliance with the Municipal Storm Water Permit
- Submitted the Carlsbad Watershed Management Area Water Quality Improvement Plan and the Jurisdictional Urban Runoff Management Plan Annual Reports to the Regional Water Quality Control Board

- Worked inter-departmentally with staff and consultants to complete the internal Track 2 Trash Amendments plan. Executing the implementation plan will require substantial future resources to achieve compliance
- Continued San Marcos Hydrologic Area participation in the Beaches and Creeks Bacteria TMDL
- Revised and updated divisional procedure plans to better define and monitor program performance and costs.
- Worked inter-departmentally to update the Jurisdictional Runoff Management Program to direct the implementation of strategies developed in the Water Quality Improvement Plan
- 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
- Started a Litter Removal Pilot study to assess the litter accumulation rates in various areas to help inform future enhancements to the litter removal programs

GOALS | OBJECTIVES | PRIORITIES

- Continue to support the City of Carlsbad's quality of life by responsibly managing environmental resources
- Continue serving as the principal co-permittee for the Carlsbad Watershed Management Area
- Implement 100% of required Water Quality Improvement Plan strategies and meet the interim and final numeric goals in the plan
- Prepare and submit Water Quality Improvement Plan Annual Report to the Regional Board as required
- Incorporate innovative methods to implement the city's Jurisdictional Runoff Management Program in conjunction with the Carlsbad Watershed Water Quality Improvement Plan. Prepare and submit Jurisdictional Runoff Management Program to Regional Board as required
- Plan for implementation of the revised Municipal Storm Water Permit, which will include new requirements to control trash. This is expected in spring of 2021
- Conduct 100% of existing development inspections required by the Municipal Storm Water Permit. Prepare and submit 100% of plans, studies or other documents as required by the Municipal Storm Water Permit or other regulatory order
- Conduct 100% of water quality monitoring required by the Municipal Storm Water Permit
- Continue to improve business processes within the EnerGov system and create streamlined reporting tools to allow more efficient access to data

PUBLIC WORKS | FACILITIES & FLEET: FACILITIES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,459,813	\$1,476,900	\$1,782,995	\$1,957,261
Retirement Benefits	321,974	350,449	356,169	379,577
Health Insurance	217,114	212,338	292,723	327,501
Other Personnel Expenses	76,621	73,822	85,933	63,014
Personnel Services Subtotal	2,075,522	2,113,509	2,517,820	2,727,353
Operating Expenses				
Professional & Contract Services	740,751	1,017,489	911,952	887,115
Supplies & Materials	759,854	580,957	738,267	692,340
Repair & Maintenance	550,411	617,759	844,563	841,467
Interdepartmental Charges	265,836	286,423	336,429	391,341
Other Operating Expenses	344,142	358,207	409,352	373,067
Capital Outlay	155,644	130,723	46,500	0
Operating Expenses Subtotal	2,816,638	2,991,558	3,287,063	3,185,330
TOTAL EXPENDITURES	\$4,892,160	\$5,105,067	\$5,804,883	\$5,912,683
General Fund	\$4,848,898	\$5,058,965	\$5,754,883	\$5,862,683
Special Revenue Fund	43,262	46,102	50,000	50,000
Total Funding	\$4,892,160	\$5,105,067	\$5,804,883	\$5,912,683
Full Time Positions	17.80	19.85	20.45	21.65
Hourly/FTE Positions	6.50	9.00	8.50	8.50
Account:	0015310		Fund:	General
	0015320			General
	3155110			Special Revenue-Parking in Lieu

ABOUT

The Facilities Division provides safe and comfortable working spaces at city facilities and maintains quality indoor public spaces. This division oversees design and construction management of new city facilities and operates the Safety Training Center for public safety organizations across the region.

SERVICES

- Maintenance of the city-owned facilities, including building exteriors, interiors, cleaning and custodial services and set-up of offices and meeting rooms
- Building improvements, renovations, repairs and relocations
- Operations and leasing of the Safety Training Center for public safety personnel training

RECENT ACCOMPLISHMENTS

Facilities

- Significantly increased cleaning and disinfecting protocols in city facilities due to the COVID-19 pandemic
- Completed 2,233 work orders
- Remodeled the City Hall lobby, six offices and multiple cubicle reconfigurations at the Faraday Center and an office conversion at Fire Station 5
- Flooring restoration at Calavera Hills Community Center, Stagecoach Community Center, Harding Community Center and Heritage Hall
- Emergency flood, mold and asbestos remediation at the Senior Center, Carlsbad Municipal Water District, Las Palmas building, Scout House and Fire Station 2
- Completed flooring and painting renovations at the Holiday, Scout and Kruger Houses
- Completed electrical panel upgrades at Fire Station 5 and Harding Community Center
- Installed a roof and a roll-up door to enhance usability and security at Fire Station 5
- Refurbished the roof and skylights at the Faraday Administration Center to current federal safety standards
- Completed the preliminary design and Conditional Use Permit for the Fire Station 2 replacement project
- Completed Phase I of a citywide upgrade of streetlights with LED fixtures

Safety Training Center

- Recovered \$1,112,241 settlement in ongoing construction defect litigation
- Provided facilities and support for 135 Carlsbad Fire Department training days and 149 Carlsbad Police Department training days
- Supported 149 training days for 26 outside agency leases
- Negotiated seven new lease agreements with outside law enforcement agencies
- Completed LED lighting retrofit for both training classrooms
- Completed final draft of a citywide Injury and Illness Prevention Plan
- Procured a new firearms training simulator for law enforcement training
- Supported nonprofit veteran's organization, Active Valor, by hosting a special event for U.S. Military Gold Star Families
- Hosted the 2019 Police and Fire Biathlon
- Completed fall protection upgrades to rappelling tower, roof access ladders and the residential training prop to increase employee safety during training
- Replaced fire suppression and standpipe training props in the commercial training tower
- Completed campus security camera and alarm upgrades

GOALS | OBJECTIVES | PRIORITIES

Facilities

- Begin conversion of the city facility and parking lot light pole and fixture replacement project
- Continue implementation of accessibility upgrades at public city facilities
- Continue interior cubicle and office reconfigurations at Faraday Administration Center
- Continue development of a Facility Asset Management System
- Develop a road map for "smart building" conversion
- Complete Capital Improvement Program projects:
 - New Village Arts roof and siding
 - Carlsbad City Library on Dove Lane fire alarm system replacement

- Calavera Hills Community Park exterior improvement
- Obtain a conditional use permit for the Orion Center Project and solicit for design-build services
- Award design-build contact for Fire Station 2 replacement project
- Renovate the Dove Library parking lot to relocate accessible parking stalls
- Complete design work and obtain building permit for the Safety Center renovation

Safety Training Center

- Upgrade stormwater best management practices at several locations inside the campus
- Upgrade rappelling tower to support technical rescue and rope operator courses
- LED lighting improvements for both indoor firearms ranges

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Adjusted budget and personnel to complete transition of Facilities from the General Services Department to the Facilities & Fleet Department

PUBLIC WORKS |

FACILITIES & FLEET: FLEET MAINTENANCE & REPLACEMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$544,560	\$571,260	\$779,297	\$833,217
Retirement Benefits	157,056	162,015	165,094	187,684
Health Insurance	88,096	100,159	130,061	164,997
Other Personnel Expenses	33,475	30,721	34,281	27,133
Personnel Services Subtotal	823,187	864,155	1,108,733	1,213,031
Operating Expenses				
Professional & Contract Services	31,321	44,969	39,343	39,343
Supplies & Materials	1,282,828	1,414,315	1,486,033	1,486,033
Repair & Maintenance	327,124	376,150	382,394	384,094
Interdepartmental Charges	121,850	118,801	124,728	164,750
Other Operating Expenses	18,895	25,903	29,850	9,053
Capital Outlay	3,201,201	2,067,034	4,107,783	3,779,298
Operating Expenses Subtotal	4,983,219	4,047,172	6,170,131	5,862,571
TOTAL EXPENDITURES	\$5,806,406	\$4,911,327	\$7,278,864	\$7,075,602
Full Time Positions	8.50	8.50	9.70	10.25
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 6205460
6215461

Fund: Vehicle Maintenance Fund

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 records related to fleet asset inventory and work order history through management of the AssetWorks fleet maintenance database
- Evaluate the city fleet on an annual basis to identify units eligible for replacement in accordance with Administrative Order No. 3 and calculate estimated acquisition costs
- Manage the Fleet Replacement Committee, made up of city staff from various departments, to make recommendations for unit replacement, retention or disposal
- Establish the replacement charge for each vehicle or piece of equipment in service and charge back departments monthly
- Advise on development of specifications for purchase of replacement units that satisfy client department performance requirements while optimizing life cycle return on investment in alignment with the Climate Action Plan
- In partnership with the Finance Department, purchase replacement units through the public bidding process or through cooperative purchasing programs
- Arrange for public auction of replaced units, or sale to interested public agencies or special districts

RECENT ACCOMPLISHMENTS

- Completed 439 periodic maintenance work orders and 888 repair work orders during the period of July 2019 through March 2020
- Hired public works superintendent for fleet program management and support
- Activated 60 new vehicles and equipment, including 16 plug-in hybrid electric vehicles and one all-electric vehicle, representing 36% of all new light duty vehicle replacements or additions to the fleet

GOALS | OBJECTIVES | PRIORITIES

- Assess, review and update Administrative Order No. 3, on city vehicles, in coordination with other departments, for inclusion of responsible city agents and conformance to the city's Climate Action Plan
- Annually assess vehicles for conversion to alternative fuel options in support of the CAP goal to increase the proportion of fleet low- and zero-emissions vehicle miles traveled to 25% of all city-related vehicle miles traveled by 2035
- Procure and install vehicle telematics systems to review vehicle use and analyze of candidacy for alternative fuel conversion
- Develop a fleet assets master plan for 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 budget and personnel were adjusted to complete the transition of the Fleet Program from the General Services Department to the Facilities & Fleet Department

PUBLIC WORKS | TRANSPORTATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$2,651,570	\$3,049,533	\$3,686,958	\$3,765,289
Retirement Benefits	838,729	929,744	906,051	896,483
Health Insurance	457,700	509,880	662,636	671,807
Other Personnel Expenses	162,572	183,167	202,647	121,608
Personnel Services Subtotal	4,110,571	4,672,324	5,458,292	5,455,187
Operating Expenses				
Professional & Contract Services	1,025,889	1,295,410	1,126,998	1,030,514
Supplies & Materials	246,047	313,188	528,350	498,192
Repair & Maintenance	1,035,499	1,314,331	1,524,824	1,467,574
Interdepartmental Charges	1,562,690	1,593,901	1,799,058	1,737,239
Other Operating Expenses	563,728	541,537	719,708	655,075
Capital Outlay	3,730	14,482	0	0
Operating Expenses Subtotal	4,437,583	5,072,849	5,698,938	5,388,594
TOTAL EXPENDITURES	\$8,548,154	\$9,745,173	\$11,157,230	\$10,843,781
TOTAL FUNDING				
General Fund	\$6,174,496	\$6,877,759	\$7,607,635	\$7,410,972
Enterprise Fund	1,451,005	1,724,390	1,962,215	1,915,302
Special Revenue Fund	922,653	1,143,024	1,587,380	1,517,507
TOTAL FUNDING	\$8,548,154	\$9,745,173	\$11,157,230	\$10,843,781
Full Time Positions	42.45	44.00	44.15	43.90
Hourly/FTE Positions	1.50	1.50	1.50	1.50
<i>Account:</i>	0016310	<i>Fund:</i>	General	
	0018410		General	
	00186xx		General	
	00187xx		General	
	1626357		Special Revenue- Streetlight Maintenance	
	163		Special Revenue-Buena Vista Channel	
	164		Special Revenue-LLD #2	
	5216310		Enterprise-Storm Drain Maintenance	

ABOUT

The Transportation Department cares for road infrastructure and projects, keeps people and traffic moving, maintains streets and storm drains, maintains street lighting and provides incident response for city and private property. It is responsible for enhancing mobility and safety citywide through ongoing transportation planning, streets and traffic engineering, drainage engineering, streets maintenance, street lighting, storm drain maintenance and signal operations activities. The department also provides maintenance and posting of street signs, street legends, striping, graffiti and trash removal, street sweeping and pothole and sidewalk repairs. Other services include the

maintenance of decorative lighting and oversight of the Buena Vista Creek Channel Maintenance Assessment District and Lighting and Landscape District No. 2.

SERVICES

- **Traffic and Mobility:** Planning, engineering and signals operations and serve as liaison with the Traffic and Mobility Commission
- **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, pothole and sidewalk repairs and inspection and maintenance of the storm drain system
- streetlamps and decorative lighting maintenance and repair
- **Transportation and storm drain engineering:** Develop plans, specifications and estimates and provide project or design management of projects involving streets and storm drains
- **Asset management of transportation, drainage and other city infrastructure**
- **Buena Vista Creek Channel Maintenance Assessment District:** Ensure adequate funds are collected to administer and maintain the Buena Vista Creek Channel from Jefferson Street east to the South Vista Way bridge
- **Lighting and Landscape District No. 2:** The 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

Traffic and Mobility

- Began the final phase of the Adaptive Traffic Signal project. Implemented and documented results for the first adaptive corridor, including adaptive signal operations at freeway interchanges
- Led and reassessed development of the Sustainable Mobility Plan and the Transportation Demand Management, or TDM, program.
 - Implemented the TDM framework plans, worked with local businesses to increase awareness of the program, incorporated SANDAG iCommute and TDM best practices and identified proven strategies for encouraging employees to reduce driving alone, both pre- and during COVID-19
- Revised the Carlsbad Municipal Code to reflect a change in the Traffic and Mobility Commission's name (from the Traffic Safety Commission) and responsibilities; developed communications plan and prepared the first annual Work Plan
- Managed the Carlsbad Connector on-demand shuttle service program and crafted the option for the second year of service
- Completed conceptual designs and feasibility analysis for ADA-compliant ramps for the beach access points at Pine Avenue and Tamarack State Beach
- Received Caltrans grant funding to prepare a Local Roadway Safety Plan for a citywide study of traffic collisions to address traffic safety needs of all roadway users in Carlsbad
- Completed design for traffic calming projects for three streets and hosted 12 neighborhood meetings, completing nine traffic calming measures by end of the fiscal year
- Implemented a road diet reducing vehicle lanes and providing new buffered bicycle lanes on La Costa Avenue as part of the pavement overlay project
- Completed design for three rectangular rapid flashing beacons and construction at eight locations. Installed permanent speed feedback installations at 11 locations

- Completed traffic analysis of the Poinsettia Lane extension project
- Implemented the new multimodal level of service or MMLOS methodology
- Finished first phase of Intelligent Traffic Control project, linking all schools' flashing beacons
- Began the Traffic Signal Master Plan, completed the draft Evaluation & Monitoring Manual
- Developed conceptual designs for fiber optic communications network
- Managed the signal maintenance contract including resolution of service requests and 746 pavement or sidewalk markings for the Dig Alert System
- Prepared the fiscal year 2017-18 annual Growth Management Plan monitoring report and presented eight deficient street facilities for consideration by City Council
- Presented the College Boulevard extension project to City Council
- Prepared the fiscal year 2018-19 annual Growth Management Plan monitoring report and presented the MMLOS methodology for the first time along with four additional deficient street facilities for consideration by the City Council

Streets and Storm Drain Maintenance

- Successfully integrated with the Transportation Department in January 2020
- Quickly mobilized crews and closed Carlsbad Boulevard from La Costa Avenue to Pine Avenue, Ponto Road and Ponto Drive from Ponto Road to its southern terminus per the emergency declaration tied to the COVID-19 pandemic
- Replaced 167 signs that were knocked down in vehicle incidents
- Inspected 100% of high-priority storm drain inlets, removing over 11 tons of sediment and debris
- Completed 1,800 lane miles of street sweeping monthly, removing over 1,200 tons of debris
- Completed 464 streetlight and electrical maintenance service requests
- Completed 114 storm drain maintenance requests and 43 storm drain emergency responses
- Replaced about 7,000 square feet of sidewalk and 15,000 square feet of asphalt within the city's right of way
- Completed installation of the first phase of the citywide streetlight LED fixtures replacement program, covering major streets and intersections

Transportation Engineering and Drainage Engineering – Projects Constructed

- 2019 Slurry Seal Project
- La Costa Avenue Overlay Project
- Concrete Replacement Program – fiscal year 2019 improvements
- Bridge Preventive Maintenance Program
- ADA Improvement Program in Village area
- Storm Drain Rehabilitation and Replacement Program – Romeria Corrugated Metal Pipe Replacement
- 2019 Kelly Channel Emergency Repair
- State Street Drainage Improvements Project
- Calavera Dam Vegetation Maintenance and Emergency Spillway Improvements
- Farol Court Drainage Improvements Long Term Vegetation Maintenance and Monitoring
- Agua Hedionda Creek Vegetation Maintenance between Cannon and El Camino Real Bridges
- City Hall Exterior Refurbishment and Drainage Improvements
- Survey Carlsbad Boulevard emergency revetment

Transportation Engineering and Drainage Engineering – Design and Initiatives Completed

- Cold-in-Place Recycling and Pavement Overlay Project
- Poinsettia Lane Traffic Signals at Cassia Road and Oriole Court
- El Camino Real Bridge over Agua Hedionda Creek Phase 1
- El Camino Real and College Boulevard Intersection Improvements
- City Hall Exterior Safety and Accessibility Improvements
- Bridge Preventive Maintenance Program
- Barrio Lighting Phase 1
- Agua Hedionda Creek Vegetation Maintenance Project between El Camino Real and Cannon Bridges resource agency permits obtained through 2024
- Palomar Airport Road Widening at Paseo Del Norte
- Storm Drain System and Repair Program – Cured-in-place pipe lining of 19 corrugated metal piping

Asset Management and Capital Improvement Program Administration – Activities Completed

- Transitioned the annual update to the city’s Capital Improvement Program to the Public Works Administration Division
- Managed preparation and update of the annual Capital Improvement Program for transportation and drainage engineering projects
- Pavement Management Program records updates
- Prepared and processed annual reports to transportation agencies such as SANDAG, Caltrans and the California Transportation Commission to secure funding for CIP projects
- Created, edited and added asset inventory data associated with Transportation, Drainage, Facilities and Parks & Recreation assets
- Produced a variety of atlas books, mapping products and data analysis for use by design, maintenance and operations staff
- Conducted closed-circuit television Inspection of two miles of the city’s storm drain pipeline

Buena Vista Creek Channel Maintenance

- Obtained permit amendment and extensions through the California Department of Fish and Wildlife and the California Coastal Commission
- Coordinated with the City of Oceanside’s Community and Economic Development Department and a private developer about the proposed Inns at Buena Vista Creek
- Worked with the Carlsbad Police Department Homeless Outreach Team
- Maintained vegetation around three drainage outfalls
- Submitted monitoring reports to fulfill agency permit conditions
- Completed the fifth year of five-year maintenance cycle, cycle to reset November 2020
- Service agreement executed for the next five years of channel maintenance and environmental monitoring

GOALS | OBJECTIVES | PRIORITIES

Traffic and Mobility

- Finalize the Sustainable Mobility Plan in parallel with the CIP budget evaluation process.
- Continue to develop TDM mobility option awareness to inspire change
- Incorporate data-driven metrics to create both qualitative and quantitative updates
- Work zone road management to include TDM solution messaging
- Prepare traffic studies associated with developments and identify proposed improvements
- Update Engineering Standards in accordance with the General Plan’s Mobility Element

- Continue implementation of traffic calming improvements on residential streets under the Carlsbad Residential Traffic Management Program
- Implement the new Growth Management monitoring program for transportation facilities in conjunction with the General Plan Mobility Element
- Continue to implement the Traffic Signal Master Plan
- Continue implementation and development of the Adaptive Traffic Signal Program and Intelligent Traffic Signal Program

Streets and Storm Drain Maintenance

- Continue to implement Transportation Department best practices
- Develop plans and specifications, bid and complete installation of Phase 2 of the citywide streetlight replacement program
- Develop plans and specifications for citywide regulatory and warning sign replacement
- Safely maintain all levels of service during the COVID-19 pandemic and recovery period

Transportation and Drainage Engineering

- Complete various ongoing transportation engineering and drainage system CIP projects
- Adopt update to the Drainage Master Plan and corresponding sections of city ordinances
- Continue conducting special and technical studies and investigations on public infrastructure
- Continue preparing and processing a variety of engineering and environmental reports to local, regional, state and federal agencies, including SANDAG, Caltrans and the California Transportation Commission to secure funding for CIP projects
- Continue managing the implementation of the financing districts and assist developers with the formation of additional financing districts and reimbursement agreements
- Update the city's engineering standards

Asset Management

- Continue work that supports the formation of financing districts as needed to facilitate the construction of public infrastructure throughout the city
- Continue creating, updating and refining the inventory of the city's infrastructure assets and implementation of the data reviewer tool in concert with the creation of the inventory
- Continue to maintain the city's Pavement Management Program and update the pavement trench cut moratorium web app
- Continue preparing and mapping products and analyses of public works asset inventory data
- Continue facilitating the use of asset inventory data with business systems and GIS staff
- Review existing CIP inventory and analyze consistency with General Plan update, Climate Action Plan, Traffic and Mobility Commission and City Council goals
- Continue storm drain closed circuit television inspections and initiate maintenance measures in response to identified deficiencies

Buena Vista Creek Channel Maintenance

- Continue compliance with California Environmental Quality Act and environmental permitting
- Continue environmental monitoring and reporting as required by agency permits
- Continue coordination with the Carlsbad Police Department Homeless Outreach Team
- Continue coordination with the Community and Economic Development Department of the City of Oceanside and private developer regarding the proposed Inns at Buena Vista Creek
- Clear vegetation from three drainage outfalls entering the channel from Oceanside
- Continue plant and trash removal for flood capacity purposes

PUBLIC WORKS | UTILITIES: POTABLE WATER OPERATIONS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$2,277,223	\$2,269,516	\$2,551,421	\$2,536,130
Retirement Benefits	1,325,525	998,851	598,737	586,725
Health Insurance	582,255	602,867	449,801	419,940
Other Personnel Expenses	121,517	118,918	125,896	80,675
Personnel Services Subtotal	4,306,520	3,990,152	3,725,855	3,623,470
Operating Expenses				
Professional & Contract Services	7,236,298	7,162,939	7,970,600	8,659,800
Supplies & Materials	24,875,512	23,564,467	25,797,700	26,133,700
Repair & Maintenance	340,265	242,174	358,450	538,050
Interdepartmental Charges	2,196,626	2,453,099	2,655,773	2,744,695
Other Operating Expenses	5,082,938	5,222,567	4,340,183	4,407,150
Capital Outlay	49,744	79,968	365,000	20,000
Operating Expenses Subtotal	39,781,383	38,725,214	41,487,706	42,503,395
TOTAL EXPENDITURES	\$44,087,903	\$42,715,366	\$45,213,561	\$46,126,865
Full Time Positions	29.60	29.80	30.30	29.50
Hourly/FTE Positions	0.50	0.50	0.50	0.45

Account: 5016310 Fund: Enterprise

ABOUT

To ensure that drinking water is available on demand and customers can rely on receiving safe, high quality water that meets all regulatory health standards, the Carlsbad Municipal Water District staff provide ongoing maintenance and repair of the following: Nine storage reservoirs and/or tanks, 455 miles of pipeline, 17 pressure zones, 77 pressure regulating stations, three pumping stations, 14,369 valves, 4,397 fire hydrants and 29,293 potable meters. Staff also provides education and outreach related to water conservation.

In fiscal year 2020-21, CMWD will continue to operate and maintain its critical infrastructure systems, while increasing the use of technology to improve and manage the system more efficiently and effectively, thereby extending the useful life of the assets. Optimized asset management reduces the need for infrastructure replacement and reactive response.

SERVICES

- Operation and maintenance of infrastructure, including reservoirs, pressure regulating stations, pump stations, pipelines, valves, meters and other elements
- 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 to existing meters. Staff can now quickly alert customers to high water usage and potential leaks
- Completion of the Potable Water Master Plan
- Completion of the Supervisory Control and Data Acquisition or SCADA Master Plan. SCADA is a system of hardware and software that monitors infrastructure, gathers real-time data and allows operators to make changes as-needed remotely
- Completion of the Asset Management Plan
- Completion of the utility billing system upgrade
- Completion of the installation of the Maerkle Reservoir cover replacement project
- Established program compliance with California Senate Bill 998, Water Shut-off Protection Act

GOALS | OBJECTIVES | PRIORITIES

- Meet all federal and state water quality objectives
- Meet or exceed the American Water Works Association benchmark for pipeline breaks (1.4 to 12.6 breaks per 100 miles of pipeline, CMWD's break rate is 1.74 for fiscal year 2018-19)
- Meet or exceed the AWWA benchmark for pipeline leaks (1.5 to 11 leaks per 100 miles of pipeline, CMWD's leak rate is 8.93 for fiscal year 2018-19)
- Continue to meet or exceed operational requirements and benchmarks
- 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 SCADA Master Plan

PUBLIC WORKS | UTILITIES: RECYCLED WATER OPERATIONS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$908,012	\$849,549	\$1,053,002	\$1,164,750
Retirement Benefits	501,237	447,110	257,352	266,750
Health Insurance	133,445	126,154	196,340	189,792
Other Personnel Expenses	44,926	47,768	51,846	37,022
Personnel Services Subtotal	1,587,620	1,470,581	1,558,540	1,658,314
Operating Expenses				
Professional & Contract Services	1,159,795	2,183,790	1,991,087	1,958,200
Supplies & Materials	1,940,254	1,462,839	2,361,500	2,376,300
Repair & Maintenance	12,328	20,923	78,643	103,243
Interdepartmental Charges	365,226	520,537	596,566	682,619
Other Operating Expenses	3,659,778	3,656,891	3,491,482	3,789,982
Capital Outlay	7,259	27,277	50,000	15,000
Operating Expenses Subtotal	7,144,640	7,872,257	8,569,278	8,925,344
TOTAL EXPENDITURES	\$8,732,260	\$9,342,838	\$10,127,818	\$10,583,658
Full Time Positions	12.40	11.95	12.20	13.00
Hourly/FTE Positions	0.00	0.00	0.00	0.05

Account: 5026310

Fund: Enterprise

ABOUT

The Carlsbad Municipal Water District or CMWD provides ongoing treatment, maintenance and repair of the recycled water system's Carlsbad Water Recycling Facility treatment plant, three storage tanks, four pump stations, three pressure reducing stations, five pressure zones, 93 miles of pipelines, 815 valves and 950 meters. CMWD's Cross-Connection Control and Backflow Program ensures a safe supply of drinking water by prevention of cross-contamination from the recycled system into the potable system, in accordance with federal and state regulations. CMWD also purchases and delivers recycled water from the Vallecitos Water District.

The Carlsbad Water Recycling Facility treatment plant is next to the Encina Wastewater Authority Treatment Plant. CMWD takes wastewater from that plant and treats it to California 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 the wastewater treatment plant 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.

In fiscal year 2020-21, CMWD will continue to use technology to improve and manage the system more efficiently and effectively. The recycled water system is relatively new, built just 30 years ago. CMWD has an opportunity to begin implementing Supervisory Control and Data Acquisition, or SCADA and asset management techniques on a relatively young system, thereby maximizing the lifespan of these assets and reducing replacement costs over the long term.

SERVICES

- Operation of infrastructure, including the Carlsbad Water Recycling Facility plant, reservoirs, pressure regulating stations, pump stations, pipelines, valves, meters and other elements
- Treatment of wastewater to meet State of California Title 22 recycled water requirements
- Maintenance of infrastructure
- Delivery of recycled water
- Water quality testing
- Backflow testing
- Recycled water conversion program

RECENT ACCOMPLISHMENTS

- Added Advanced metering infrastructure technology to existing meters allowing 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
- Completion of the Asset Management Plan
- Completion of design of a 1.5 million-gallon storage tank
- Completion of installation of recycled water services project, which will provide an opportunity to connect more customers to the system

GOALS | OBJECTIVES | PRIORITIES

- Complete construction of a 1.5 million-gallon storage tank
- Meet all federal and state water quality objectives
- Meet or exceed the American Water Works Association or AWWA benchmark for pipeline breaks (1.4 to 12.6 breaks per 100 miles of pipeline, CMWD's break rate is 2.15 for fiscal year 2018-19)
- Meet or exceed the AWWA benchmark for pipeline leaks (1.5 to 11 leaks per 100 miles of pipeline, CMWD's leaks rate is 1.07 for fiscal year 2018-19)
- Continue to meet or exceed operational requirements and benchmarks

PUBLIC WORKS | UTILITIES: WASTEWATER OPERATIONS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,402,048	\$1,425,837	\$1,653,476	\$1,721,993
Retirement Benefits	736,023	606,651	390,208	395,477
Health Insurance	226,671	248,829	316,128	291,717
Other Personnel Expenses	69,993	74,777	82,573	53,553
Personnel Services Subtotal	2,434,735	2,356,094	2,442,385	2,462,740
Operating Expenses				
Professional & Contract Services	3,733,660	7,328,965	5,608,481	5,336,700
Supplies & Materials	277,685	313,417	266,577	318,100
Repair & Maintenance	19,439	51,532	232,750	261,500
Interdepartmental Charges	1,321,072	1,244,941	1,352,520	1,427,715
Other Operating Expenses	5,200,400	7,215,666	4,260,500	5,409,000
Capital Outlay	237,666	23,714	0	20,000
Operating Expenses Subtotal	10,789,922	16,178,235	11,720,828	12,773,015
TOTAL EXPENDITURES	\$13,224,657	\$18,534,329	\$14,163,213	\$15,235,755
Full Time Positions	18.45	20.00	19.60	19.45
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account: 5116310 Fund: Enterprise</i>				

ABOUT

The Utilities Department is responsible for providing wastewater services to approximately 85,000 customers within around the City of Carlsbad service area. The Wastewater Division provides reliable wastewater collection services and delivers the wastewater to the Encina Wastewater Authority treatment plant. The Carlsbad wastewater system is valued at \$535 million dollars.

After treatment at that plant, the wastewater is treated again to state Title 22 recycled water standards at the Carlsbad Municipal Water District's Water Recycling Facility and then delivered as recycled water to customers for irrigation and certain industrial uses.

The Wastewater Division maintains a sanitary sewage collection system that includes 11 wastewater lift stations and wet wells and about 303 miles of mainlines and associated access holes. In the coming fiscal year, the city will continue to operate and maintain its critical infrastructure systems, while increasing the use of technology to improve and manage the system more efficiently and effectively, thereby extending the useful life of the assets.

SERVICES

- Operation of infrastructure such as lift stations, wet wells, pipelines, manholes and other elements
- Closed circuit camera review of pipelines to determine pipeline integrity
- Maintenance of infrastructure
- Collection of wastewater
- Delivery of wastewater to the EWA treatment plant
- Prevention of wastewater spills
- Fats, Oils and Grease program
- Public outreach regarding the “Dos and Don’ts” of what can go into a pipeline

RECENT ACCOMPLISHMENTS

- Construction of the \$45 million Agua Hedionda Pump Station that will replace the 1964 pump station at that location. Construction has been completed and the new pump station is in the commissioning process to ensure it functions as designed
- Construction of the \$5.5 million Foxes Landing Lift Station Replacement project, which has been substantially completed and is in the commissioning process
- Completion of the Wastewater Master Plan and the Asset Management Plan
- Completion of the Supervisory Control and Data Acquisition or SCADA Master Plan

GOALS | OBJECTIVES | PRIORITIES

- Meet or exceed the American Water Works Association 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 fiscal year 2018)
- 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 closed-circuit TV 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 SCADA Master Plan



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COMMUNITY SERVICES

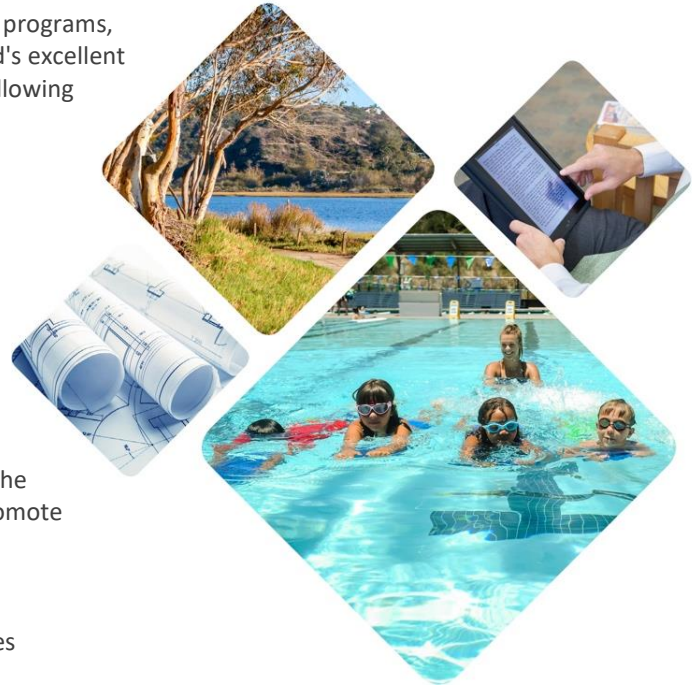
The Community Services Branch includes programs, services and events that support Carlsbad's excellent quality of life. The branch includes the following key areas of focus:

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

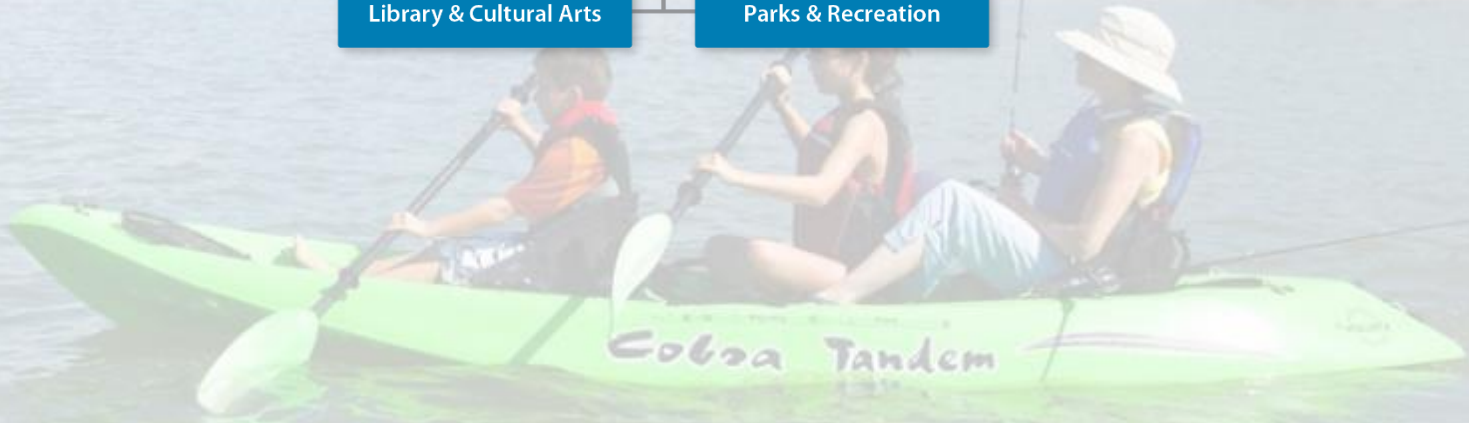
These city service areas ensure the city's planning and building policies are carried out, foster lifelong learning, support strong neighborhoods, administer affordable housing and homeless response programs, attend to the community's health and wellness and promote transparency in government.

Gary Barberio
Deputy City Manager, Community Services

760-434-2822
gary.barberio@carlsbadca.gov



COMMUNITY SERVICES BRANCH



COMMUNITY SERVICES | ADMINISTRATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$0	\$0	\$0	\$396,798
Retirement Benefits	0	0	0	49,174
Health Insurance	0	0	0	47,034
Other Personnel Expenses	0	0	0	10,831
Personnel Services Subtotal	0	0	0	503,837
Operating Expenses				
Professional & Contract Services	0	0	0	26,500
Supplies & Materials	0	0	0	9,600
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	0	0	0	30,912
Other Operating Expenses	0	0	0	11,000
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	0	0	0	78,012
TOTAL EXPENDITURES	\$0	\$0	\$0	\$581,849
Full Time Positions	0.00	0.00	0.00	3.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012410

Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Recruited and hired three new department directors
- Conducted a special election
- Completed the Village and Barrio Master Plan
- Extended operating hours at the Library Learning Center

- Opened the Chapters Café at the Carlsbad City Library on Dove Lane
- Completed major parks projects at Aviara and Poinsettia Community Parks
- Opened the Village H trail to the public
- Acquired 14 acres as permanent open space
- Leased the Hawthorne property

GOALS | OBJECTIVES | PRIORITIES

- Conduct the November 2020 election
- Manage the 2020 Census
- Complete the Local Coastal Program update
- Complete the Housing Element update
- Complete Calavera Hills Community Park Gateway improvements
- Finish dog park at Poinsettia Community Park
- Advance Agua Hedionda trail improvements design
- Reopen Library & Cultural Arts and Parks & Recreation facilities and programs
- Manage Community Services Branch through the COVID-19 pandemic

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The Community Services Administration division was established by transferring the personnel and maintenance and operations expenses from the City Manager's office

COMMUNITY SERVICES | CITY CLERK SERVICES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$418,992	\$458,564	\$582,240	\$620,594
Retirement Benefits	103,135	119,040	121,221	135,664
Health Insurance	64,919	74,685	121,843	110,015
Other Personnel Expenses	16,991	20,830	24,150	16,375
Personnel Services Subtotal	604,037	673,119	849,454	882,648
Operating Expenses				
Professional & Contract Services	53,678	39,907	103,200	75,500
Supplies & Materials	69,960	89,381	126,562	97,330
Repair & Maintenance	1,103	966	5,221	5,221
Interdepartmental Charges	123,688	129,043	144,319	120,660
Other Operating Expenses	32,197	80,611	107,776	81,800
Capital Outlay	2,080	0	0	0
Operating Expenses Subtotal	282,706	339,908	487,078	380,511
TOTAL EXPENDITURES	\$886,743	\$1,013,027	\$1,336,532	\$1,263,159
Full Time Positions	6.00	7.00	7.00	7.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00
Account: 0010210		Fund: General		
0011610				

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 filings
- Maintain Carlsbad Municipal Code
- Maintain, preserve and provide access to all legislative documents
- Election administration
- Codification of the Carlsbad Municipal Code
- Notarize documents
- Provide proofs of life certifications
- Assist City Attorney's Office with citywide ethics training
- Ensure public records are archived, preserved and accessible to the public
- Respond to Public Records Act Requests

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

RECENT ACCOMPLISHMENTS

- 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 for preparing clear, concise staff reports
- Performed back-file conversion digitizing over 500 boxes of records 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
- Assisted in researching and recommending Laserfiche as a replacement program for the city's document management system
- Collaborated with Information Technology in the planning and designing of the Laserfiche environment
- Created mapping documentation for the migration of data from HP Records Manager to Laserfiche
- Classified 10,000+ legacy documents to specific categories in preparation for data migration

GOALS | OBJECTIVES | PRIORITIES

- Implement a new council inquiry platform to allow City Council members to efficiently obtain information for constituents
- Automate the staff report routing process
- Evaluate feasibility of offering passport application acceptance services
- Continue to systematically update the Carlsbad Municipal Code
- provide greater transparency on the city website by providing access to more public records
- Provide Citywide Public Records Act training and training on proper maintenance of records
- Implement and train city staff regarding Records Retention Schedule
- Assist with implementation and training of Laserfiche application citywide
- Continue to assist and collaborate with Information Technology department in planning and designing Laserfiche environment and the process of mapping and the migration of data from HP Records Management to Laserfiche
- Continue to collaborate with various departments on digitizing their documents
- Increase available space at the Faraday Administration Center by creating process to quality check digitized Planning and Engineering records against physical mylars in to enable retirement of physical documents
- Continue to conduct departmental records audits

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: SUMMARY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$5,074,750	\$5,470,349	\$6,167,974	\$6,147,835
Retirement Benefits	1,434,454	1,501,035	1,402,684	1,399,250
Health Insurance	766,624	764,460	936,038	933,124
Other Personnel Expenses	196,291	227,183	261,468	189,800
Personnel Services Subtotal	7,472,119	7,963,027	8,768,164	8,670,009
Operating Expenses				
Professional & Contract Services	2,024,967	2,578,649	2,492,480	2,223,044
Supplies & Materials	258,615	174,616	344,312	168,945
Repair & Maintenance	8,918	5,482	6,046	2,923
Interdepartmental Charges	1,126,973	1,291,543	1,342,030	1,285,832
Other Operating Expenses	8,812,266	9,341,702	9,326,300	9,653,345
Capital Outlay	16,790	3,975	0	0
Operating Expenses Subtotal	12,248,529	13,395,967	13,511,168	13,334,089
TOTAL EXPENDITURES	\$19,720,648	\$21,358,994	\$22,279,332	\$22,004,098
TOTAL FUNDING				
General Fund	\$9,881,459	\$10,692,924	\$11,155,303	\$10,781,168
Special Revenue Fund	8,022,410	8,896,502	9,577,237	9,289,407
Trust Fund	1,816,779	1,769,568	1,546,792	1,933,523
TOTAL FUNDING	\$19,720,648	\$21,358,994	\$22,279,332	\$22,004,098
Full Time Positions	58.75	59.75	63.75	61.75
Hourly/FTE Positions	4.34	4.34	12.00	12.00

COMMUNITY DEVELOPMENT

- Administration
- Land Development Engineering
- Planning
- Building & Code Enforcement
- Housing Services

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: ADMINISTRATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$653,419	\$796,432	\$851,870	\$897,591
Retirement Benefits	156,849	186,636	199,198	199,743
Health Insurance	80,518	106,080	114,482	127,924
Other Personnel Expenses	19,306	25,174	26,987	26,258
Personnel Services Subtotal	910,092	1,114,322	1,192,537	1,251,516
Operating Expenses				
Professional & Contract Services	287,202	394,944	125,000	55,000
Supplies & Materials	88,050	61,423	72,816	41,000
Repair & Maintenance	460	263	0	150
Interdepartmental Charges	82,179	132,999	143,903	211,600
Other Operating Expenses	26,959	22,179	19,500	5,700
Capital Outlay	1,114	1,401	0	0
Operating Expenses Subtotal	485,964	613,209	361,219	313,450
TOTAL EXPENDITURES	\$1,396,056	\$1,727,531	\$1,553,756	\$1,564,966
Full Time Positions	5.00	7.00	7.00	6.45
Hourly/FTE Positions	0.50	0.50	3.00	2.50

Account: 0013010 Fund: General

ABOUT

The Community Development 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 Development Administration supports the Building and Code Enforcement, Engineering, Planning and Housing Services divisions and coordinates with other departments.

SERVICES

- Continue to modernize and streamline operations, including process improvements
- Devotes staff resources to improving the customer usability of major IT strategic projects, specifically enterprise content management, Laserfiche, I-Pay, Carlsbad Connect App and EnerGov
- Provide resources on interdepartmental initiatives such as the Climate Action Plan. Focus on providing positive engagement to make the compliance understandable and less onerous for new businesses and homeowners improving and/or developing property

RECENT ACCOMPLISHMENTS

- Supported testing user acceptance to update the enterprise software system, EnerGov
- Reconfigured EnerGov incorporating updates from the city's Development Fee Schedule
- Supported a pilot program for electronic, or paperless, review and inspection of minor building permits
- Continued efforts to enhance staff engagement and customer service opportunities

GOALS | OBJECTIVES | PRIORITIES

- Support IT with an initial phase of online permitting which will offer applicants the ability to apply, pay fees and receive permits online for select, minor permits
- Develop a process guide for homeowners and applicants covering simple and complex permits
- Digitize building plan prints and project files to make them available in digital form making documents readily available for staff and the public
- Support IT with offering minor permits via an online customer self-service portal, a module of EnerGov
- Continue to digitize historical documents for ease of customers and internal users
- Continue staff training and development to support staff engagement
- Develop standardized case management reports for Planning and Engineering services to assist management staff to better track, manage and prioritize permit workload

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Two full-time employees were transferred to Information Technology:
1.0 FTE business systems specialist and 1.0 FTE special projects manager
- Economic Development has been transferred from Community Development to Administrative Services and combined with the Innovation Division from the City Manager's department to create the new Office of Innovation and Economic Development

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: LAND DEVELOPMENT ENGINEERING

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$865,904	\$972,210	\$1,067,182	\$1,156,703
Retirement Benefits	257,124	287,486	260,297	267,265
Health Insurance	163,830	161,337	193,823	188,728
Other Personnel Expenses	35,367	40,181	43,791	35,225
Personnel Services Subtotal	1,322,225	1,461,214	1,565,093	1,647,921
Operating Expenses				
Professional & Contract Services	354,708	335,746	306,192	456,700
Supplies & Materials	4,543	10,606	3,154	4,504
Repair & Maintenance	1,483	805	623	623
Interdepartmental Charges	171,193	161,702	172,129	146,911
Other Operating Expenses	42,451	32,236	37,167	8,700
Capital Outlay	0	2,574	0	0
Operating Expenses Subtotal	574,378	543,669	519,265	617,438
TOTAL EXPENDITURES	\$1,896,603	\$2,004,883	\$2,084,358	\$2,265,359
Full Time Positions	10.75	10.75	11.75	11.00
Hourly/FTE Positions	0.50	0.50	0.50	1.00
Account: 0013110 Fund: General 0013120				

ABOUT

The Land Development Engineering Division ensures that all construction for new development projects and work in the public right-of-way complies with adopted codes and engineering standards. Land Development Engineering is responsible for subdivision and other land development engineering activities, including encroachments within the city rights of way, project conditioning, plan check, issuing permits for construction, flood plain administration, transportation and 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 for development projects
- Maintain the engineering section of the public counter
- Customer service and public information
- Maintenance of engineering standards

RECENT ACCOMPLISHMENTS

- Developed a policy for evaluating vehicle miles traveled in accordance with the California Environmental Quality Act
- Issued 1,400 engineering permits
- Reviewed 1,030 building permit applications
- Reviewed and conditioned 200 discretionary permits

GOALS | OBJECTIVES | PRIORITIES

- Develop new policies for implementation of new state water quality regulations
- Develop a policy for state required capture of trash for new developments
- Continue to refine procedures and adopt new technology to enhance the customer experience
- Update GIS systems, update records management and refine procedures for the administration of the flood plain

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: PLANNING

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,727,127	\$1,794,738	\$1,881,571	\$1,911,326
Retirement Benefits	499,489	517,840	453,204	449,935
Health Insurance	218,039	207,834	229,084	276,962
Other Personnel Expenses	67,429	73,678	74,391	58,970
Personnel Services Subtotal	2,512,084	2,594,090	2,638,250	2,697,193
Operating Expenses				
Professional & Contract Services	501,640	526,714	376,133	167,133
Supplies & Materials	48,838	40,350	141,900	36,149
Repair & Maintenance	942	546	3,373	0
Interdepartmental Charges	292,926	279,074	301,017	265,545
Other Operating Expenses	304,629	228,394	104,208	10,400
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,148,975	1,075,078	926,631	479,227
TOTAL EXPENDITURES	\$3,661,059	\$3,669,168	\$3,564,881	\$3,176,420
General Fund	\$3,380,869	\$3,465,638	\$3,514,881	\$3,176,420
Special Revenue	280,190	203,530	50,000	0
TOTAL FUNDING	\$ 3,661,059	\$ 3,669,168	\$ 3,564,881	\$ 3,176,420
Full Time Positions	20.00	20.00	20.00	20.00
Hourly/FTE Positions	0.00	0.00	0.50	1.00
<i>Account:</i>	<i>00132XX</i>		<i>Fund: General</i>	
	<i>170</i>		<i>Special Revenue-Flower Fields Grant</i>	
	<i>171</i>		<i>Special Revenue-Ag.Mitigation Fees</i>	
	<i>172</i>		<i>Special Revenue-Habitat Management Fees</i>	

ABOUT

The Planning Division guides the physical development of the city in a manner that preserves the quality of life for 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
- Represent the city with other agencies

RECENT ACCOMPLISHMENTS

- Completed City Council and Coastal Commission hearings on the suggested modifications for the Village and Barrio Master Plan Update, resulting in final approval of the plan
- Finalized the draft Local Coastal Program Land Use Plan, completed public outreach and review and revised the plan in response to public comments
- Applied for and obtained a planning grant of \$310,000 from the Department of Housing and Community Development to 1) examine the rezoning of available parcels; 2) create objective design standards for multi-family housing projects; 3) develop applicable Municipal Code regulations; and 4) produce forms, internal procedures, marketing brochures and other outreach tools for projects eligible for streamlined ministerial review
- Updated the inclusionary housing and density bonus zoning ordinances to reflect changes in state law adopted by the legislature in 2017, 2018 and 2019
- Created a work plan, citizen advisory committee charter, request for proposals, selected a consultant, held meetings with the Housing Element Advisory Committee and started the Housing Element Update
- Processed development permits requiring approval by either the city planner, Planning Commission or City Council

GOALS | OBJECTIVES | PRIORITIES

- Complete the draft Housing Element and Environmental Impact Report Addendum
- Develop a Case Prioritization and Process Guide to help set a clear purpose and reasonable expectations for the public, establishing standard processing procedures and policies for all discretionary permit cases, including case prioritization and targeted timeline standards
- Revise permit review of city capital improvement projects to reduce processing time, while still maintaining high quality design and environmental standards
- Revise City Council Policy 64 – Wireless Communication Facilities to comply with federal law
- Prepare amendments to address the Village and Barrio Master Plan Amendments Package

COMMUNITY SERVICES |

COMMUNITY DEVELOPMENT: BUILDING & CODE ENFORCEMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,143,968	\$1,135,268	\$1,146,962	\$1,353,633
Retirement Benefits	307,545	305,437	260,287	279,208
Health Insurance	205,264	205,490	205,426	235,800
Other Personnel Expenses	43,958	51,169	56,406	42,986
Personnel Services Subtotal	1,700,735	1,697,364	1,669,081	1,911,627
Operating Expenses				
Professional & Contract Services	552,724	532,601	549,727	504,727
Supplies & Materials	10,341	15,676	19,726	29,527
Repair & Maintenance	2,554	1,664	250	350
Interdepartmental Charges	235,763	236,590	258,755	239,807
Other Operating Expenses	27,688	48,748	32,150	10,250
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	829,070	835,279	860,608	784,661
TOTAL EXPENDITURES	\$2,529,805	\$2,532,643	\$2,529,689	\$2,696,288
Full Time Positions	10.00	10.00	10.00	15.00
Hourly/FTE Positions	1.00	1.00	1.00	4.50
<i>Account: 0013610 Fund: General</i>				
<i>0012530</i>				

ABOUT

The Building & Code Enforcement 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 is the applicants' educated advocate evaluating the contractor's work.

Code enforcement staff partner with Carlsbad residents to promote and maintain a safe and desirable living and working environment, to improve the quality of Carlsbad's neighborhoods through education, enforcement and abatement and to respond to community concerns. The team's objective is not to be punitive, but to ensure awareness and compliance with established codes and regulations, to protect public health and safety and maintain the quality of life in Carlsbad.

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
- Available as a resource to the city's residents and business partners for questions and to provide historical documents related to construction
- Provide 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
- Responsible for enforcement of zoning, building codes, general property maintenance and miscellaneous Municipal Codes. Code enforcement is a responsibility shared by many city departments and entails the cooperation of residents and businesses

RECENT ACCOMPLISHMENTS

- Plan checked and issued over 3,400 building permits valued at over \$181,937,648
- Established a Climate Action Plan committee to coordinate program implementation efforts
- Provided relevant training, education and career development opportunities for staff
- Continued migration of metadata of historical files into HP Records Management for future public access
- Filled several key positions and transferred the Code Enforcement Division from the Housing Services Division to the Building Division to better align services and responsibilities
- Code Enforcement is on track to close over one thousand cases in fiscal year 2019-20.

GOALS | OBJECTIVES | PRIORITIES

- Implement a city sponsored program to provide home energy audits for residents applying for certain types of building permits
- Coordinate the Climate Action Plan with amended Green Building and Energy Code requirements in an effort to achieve a lower carbon footprint throughout Carlsbad
- Maintain a high level of service with a focus on creating more efficient processes
- Draft a pilot program for online project submittal and electronic plan review for non-structural residential remodels, decks, solar installations, patio covers and HVAC systems
- Establish a video building inspection program for minor inspections such as drywall, water heater, patio covers and gas line extensions
- Obtain 100% International Code Council certification for all building inspectors
- Continue to modernize and expand code enforcement efforts to continuously seek improvements and innovation in the delivery of services, sustain an extraordinary built community and comply with new state regulations
- Develop a code enforcement team through comprehensive education and certification following industry standards set by the California Association of Code Enforcement Officers
- Develop a Case Prioritization and Process Guide to establish a clear purpose and set reasonable expectations for the public and establish standard processing procedures and policies for all code enforcement cases, including case prioritization and targeted timeline standards

COMMUNITY SERVICES | HOUSING SERVICES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$220,889	\$290,028	\$573,033	\$338,373
Retirement Benefits	41,989	46,839	82,004	84,319
Health Insurance	26,267	21,554	113,582	52,427
Other Personnel Expenses	7,381	10,205	19,823	10,893
Personnel Services Subtotal	296,526	368,626	788,442	486,012
Operating Expenses				
Professional & Contract Services	239,632	416,048	482,217	439,217
Supplies & Materials	52,567	20,555	28,501	13,600
Repair & Maintenance	2,839	1,699	0	0
Interdepartmental Charges	60,086	144,530	154,532	131,779
Other Operating Expenses	10,800	10,771	28,927	37,527
Capital Outlay	15,676	0	0	0
Operating Expenses Subtotal	381,600	593,603	694,177	622,123
TOTAL EXPENDITURES	\$678,126	\$962,229	\$1,482,619	\$1,108,135
General Fund	\$678,126	\$962,229	\$1,472,619	\$1,078,135
Special Revenue	0	0	10,000	30,000
TOTAL FUNDING	\$ 678,126	\$ 962,229	\$ 1,482,619	\$ 1,108,135
Full Time Positions	5.45	4.30	8.78	3.78
Hourly/FTE Positions	1.84	1.84	5.50	2.00
Account:	0012510	Fund:	General	
	0012520		General	
	1502810		Special Revenue – Community Grants	

ABOUT

Housing Services provides various programs, activities and services that assist in the effort to sustain an extraordinary Carlsbad community. These include the disbursement of community grants, delivery of community education programs and support to the Housing Commission.

SERVICES

Community Funding Program

- Provide financial assistance to community organizations, teams and special events that benefit the residents of Carlsbad in compliance with city council policies
- Through the Agricultural Conversion Mitigation Fee program, fund projects that improve agricultural lands for continued agricultural production, protect and enhance the coastal and lagoon environment, improve lagoon nature centers and restore beaches for public use

Community Education Programs

- Carlsbad Student Leader Academy (high school students)
- CityStuff (third grade students)

Housing Commission

- Provide technical and administrative support to the Carlsbad Housing Commission

RECENT ACCOMPLISHMENTS

- Issued three Winning Teams Grants to local Carlsbad schools helping to offset travel expenses to national championship competition
- In partnership with the YouSchool and Servant Leadership Institute, the city commenced the Carlsbad Student Leader Academy in spring 2020 with 20 high school students participating. The second half of the spring session was suspended due to the COVID-19 emergency. To date, this program has provided leadership training to 100+ Carlsbad high school aged residents
- In partnership with 14 local elementary schools and 32 community volunteers, the city began the CityStuff program in spring 2020 and engaged 1,127 third grade students in 54 classrooms. The program was suspended due to the COVID-19 emergency

GOALS | OBJECTIVES | PRIORITIES

- Implement the Community Activity Grant and Winning Teams Grant programs and process applications for assistance that are consistent with the city council policies
- Continue to support the Agricultural Conversion Mitigation Fee program
- Provide education focused on civic proficiency and leadership to Carlsbad youth
- Provide technical and administrative support to the Carlsbad Housing Commission

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- During fiscal year 2019-20, two full-time employees were transferred out of Housing Services: 1.0 full-time homeless resource program manager was transferred to the Police Department
- 1.0 full-time volunteer program manager was transferred to Human Resources
- Starting in fiscal year 2020-21, the Code Enforcement Division (5.0 full-time FTE and 3.5 part-time FTE) was transferred within Community Development to the Building Division to create the newly combined Building and Code Enforcement division

COMMUNITY SERVICES | HOUSING SERVICES: AFFORDABLE HOUSING TRUST FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$77,782	\$91,355	\$176,462	\$110,572
Retirement Benefits	55,080	44,175	39,587	26,402
Health Insurance	11,765	7,335	17,797	6,986
Other Personnel Expenses	6,333	7,828	10,705	3,269
Personnel Services Subtotal	150,960	150,693	244,551	147,229
Operating Expenses				
Professional & Contract Services	26,536	316,372	561,711	489,267
Supplies & Materials	39,753	12,579	56,400	19,000
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	124,346	140,765	148,276	127,942
Other Operating Expenses	51,843	83,697	117,840	97,260
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	242,478	553,413	884,227	733,469
TOTAL EXPENDITURES	\$393,438	\$704,106	\$1,128,778	\$880,698
Full Time Positions	2.60	1.60	1.30	0.60
Hourly/FTE Positions	0.50	0.50	1.00	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 Affordable Housing Trust Fund collects fees generated from the Inclusionary Housing In-Lieu Fee and the sale of affordable housing credits that satisfy a developer's inclusionary housing obligation as well as loan repayments from existing developments. With these funds, the city provides affordable housing programs and low income and homeless services support and financial assistance for residential developments that provide housing opportunities to low income households.

SERVICES

Affordable Housing Programs

- Research and develop new opportunities for affordable housing for low income households through alternative product types and/or programs
- Ensure regulatory agreement compliance for all existing 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 programs
- Administer the Minor Home Repair Program

Low Income and Homeless Services Support

- Provide funding to the Carlsbad Services Center, which provides temporary day labor employment services, employment training and readiness, access to benefits, basic needs, rental assistance and case management
- Provide funding to the regional winter shelter and year-round Bridge-to-Housing network programs

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
- Construction and sales were completed on 15 of 25 new ownership homes in Bressi Ranch (Kensington), as well as at least two of 15 affordable accessory dwelling units at Poinsettia 61 (Treviso)
- Issued a Minor Home Repair grant to one household
- The City Council authorized a \$8.3 million financial assistance package for construction of Windsor Pointe, a 50 affordable apartment unit community with permanent supportive services to homeless and lower income veteran families and people experiencing homelessness with mental health service needs

GOALS | OBJECTIVES | PRIORITIES

- Complete processing the financial assistance package to Windsor Pointe and facilitate initiation of project construction
- Continue to work with residential developers with inclusionary housing requirements to produce additional homes affordable to lower-income households
- Research and develop other programs and/or development opportunities to increase the supply of affordable housing for low income households
- Preserve and improve the quality of the city's existing housing stock
- Continue to support the Carlsbad Service Center, regional winter shelter and Bridge-to-Housing network programs

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The maintenance and operations portion of the Homeless Response Program was budgeted with Housing Trust Funds since its inception in May 2018. The budget has been moved to the Police Department's budget in the General Fund beginning in fiscal year 2020-21.
- \$400,000 was budgeted to create a flexible housing subsidy program for individuals and families who are homeless or at-risk of homelessness

COMMUNITY SERVICES | HOUSING SERVICES: RENTAL ASSISTANCE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$298,537	\$312,439	\$310,903	\$300,769
Retirement Benefits	82,666	81,236	79,710	73,464
Health Insurance	45,909	43,266	44,022	38,636
Other Personnel Expenses	12,616	14,692	22,513	9,689
Personnel Services Subtotal	439,728	451,633	457,148	422,558
Operating Expenses				
Professional & Contract Services	34,831	33,832	33,500	34,000
Supplies & Materials	6,120	5,741	10,515	10,665
Repair & Maintenance	640	505	300	300
Interdepartmental Charges	133,853	150,866	116,801	115,743
Other Operating Expenses	6,601,091	6,836,887	7,137,300	7,139,800
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	6,776,535	7,027,831	7,298,416	7,300,508
TOTAL EXPENDITURES	\$7,216,263	\$7,479,464	\$7,755,564	\$7,723,066
Full Time Positions	3.50	4.60	4.00	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 monthly rental subsidies to very low-income households in Carlsbad and processes new participants into the program as additional funds are available from the federal government.

SERVICES

Section 8 Tenant Based Rental Assistance

- Provide federal funding to subsidize rents for eligible low-income households
- Assist low-income households in the community with access to rental housing that is decent, safe and sanitary
- Ensure the program is being administered in compliance with federal regulations, federal guidelines, the Carlsbad Administrative Plan and the Public Housing Agency 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 for the ninth consecutive year, due to outstanding program performance

GOALS | OBJECTIVES | PRIORITIES

- Fully implement the Section 8 program management software to improve operational efficiency and reduce the need for paper file storage and increase the ability for electronic file storage
- Complete intake and lease up for rental assistance vouchers for 15 non-elderly, disabled participants

COMMUNITY SERVICES |

HOUSING SERVICES: COMMUNITY DEVELOPMENT BLOCK GRANT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$34,856	\$30,127	\$81,913	\$48,864
Retirement Benefits	13,752	12,043	14,639	11,718
Health Insurance	5,926	3,503	11,042	3,503
Other Personnel Expenses	1,591	1,584	3,602	1,558
Personnel Services Subtotal	56,125	47,257	111,196	65,643
Operating Expenses				
Professional & Contract Services	18,735	21,711	20,000	39,000
Supplies & Materials	0	0	300	3,500
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	390	750	950	500
Other Operating Expenses	57,269	439,684	500,449	547,000
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	76,394	462,145	521,699	590,000
TOTAL EXPENDITURES	\$132,519	\$509,402	\$632,895	\$655,643
Full Time Positions	0.60	0.65	0.57	0.57
Hourly/FTE Positions	0.00	0.00	0.50	0.00

Account: 391

Fund: Special Revenue

ABOUT

The Community Development Block Grant or 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, with serving the city's homeless population and providing affordable housing as the two highest priorities.

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 Annual Action Plan for the CDBG Program
- Prepare a five-year consolidated plan for submittal to U.S. Department of Housing and Urban Development
- 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 the Consolidated Annual Performance and Evaluation Report for review and acceptance by the City Council and HUD

RECENT ACCOMPLISHMENTS

- Provided funding assistance to six non-profit, non-city organizations to provide services to low income households with a focus on affordable housing, supportive services to low income and special needs populations and assisted in the prevention and reduction of homeless residents in Carlsbad
- CDBG funds were expended to purchase resales of affordable ownership units to be resold to low and/or very low-income buyers. Two homes were purchased in fiscal year 2019
- Successful submission and HUD approval of the Annual CDBG Action Plan for fiscal year 2019-20

GOALS | OBJECTIVES | PRIORITIES

- Successful completion and submission of the fiscal year 2020-21 Consolidated Annual Plan Evaluation Report
- 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

COMMUNITY SERVICES | HOUSING SERVICES: SUCCESSOR AGENCY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$52,268	\$47,752	\$78,078	\$30,004
Retirement Benefits	19,960	19,343	13,758	7,196
Health Insurance	9,106	8,061	6,780	2,158
Other Personnel Expenses	2,310	2,672	3,250	952
Personnel Services Subtotal	83,644	77,828	101,866	40,310
Operating Expenses				
Professional & Contract Services	8,959	681	38,000	38,000
Supplies & Materials	8,403	7,686	11,000	11,000
Repair & Maintenance	0	0	1,500	1,500
Interdepartmental Charges	26,237	44,267	45,667	46,005
Other Operating Expenses	1,689,536	1,639,106	1,348,759	1,796,708
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,733,135	1,691,740	1,444,926	1,893,213
TOTAL EXPENDITURES	\$1,816,779	\$1,769,568	\$1,546,792	\$1,933,523
Full Time Positions	0.85	0.85	0.35	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 as detailed by the State of California's Department of Finance, listing the enforceable obligations of the former redevelopment agency and their source of payment. This payment schedule is subject to approval by the countywide oversight board.

SERVICES

- Activities associated with the dissolution of the redevelopment agency
- Ensure payment of all debt obligations as approved by the Oversight Board

RECENT ACCOMPLISHMENTS

- Processed Recognized Obligations Payment Schedule for fiscal year 2020-21 for approval by the countywide Oversight Board
- Received loan repayment from the successor agency and funding for payment on redevelopment bond

GOALS | OBJECTIVES | PRIORITIES

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

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: SUMMARY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$5,507,562	\$5,637,609	\$6,087,974	\$6,296,303
Retirement Benefits	1,129,298	1,192,438	1,097,641	1,107,392
Health Insurance	528,849	558,617	662,330	641,553
Other Personnel Expenses	267,211	285,752	284,611	176,604
Personnel Services Subtotal	7,432,920	7,674,416	8,132,556	8,221,852
Operating Expenses				
Professional & Contract Services	459,594	670,957	748,961	685,010
Supplies & Materials	1,209,765	1,506,185	1,440,701	1,454,292
Repair & Maintenance	41,251	44,187	51,525	49,075
Interdepartmental Charges	2,481,776	2,683,080	3,139,071	2,857,734
Other Operating Expenses	542,987	552,684	632,514	579,200
Capital Outlay	9,155	170,984	0	0
Operating Expenses Subtotal	4,744,528	5,628,077	6,012,772	5,625,311
TOTAL EXPENDITURES	\$12,177,448	\$13,302,493	\$14,145,328	\$13,847,163
TOTAL FUNDING				
General Fund	\$11,990,021	\$12,969,709	\$13,743,851	\$13,291,868
Special Revenue Fund	187,427	332,784	401,477	555,295
TOTAL FUNDING	\$12,177,448	\$13,302,493	\$14,145,328	\$13,847,163
Full Time Positions	51.50	50.50	52.50	52.50
Hourly/FTE Positions	59.83	59.83	61.66	61.66

LIBRARY & CULTURAL ARTS

- Administration
- Circulation Services
- Reference, Genealogy & Carlsbad History Services
- Children's Services
- Collections & Technical Services
- Bilingual, Literacy & Lifelong Learning Services
- Community Relations
- Cultural Arts

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: ADMINISTRATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,157,094	\$1,203,324	\$1,249,359	\$1,283,986
Retirement Benefits	309,339	336,757	287,914	283,433
Health Insurance	152,762	158,599	165,801	124,564
Other Personnel Expenses	45,162	50,474	49,113	36,536
Personnel Services Subtotal	1,664,357	1,749,154	1,752,187	1,728,519
Operating Expenses				
Professional & Contract Services	96,522	133,433	94,320	25,700
Supplies & Materials	122,074	120,090	130,167	131,012
Repair & Maintenance	39,744	42,042	41,955	45,855
Interdepartmental Charges	511,854	479,852	549,183	693,003
Other Operating Expenses	531,269	537,048	625,704	578,600
Capital Outlay	0	124,932	0	0
Operating Expenses Subtotal	1,301,463	1,437,397	1,441,329	1,474,170
TOTAL EXPENDITURES	\$2,965,820	\$3,186,551	\$3,193,516	\$3,202,689
Full Time Positions	13.00	12.00	12.00	12.00
Hourly/FTE Positions	3.83	3.83	3.82	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 second year of a three-year effort with The Centre for Organization Effectiveness to advance talent development and succession planning, focusing on transferring knowledge to new staff, including a new Library & Cultural Arts Director
- Made additional investments 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
- Initiated a Technology Vision & Strategic Staffing effort to recommend processes and staffing necessary to meet the technology needs of the community
- Upgraded the self-check kiosks and operating system to offer new features and comply with industry standards for secure processing of credit card transactions
- Developed the framework for integrating the library's patron account 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

- Complete work on talent development and succession planning including transition to new leadership; institutionalize ongoing talent management practices
- Carefully manage department resources in a shifting economic environment
- Provide expertise and input into the procurement process to select a future integrated library system that meets the cutting-edge expectations of a modern public library

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CIRCULATION SERVICES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$827,213	\$869,886	\$898,079	\$936,680
Retirement Benefits	106,476	108,809	105,568	104,014
Health Insurance	33,525	40,944	46,392	58,219
Other Personnel Expenses	52,528	54,765	51,154	26,123
Personnel Services Subtotal	1,019,742	1,074,404	1,101,193	1,125,036
Operating Expenses				
Professional & Contract Services	0	0	0	0
Supplies & Materials	6,982	20,908	14,120	12,500
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	164,760	173,810	205,505	113,375
Other Operating Expenses	0	0	0	0
Capital Outlay	0	5,908	0	0
Operating Expenses Subtotal	171,742	200,626	219,625	125,875
TOTAL EXPENDITURES	\$1,191,484	\$1,275,030	\$1,320,818	\$1,250,911
Full Time Positions	4.50	4.50	4.50	4.50
Hourly/FTE Positions	21.08	20.68	20.68	20.68

Account: 0014015 Fund: General

ABOUT

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

SERVICES

- Issue new and replacement library cards to borrowers and Internet users
- Circulate print and audio-visual materials, answer collection related questions
- Track reserved and overdue items; sort, organize and shelve all library materials
- Collect fines and fees; reconcile daily 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; deliver to the Fire Department for proper disposal
- Conduct an annual inventory of the collection
- Maintain accuracy of user records through reports

RECENT ACCOMPLISHMENTS

- Expanded collection of staff training videos to simplify onboarding of new circulation staff. Worked with training coordinator to explore new training methods and platforms
- Expanded selection of sewing classes to include individual projects. Donated over 100 quilts made in class to the Trauma Intervention Project
- Participated in launch of simplified self-check kiosk application

GOALS | OBJECTIVES | PRIORITIES

- Explore digital library card applications, mobile checkout devices and other efficiencies to improve the customer experience
- Partner with San Diego County foster care to donate quilts made in sewing classes to foster children
- Complete change in placement of service desks and staffing models to better address patron usage patterns

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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,325,750	\$1,284,739	\$1,429,476	\$1,475,555
Retirement Benefits	242,348	248,526	241,978	243,601
Health Insurance	81,185	87,605	111,176	107,905
Other Personnel Expenses	64,762	67,294	68,365	40,181
Personnel Services Subtotal	1,714,045	1,688,164	1,850,995	1,867,242
Operating Expenses				
Professional & Contract Services	5,992	207	4,000	1,700
Supplies & Materials	10,590	8,806	16,749	16,699
Repair & Maintenance	1,147	1,770	3,870	1,920
Interdepartmental Charges	783,702	877,169	1,014,351	932,387
Other Operating Expenses	304	837	3,700	0
Capital Outlay	6,376	0	0	0
Operating Expenses Subtotal	808,111	888,789	1,042,670	952,706
TOTAL EXPENDITURES	\$2,522,156	\$2,576,953	\$2,893,665	\$2,819,948
Full Time Positions	11.00	11.00	11.00	11.00
Hourly/FTE Positions	15.30	15.35	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 Dove Library, to provide educational genealogy programs for the community and with the City of Carlsbad's Historic Preservation Commission to support their work.

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 and administer services to homebound patrons
- Support a collaborative learning environment in which 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
- Introduce new technology and electronic resources, 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
- Support the work of the City of Carlsbad's Historic Preservation Commission through research, digitization and programming

RECENT ACCOMPLISHMENTS

- Acquired, tested and developed curriculum for creative digital and technology-related programs and services to northern Carlsbad, including digital crafting, virtual reality and the ability to convert photos, slides and negatives to digital formats
- Implemented live online chat feature, LibChat, which allows patrons to ask questions of research librarians from their computer
- Evaluated existing programs and services to respond to community needs; added computers in study rooms to aid tutoring services and patrons, leveraged LibCAL for teen programming and tailored Books To Go outreach programs to schools
- Awarded grant from Institute of Museum and Library Services to participate in Embedded Evaluation in Public Libraries, a team-based training project to build evaluation knowledge and skills, embed evaluation in the library and develop professional networks
- Upgraded Exploration HUB equipment with new iMacs and Adobe Creative Suite, GameMaker Studio 2 and Adobe Premiere Elements. Improved space by reconfiguring design to enhance creativity, social interaction and team projects.
- Created research files and digitized resources to support the work of the City of Carlsbad's Historic Preservation Commission

GOALS | OBJECTIVES | PRIORITIES

- Expand creative digital and technology-related programs and services in northern Carlsbad, including virtual reality headsets, digital crafting and a mobile recording studio
- Develop comprehensive Reference training and onboarding procedures in video and wiki online platforms to develop and enhance staff efficacies
- Increase access to digitized archival materials located in the Carlsbad History Collection through the selection and population of an improved digital asset management system

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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$638,259	\$638,805	\$680,082	\$697,071
Retirement Benefits	140,130	146,113	128,219	127,899
Health Insurance	105,162	97,165	109,147	100,503
Other Personnel Expenses	32,152	33,788	33,815	19,890
Personnel Services Subtotal	915,703	915,871	951,263	945,363
Operating Expenses				
Professional & Contract Services	0	0	0	0
Supplies & Materials	3,073	11,844	6,595	5,795
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	317,259	351,627	423,754	353,548
Other Operating Expenses	0	0	110	0
Capital Outlay	0	26,201	0	0
Operating Expenses Subtotal	320,332	389,672	430,459	359,343
TOTAL EXPENDITURES	\$1,236,035	\$1,305,543	\$1,381,722	\$1,304,706
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	5.55	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 personal interactions, programs and development of an age-appropriate collection
- Support digital literacy for children by providing computers with early literacy programs, internet access and educational games as well as remote access to digital databases for homework assistance
- Answer reference questions and assist in using the collection and internet computers for research and homework
- 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

- Strengthened early literacy efforts by initiating “Baby’s First Visit to the Library” promotion in conjunction with Library Card Sign-up Month
- Established a thematic, systemwide STEAM program for youth in kindergarten through sixth grade
- Developed department-wide story time curriculum standards to ensure the quality of early literacy programs and ease of training for new staff
- Enhanced outreach efforts by adding the presentation of story times and book talks to local schools and representing the department at the TGIF Concerts in the Parks series
- Represented the city in the presentation of CityStuff curriculum to third-grade classrooms plus conducted library tours for the participants

GOALS | OBJECTIVES | PRIORITIES

- Explore new opportunities for virtual programming and the potential for hybrid models with existing programs and events
- Strengthen early literacy efforts by launching “1,000 Books Before Kindergarten” program
- Design and implement a unified, thematic approach to STEAM exploration and discovery for children from pre-K to grade 6 and their families in the newly configured Leichtag Family Foundation Discovery Room
- Provide children from pre-K to grade 6 with opportunities for developing digital literacy and 21st century thinking skills through STEAM programming systemwide
- Utilize donated funds to design and implement improvements to the Cole Children’s picture book area to provide a more attractive and interactive experience for young children and their families

COMMUNITY SERVICES |

LIBRARY & CULTURAL ARTS: COLLECTIONS & TECHNICAL SERVICES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$547,275	\$536,015	\$566,605	\$590,667
Retirement Benefits	135,246	140,045	128,187	125,371
Health Insurance	73,597	76,874	85,168	90,138
Other Personnel Expenses	26,074	27,439	28,515	17,308
Personnel Services Subtotal	782,192	780,373	808,475	823,484
Operating Expenses				
Professional & Contract Services	12,371	86,839	34,000	29,750
Supplies & Materials	991,038	1,218,800	1,160,115	1,153,389
Repair & Maintenance	0	0	200	0
Interdepartmental Charges	128,317	136,204	166,166	180,240
Other Operating Expenses	456	419	250	0
Capital Outlay	0	4,625	0	0
Operating Expenses Subtotal	1,132,182	1,446,887	1,360,731	1,363,379
TOTAL EXPENDITURES	\$1,914,374	\$2,227,260	\$2,169,206	\$2,186,863
TOTAL FUNDING				
General Fund	\$1,861,763	\$2,079,500	\$2,039,791	\$1,960,663
Special Revenue Fund	52,611	147,760	129,415	226,200
TOTAL FUNDING	\$1,914,374	\$2,227,260	\$2,169,206	\$2,186,863
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	2.93	2.88	2.88	2.88
<i>Account:</i>	<i>0014040</i>	<i>Fund:</i>	<i>General</i>	
	<i>1454010</i>		<i>Special Revenue-Gifts/Benefits</i>	
	<i>1454011</i>		<i>Special Revenue-Friends of the Library</i>	

ABOUT

Collections & Technical Services coordinates the selection of 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, devise new cataloging and processing procedures as new formats are added and evaluate usage patterns for electronic formats.

SERVICES

- Manage the selection of library materials in accordance with collection development policies and industry practices to continue to meet the educational, 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
- Use vendor reporting portals to track and assess patron use of electronic content

RECENT ACCOMPLISHMENTS

- Identified and added to the collection new eResources and expanded the existing eBooks collection in response to increased patron demand for online access to popular digital content
- Implemented innovative approaches to eBook circulation to provide better access to the top demand titles
- Documented procedures and conducted staff cross-training to build skills and ensure continuity of services during staff absences and for succession planning, working to organize documentation for easy access
- Leveraged less frequently used features of cataloging software applications, including Integrated Library System software and vendor data processing to increase cataloging efficiency and streamline labor-intensive processes
- Modified labeling, shelving locations and database indexing to improve access and increase findability
- Developed a new green approach to providing book group multiple copy materials that saves money for the library and is less wasteful for the environment

GOALS | OBJECTIVES | PRIORITIES

- Participate in market and product analysis of discovery layer software with an eye towards providing next generation catalog findability and patron access to the library collections, both physical and electronic
- Provide expertise and input into the procurement process to select a future integrated library system that meets the cutting-edge expectations of a modern public library

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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$378,193	\$363,504	\$449,976	\$456,495
Retirement Benefits	64,106	66,491	66,933	75,604
Health Insurance	10,862	12,708	33,092	52,716
Other Personnel Expenses	20,432	21,425	22,139	12,919
Personnel Services Subtotal	473,593	464,128	572,140	597,734
Operating Expenses				
Professional & Contract Services	1,804	1,744	2,015	1,575
Supplies & Materials	45,483	44,435	8,755	6,155
Repair & Maintenance	75	90	300	300
Interdepartmental Charges	409,733	456,462	534,771	407,358
Other Operating Expenses	10,448	7,507	600	600
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	467,543	510,238	546,441	415,988
TOTAL EXPENDITURES	\$941,136	\$974,366	\$1,118,581	\$1,013,722
Full Time Positions	3.00	3.00	4.00	4.00
Hourly/FTE Positions	5.66	5.66	5.67	6.07

Account: 001405X Fund: General

ABOUT

The Library Learning Center offers general library programs and services in addition to childhood, family and adult literacy programs, collections and activities. Two unique aspects of the Learning Center are Bilingual Services and Literacy Services. Bilingual Services provides specialized library services and programs to Spanish-speaking patrons and community members wanting to explore the language. Literacy Services provides one-to-one tutoring along with additional learning services for adult learners who want to improve their reading, writing and computer skills to meet life goals.

SERVICES

- Provide access to English-Spanish, bilingual and literacy materials for all ages
- Offer reading and writing help by trained volunteer tutors for English-speaking adults
- Provide English as a second language classes in partnership with MiraCosta College
- Provide children's activities in English, Spanish and bilingual English-Spanish
- Facilitate the Homework Zone program, which offers homework assistance to school-age students by volunteers
- Offer intensive reading help to elementary school-age children
- Manage an accredited Career Online High School diploma program and support students
- Provide teen programs, concerts and family events

- Offer Spanish-language book clubs
- Provide learning assistance in reading, writing and comprehension to students in partnership with Carlsbad High School

RECENT ACCOMPLISHMENTS

- Onboarded a new principal librarian, two library assistants and a new volunteer coordinator
- Added one full-time library assistant in the Learning Center to support increased offerings to the community, including added Saturday hours
- Raised awareness of Library Learning Center services through outreach programs
- Addressed challenges with access to library, bilingual English-Spanish and literacy services and community interest by offering Saturday hours of service at the Library Learning Center

GOALS | OBJECTIVES | PRIORITIES

- Explore new opportunities for virtual programming and the potential for hybrid models with existing programs and events
- Develop a new digital literacy and technology tutoring program that will serve Literacy Services learners
- Launch family literacy programming supported with new California Library Literacy Services grant funding
- Expand English as a Second Language class offerings in partnership with MiraCosta College to include additional conversation skills classes
- Seek external partner to provide tax preparation assistance

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: COMMUNITY RELATIONS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$187,533	\$268,291	\$274,266	\$287,956
Retirement Benefits	37,333	51,485	43,920	44,213
Health Insurance	25,462	45,104	38,692	40,687
Other Personnel Expenses	8,737	11,119	11,379	7,622
Personnel Services Subtotal	259,065	375,999	368,257	380,478
Operating Expenses				
Professional & Contract Services	70,499	132,228	76,744	62,800
Supplies & Materials	5,818	60,666	95,550	116,547
Repair & Maintenance	285	285	4,200	1,000
Interdepartmental Charges	107,692	116,627	141,005	104,840
Other Operating Expenses	0	0	0	0
Capital Outlay	2,779	7,917	0	0
Operating Expenses Subtotal	187,073	317,723	317,499	285,187
TOTAL EXPENDITURES	\$446,138	\$693,722	\$685,756	\$665,665
TOTAL FUNDING				
General Fund	\$366,459	\$540,111	\$487,894	\$464,955
Special Revenue Fund	79,679	153,611	197,862	200,710
TOTAL FUNDING	\$446,138	\$693,722	\$685,756	\$665,665
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	1.95	2.35	3.33	3.33
	<i>Account: 0014060</i>	<i>Fund: General</i>		
	<i>1454013</i>	<i>Special Revenue-Gartner Donation</i>		
	<i>1454014</i>	<i>Special Revenue-Benson Donation</i>		

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

- Executed audio-visual upgrade in the Cole Library Community Room to improve community program experiences
- Executed audio-visual upgrade at the Library Learning Center to improve learning experiences
- Developed and implemented community outreach training for staff to increase effectiveness in assessing community needs and delivering messages on Library & Cultural Arts services
- Used staff vacancies as opportunity to reassign work within division for maximum efficiency

GOALS | OBJECTIVES | PRIORITIES

- Develop a request for bids to pursue a replacement of the integrated audio system in the Schulman Auditorium, when funding becomes available
- Explore new opportunities for virtual programming and delivery platforms

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CULTURAL ARTS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$446,245	\$473,045	\$540,131	\$567,893
Retirement Benefits	94,320	94,212	94,922	103,257
Health Insurance	46,294	39,618	72,862	66,821
Other Personnel Expenses	17,364	19,448	20,131	16,025
Personnel Services Subtotal	604,223	626,323	728,046	753,996
Operating Expenses				
Professional & Contract Services	272,406	316,506	537,882	563,485
Supplies & Materials	24,707	20,636	8,650	12,195
Repair & Maintenance	0	0	1,000	0
Interdepartmental Charges	58,459	91,329	104,336	72,983
Other Operating Expenses	510	6,873	2,150	0
Capital Outlay	0	1,401	0	0
Operating Expenses Subtotal	356,082	436,745	654,018	648,663
TOTAL EXPENDITURES	\$960,305	\$1,063,068	\$1,382,064	\$1,402,659
TOTAL FUNDING				
General Fund	\$905,168	\$1,031,655	\$1,307,864	\$1,274,274
Special Revenue Fund	55,137	31,413	74,200	128,385
TOTAL FUNDING	\$960,305	\$1,063,068	\$1,382,064	\$1,402,659
Full Time Positions	4.00	4.00	5.00	5.00
Hourly/FTE Positions	3.53	3.53	4.38	4.38
<i>Account:</i>	<i>001406X</i>	<i>Fund:</i>	<i>General</i>	
	<i>148</i>		<i>Special Revenue-Special Events</i>	
	<i>175</i>		<i>Special Revenue-Schulman Endowment</i>	

ABOUT

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

SERVICES

- Present visual arts exhibitions, performing arts and film programming at the Ruby G. Schulman Auditorium, the William D. Cannon Art Gallery and other Carlsbad locations
- Create, document and maintain the city's permanent and temporary public art collection
- 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 and summer workshop intensives, as well as partnering with Parks & Recreation Department at Leo Carrillo Ranch Historic Park
- Produce nine TGIF Concerts in the Parks with pre-shows showcasing local talent
- Work closely with Carlsbad Friends of the Arts to build 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

- Hired the city's first full-time public art coordinator in February, to implement temporary and permanent projects and maintain the existing public art inventory
- Completed a Venue Feasibility Study and Market Survey documenting community need and interest in a performing and visual arts venue, as detailed in the Arts & Culture Master Plan
- Completed research and identified top strategy for mobile delivery of arts programming; utilized the TGIF stage and Family Open Studios with community partnerships at Art in the Village and Carlsbad Village Street Fair
- Hosted three guest artist residencies, offering community members an opportunity to observe and interact with artists onsite
- Installed new temporary public art including a mural in the Cole Library and the Carlsbad Beach Chair in The Village
- Continued performing arts series, Starring Artists (season 3) and Front Row Fridays (season 2) featuring music, theater and dance, reflecting interests of an expanding audience
- Collaborated with local arts organizations to highlight local talent at TGIF Concerts in the Parks during a pre-show at each concert

GOALS | OBJECTIVES | PRIORITIES

- Continue to address priority initiatives from the Arts & Culture Master Plan
- Complete design, develop curriculum and explore grant resources for a mobile arts vehicle, to further extend arts experiences throughout Carlsbad, for future procurement when funding is available
- Create opportunities for residents to serve on arts committees alongside Arts Commissioners to increase community feedback on arts topics
- Implement the pilot STEAM initiative with Carlsbad's three Title 1 elementary schools with a future goal of replication to other Carlsbad schools
- Continue guest artist residencies in visual, performing and arts education to reach an inter-generational audience through classes, performances, workshops and collaboration with community partners
- Explore new opportunities for virtual programming and the potential for a hybrid model with existing programs and events
- Add new public art installations to respond to community interest including additional beach chairs such as the one located in the Village
- Continue public art maintenance and restoration process
- Implement a web-based grants management application to improve the grants process and provide greater efficiency in managing grant funding

COMMUNITY SERVICES | PARKS & RECREATION: SUMMARY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$5,891,709	\$6,075,224	\$6,837,929	\$6,891,761
Retirement Benefits	1,180,398	1,223,591	1,159,449	1,145,476
Health Insurance	521,009	499,377	677,173	629,667
Other Personnel Expenses	454,186	516,470	526,557	318,744
Personnel Services Subtotal	8,047,302	8,314,662	9,201,108	8,985,648
Operating Expenses				
Professional & Contract Services	5,316,991	5,583,800	6,854,909	6,691,136
Supplies & Materials	1,116,680	1,426,487	1,547,541	1,167,121
Repair & Maintenance	22,303	49,796	75,184	77,664
Interdepartmental Charges	1,354,347	1,502,012	1,638,952	1,541,470
Other Operating Expenses	8,735,534	9,021,384	9,389,646	8,231,820
Capital Outlay	546,809	833,556	798,750	172,000
Operating Expenses Subtotal	17,092,664	18,417,035	20,304,982	17,881,211
TOTAL EXPENDITURES	\$25,139,966	\$26,731,697	\$29,506,090	\$26,866,859
TOTAL FUNDING				
General Fund	\$16,028,770	\$17,165,407	\$18,890,152	\$17,993,237
Enterprise Fund	7,322,249	7,794,389	8,227,596	6,571,000
Special Revenue Fund	1,788,947	1,771,901	2,388,342	2,302,622
TOTAL FUNDING	\$25,139,966	\$26,731,697	\$29,506,090	\$26,866,859
Full Time Positions	57.00	55.00	55.00	55.00
Hourly/FTE Positions	89.83	89.61	89.61	77.83

PARKS & RECREATION

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

COMMUNITY SERVICES | PARKS & RECREATION: ADMINISTRATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,184,613	\$1,160,250	\$1,305,248	\$1,295,644
Retirement Benefits	304,914	304,755	292,823	289,753
Health Insurance	112,900	109,844	160,825	111,361
Other Personnel Expenses	53,341	58,395	74,732	47,350
Personnel Services Subtotal	1,655,768	1,633,244	1,833,628	1,744,108
Operating Expenses				
Professional & Contract Services	375,350	164,780	376,100	309,100
Supplies & Materials	68,776	216,980	82,400	86,143
Repair & Maintenance	20,113	44,879	71,784	74,114
Interdepartmental Charges	160,984	165,455	207,210	207,489
Other Operating Expenses	85,589	96,745	142,850	99,500
Capital Outlay	1,995	168,254	0	0
Operating Expenses Subtotal	712,807	857,093	880,344	776,346
TOTAL EXPENDITURES	\$2,368,575	\$2,490,337	\$2,713,972	\$2,520,454
General Fund	\$2,278,704	\$2,442,819	\$2,601,972	\$2,421,754
Special Revenue Fund	89,871	47,518	112,000	98,700
Total Funding	\$2,368,575	\$2,490,337	\$2,713,972	\$2,520,454
Full Time Positions	11.30	11.45	12.45	11.45
Hourly/FTE Positions	1.78	6.15	1.13	1.36
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 high 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 budget
- Process and issue city special event permits
- Enhance open space and trail system by land acquisition, construction and maintenance
- Oversee management agreement for The Crossings at Carlsbad Municipal 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 Guide publications
- Update and implement master and strategic planning efforts
- Development, monitor and support the department's Information Technology
- Provide liaison services with Parks & Recreation, Senior and Beach Preservation commissions

RECENT ACCOMPLISHMENTS

- Maintained national accreditation from the Commission for the Accreditation of Park and Recreation Agencies
- Attained one additional staff certification through the Certified Park and Recreation Professional Program
- Completed Aviara Community Park Phase II Improvements Project and Poinsettia Community Park Phase III Improvements Project
- Monitored construction of Buena Vista Reservoir Site Park Development Project
- Monitored permitting of Poinsettia Community Park Phase IV Improvements Project
- Completed and received City Council adoption of Trails Master Plan and Community Forest Management Plan Update
- Conducted public outreach program for master planning of Veterans Memorial Park
- Conducted public outreach program for Parks & Recreation Department Master Plan Update
- Completed outdoor wayfinding and interpretive signs at Leo Carrillo Ranch Historic Park
- Supported three boards and commissions in the development of annual work plans for presentation to the City Council
- Presented session on intergenerational programs at California Parks and Recreation Society's annual conference
- Participated in North County Community Intergenerational Council

GOALS | OBJECTIVES | PRIORITIES

- Complete process to update Parks & Recreation Department Master Plan
- Assist with construction administration of Calavera Hills Community Park Gateway Project
- Monitor and direct plan and specification refinement phases of Poinsettia Community Park Phase IV Improvements Project and subsequently assist with construction administration
- Monitor and direct plan and specification refinement phases of Buena Vista Reservoir Site Park Project and assist with construction administration
- Monitor and direct plan and specification refinement phases of Hosp Grove Park Refurbishments Project
- Administer design services contract for the design/development construction drawings for the South Shore Aqua Hedionda Lagoon (Hub Park) Trail
- Commence interpretive exhibit planning for newly restored stable bunkhouse at Leo Carrillo Ranch Historic Park and proceed with installation based on findings and community input
- Progress with conceptual design phase for master planning of Veterans Memorial Park
- In partnership with Public Works, continue to improve the city's municipal waste reduction, recycling and waste diversion programs
- Complete implementation of a mobile application to enhance citywide trails use
- Support the three commissions in accomplishing the goals and tasks within each work plan, including coordination of a Beach Preservation Commission North Beach Clean-up Event

- Conduct cultural and historic park educational and interpretive programming
- Instill values of good sportsmanship and respect in all recreation activities through T.R.U.S. T. (Teaching Respect, Unity and Sportsmanship through Teamwork) Program
- 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 staff on 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
- Arrange intergenerational programs that increase cooperation and interaction
- Provide senior transportation services between community locations
- Provide congregate and 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 innovative educational class programming at the newly restored stable within Leo Carrillo Ranch Historic Park
- Implemented and improved California History & Art 4th grade program fundraising event
- Expanded intergenerational programs offering new classes between teens and seniors
- Implemented new youth basketball spring league expanding program by 250 kids
- Implemented and expanded afterschool programs and camps
- Hosted USA Swimming Speedo Sectional Championship at Alga Norte Community Park
- Provided leadership opportunities and community service hours for teen students participating with seniors in recreational activities
- Provided Public Works Department aid in planning Monroe Street Pool Replacement Project and implementing energy assessment audit at Alga Norte Aquatic Center
- Renovated the Senior Center fitness room and deployed new exercise equipment with built-in smart technology
- Partnered with the Chief Innovation Officer to support the Age-Friendly Communities Project
- Redesigned and updated Leo Carrillo Ranch visitor guide and botanical brochure
- Received California Preservation Foundation Preservation Design Award for Leo Carrillo Ranch Historic Park stable restoration and corral project

GOALS | OBJECTIVES | PRIORITIES

- Expand adult 50+ opportunities and collaborations beyond the Senior Center
- Continue participation in North County Community Intergenerational Council
- Partner with the Chief Innovation Officer on the Age-Friendly Communities Project
- Partner with Public Works to implement the Alga Norte Aquatic Center Energy Audit
- Support Public Works Department in planning Monroe Street Pool Replacement Project
- Design and install new interpretive exhibits in the stable bunkroom, Leo and Deedie's Bedroom and outdoor audio tour at Leo Carrillo Ranch Historic Park

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Reduction in part-time employees in response to COVID-19

COMMUNITY SERVICES | PARKS & RECREATION: PARKS AND TRAIL MAINTENANCE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,359,590	\$1,338,424	\$1,552,723	\$1,518,927
Retirement Benefits	372,952	380,340	342,366	337,554
Health Insurance	200,390	206,355	252,202	256,115
Other Personnel Expenses	107,661	110,701	109,831	66,104
Personnel Services Subtotal	2,040,593	2,035,820	2,257,122	2,178,700
Operating Expenses				
Professional & Contract Services	2,984,819	3,467,616	3,904,404	3,813,391
Supplies & Materials	266,068	436,957	490,725	312,225
Repair & Maintenance	298	500	500	500
Interdepartmental Charges	472,027	465,867	511,135	426,242
Other Operating Expenses	1,251,966	1,216,285	1,281,300	1,232,100
Capital Outlay	3,224	2,542	0	0
Operating Expenses Subtotal	4,978,402	5,589,767	6,188,064	5,784,458
TOTAL EXPENDITURES	\$7,018,995	\$7,625,587	\$8,445,186	\$7,963,158
Full Time Positions	21.00	19.35	19.45	19.85
Hourly/FTE Positions	7.98	7.25	7.25	3.10

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 744 acres of habitat preserves, urban forests and undeveloped lands.

SERVICES

- Manage turf, irrigation, drainage and landscaping at parks, civic facilities, beach accesses and school athletic fields
- Inspect and maintain restroom facilities and picnic areas
- Inspect and maintain tennis and basketball courts, soccer, softball and 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 California Department of Parks and Recreation, California Coastal Commission and lagoon foundations

RECENT ACCOMPLISHMENTS

- Assumed ongoing maintenance of Aviara Community Park Phase II Improvements, Poinsettia Community Park Phase III Improvements and Calavera Hills Village H property
- Assumed service of trash receptacles and portable restrooms along selective segments of the seawall from State of California Parks & Recreation Department
- Commenced implementation of City Council-adopted Trails Master Plan
- Began implementation of City Council-adopted Community Forest Management Plan Update
- Planned, bid and administered contracts for replacement of two synthetic turf fields at Stagecoach Community Park and rubberized surfacing at Hidden Canyon and Aviara Community Parks
- Constructed three new pitcher warm-up areas at Calavera Hills Community Park athletic fields
- Resurfaced nine tennis courts at Carlsbad High School Tennis Courts
- Installed Americans with Disabilities Act compliant accessible curb ramps at Poinsettia, Calavera Hills and Stagecoach Community Parks

GOALS | OBJECTIVES | PRIORITIES

- Assume maintenance of the Poinsettia Community Park Phase IV Improvements upon completion of construction
- Assume maintenance responsibilities at Calavera Hills Community Park Gateway upon completion of construction
- Provide staff and materials for a Beach Preservation Commission North Beach Clean-up Event
- Resurface 10 tennis courts at Poinsettia Community Park
- Assume maintenance responsibilities at Buena Vista Reservoir Site Park upon completion of construction
- Plan, bid and administer contract for retrofit to LED fixtures on pathway lights and parking lot lights at Stagecoach, Calavera Hills and Poinsettia Community Parks
- Replant parks and trails trees within vacancies created by prior removals and plant new parks and trails trees, in accordance with the Community Forest Management Plan

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Reduction in part-time employees in response to COVID-19

COMMUNITY SERVICES | PARKS & RECREATION: STREET TREE MAINTENANCE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$178,685	\$183,185	\$211,439	\$216,653
Retirement Benefits	47,048	49,386	49,418	48,104
Health Insurance	19,852	20,742	32,613	29,113
Other Personnel Expenses	12,923	13,392	14,317	9,343
Personnel Services Subtotal	258,508	266,705	307,787	303,213
Operating Expenses				
Professional & Contract Services	348,287	347,999	514,250	530,090
Supplies & Materials	10,246	5,267	27,550	27,550
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	41,959	29,819	6,550	8,957
Other Operating Expenses	6,323	8,599	8,400	8,000
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	406,815	391,684	556,750	574,597
TOTAL EXPENDITURES	\$665,323	\$658,389	\$864,537	\$877,810
Full Time Positions	2.45	2.70	2.65	2.45
Hourly/FTE Positions	0.88	0.75	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 Carlsbad Village area.

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 and plant new street trees within public rights of way, in accordance with the Community Forest Management Plan
- Assume maintenance responsibility of new street trees within approved developments

COMMUNITY SERVICES | PARKS & RECREATION: MEDIAN MAINTENANCE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$167,599	\$197,228	\$201,660	\$209,125
Retirement Benefits	40,435	47,522	47,981	46,673
Health Insurance	19,768	20,770	32,630	29,101
Other Personnel Expenses	10,558	12,153	12,981	8,642
Personnel Services Subtotal	238,360	277,673	295,252	293,541
Operating Expenses				
Professional & Contract Services	459,395	423,326	608,000	629,660
Supplies & Materials	14,590	9,012	31,400	31,400
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	(51,505)	(32,950)	(80,947)	(84,289)
Other Operating Expenses	320,909	283,441	352,600	351,300
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	743,389	682,829	911,053	928,071
TOTAL EXPENDITURES	\$981,749	\$960,502	\$1,206,305	\$1,221,612
Full Time Positions	2.00	2.25	2.20	2.00
Hourly/FTE Positions	0.87	0.78	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 nine acres of developed parkways, including the Downtown Carlsbad Village area.

SERVICES

- Administer and oversee landscape and irrigation maintenance for all city median planters and developed parkways, including litter control, weed abatement, pruning, shrub and 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
- Replant median trees within vacancies created by prior removals and plant new median trees within public roadways, in accordance with the Community Forest Management Plan
- 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

COMMUNITY SERVICES | PARKS & RECREATION: THE CROSSINGS GOLF COURSE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating Expenses				
Professional & Contract Services	267,255	272,249	277,240	285,000
Supplies & Materials	0	0	0	0
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	0	0	0	0
Other Operating Expenses	6,668,762	6,990,393	7,151,606	6,114,000
Capital Outlay	386,232	531,747	798,750	172,000
Operating Expenses Subtotal	7,322,249	7,794,389	8,227,596	6,571,000
TOTAL EXPENDITURES	\$7,322,249	\$7,794,389	\$8,227,596	\$6,571,000

Account: 572

Fund: Enterprise

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- 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, replenished sand and improved drainage in selective bunkers near the greens
- Bid, award and administered construction contract for the replacement of the liner in the two lakes on the course
- Improved drainage of the driving range turf areas
- Replaced clubhouse entry concrete to enhance aesthetics and customer accessibility

GOALS | OBJECTIVES | PRIORITIES

- Execute COVID-19 response compliant phased operational plans in golf and in food and beverage to allow revenues to reestablish and ultimately grow
- Execute a Capital Improvement Plan with projects that have a return on investment or are needed for maintenance effectiveness and/or safety considerations
- Enhance wedding offerings by converting the existing women's locker room into a bridal preparation suite to increase venue appeal
- Install a new monument sign at The Crossing Drive and Palomar Airport Road for greater visibility of the course and restaurant
- Install golf ball capture netting along the driving range and golf course maintenance facility for safety considerations

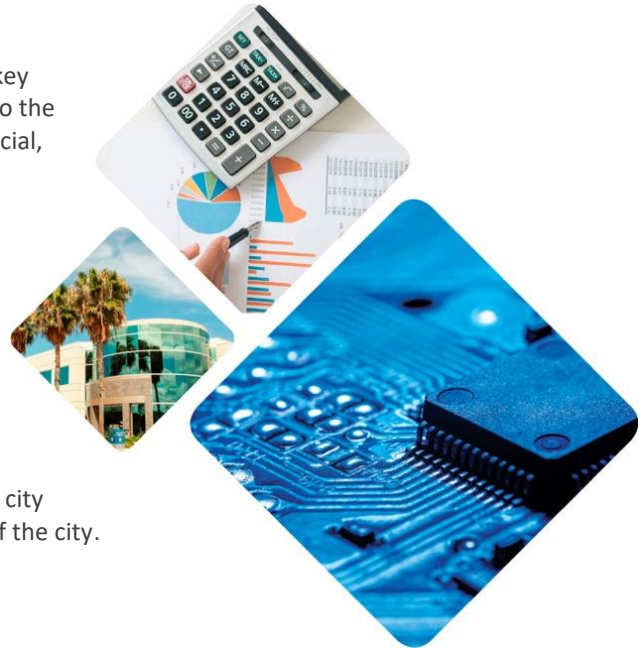
ADMINISTRATIVE SERVICES

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, innovation and information technology related services to city staff and the public as well as promoting a strong local economy.

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, and ensuring the economic vitality of the city.

Laura Rocha
Deputy City Manager, Administrative Services

760-602-2430
laura.rocha@carlsbadca.gov



ADMINISTRATIVE SERVICES
BRANCH

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graph TD; AS[Administrative Services] --- F[Finance]; AS --- HR[Human Resources]; AS --- IT[Information Technology]; AS --- IED[Innovation & Economic Development];
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The image features an American flag waving in front of a building with large glass windows. Overlaid on the flag is an organizational chart for the Administrative Services Branch. The chart consists of a central box at the top labeled 'Administrative Services', which is connected by a vertical line to a horizontal line. From this horizontal line, four lines branch out to four separate boxes: 'Finance' on the left, 'Human Resources' on the right, 'Information Technology' on the left, and 'Innovation & Economic Development' on the right.

Administrative Services

Finance

Human Resources

Information Technology

Innovation &
Economic Development

ADMINISTRATIVE SERVICES | FINANCE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$2,524,951	\$2,355,362	\$2,695,654	\$2,858,592
Retirement Benefits	695,765	685,955	645,891	657,559
Health Insurance	368,949	340,102	448,573	420,038
Other Personnel Expenses	99,402	100,019	106,321	78,860
Personnel Services Subtotal	3,689,067	3,481,438	3,896,439	4,015,049
Operating Expenses				
Professional & Contract Services	748,094	743,228	950,645	905,365
Supplies & Materials	270,329	288,100	386,140	368,110
Repair & Maintenance	9,865	15,938	11,800	19,100
Interdepartmental Charges	(851,869)	417,086	477,415	419,642
Other Operating Expenses	203,264	248,603	377,168	262,450
Capital Outlay	6,560	1,401	0	0
Operating Expenses Subtotal	386,243	1,714,356	2,203,168	1,974,667
TOTAL EXPENDITURES	\$4,075,310	\$5,195,794	\$6,099,607	\$5,989,716
Full Time Positions	30.00	30.00	31.00	31.00
Hourly/FTE Positions	1.00	2.00	3.50	3.50

Account: 0011310

Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- 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
- Worked with Housing and Neighborhood Services on unlicensed short-term vacation rentals
- Completed the upgrade of the city's timekeeping system (SumTotal)
- Upgraded the city's utility billing system allowing for greater flexibility to meet changing demands and increased citizen visibility to utility data
- Continued a cost of service study that utilizes a new approach to costing city services
- Maintained a balanced budget without using city reserves
- Began implementing an upgrade to the city's cashiering system to a PC-compliant platform
- Adopted a cash funds policy providing a uniform, citywide framework for the establishment, use and safekeeping of cash funds
- Implemented California Senate Bill 998 regarding discontinuance of residential water service
- Held a public financing forum for the City Council, staff and public
- Updated and/or developed several council policies on pension funding strategy, General Fund surplus policy, General Fund Reserve guidelines and internal audit framework
- Improved the city's budgeting process and expanded the public to provide input
- Continued to utilize the Finance internship program

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, as well as external vendors and customers
- Complete an administrative order on the use of outside legal counsel and expert advisors
- Continue a business process redesign of the city's current financial information system, IFAS
- Begin upgrade of city's financial information system to latest platform, Finance Enterprise
- Perform a close-out analysis for Bridge & Thoroughfare District No. 3 (Cannon Road West)
- Continue working with the Information Technology Department to develop a strategic plan for a future enterprise resource planning system
- Continue implementation of the new accounts payable electronic funds transfer program
- Continue working with Construction Management & Inspection 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 tracking system
- Implement a new false alarm system
- Complete the Master Fee Schedule update
- Adopt a local debt policy in accordance with State Assembly Bill 1029
- Implement Governmental Accounting Standards Board Statement 84, on fiduciary funds and begin implementation of GASB 87, on leases
- Expand the use of electronic bidding citywide to increase efficiencies in the procurement process for staff and service providers
- Implement the use of electronic signature software for department and organizational documents to streamline routing for approvals and reducing paper waste

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- One 0.50 part-time employee was transferred from Information Technology to Finance

ADMINISTRATIVE SERVICES | OFFICE OF INNOVATION & ECONOMIC DEVELOPMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$279,590	\$311,941	\$325,554	\$645,240
Retirement Benefits	83,483	88,947	66,891	111,987
Health Insurance	21,865	28,474	29,592	56,671
Other Personnel Expenses	8,983	9,847	10,073	16,525
Personnel Services Subtotal	393,921	439,209	432,110	830,423
Operating Expenses				
Professional & Contract Services	184,445	142,984	409,000	193,975
Supplies & Materials	42,885	40,528	30,905	32,534
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	35,674	36,435	41,147	53,845
Other Operating Expenses	40,478	14,544	30,300	21,100
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	303,482	234,491	511,352	301,454
TOTAL EXPENDITURES	\$697,403	\$673,700	\$943,462	\$1,131,877
Full Time Positions	3.00	3.00	2.00	4.00
Hourly/FTE Positions	0.00	0.00	0.50	1.00

Account: 0011033 Fund: General
0011035

ABOUT

The Office of Innovation and Economic Development, or OIED, works to support a vibrant and diverse economy by bringing a culture of innovation and collaboration among city departments and regular engagement with the business community. Through innovative programming and business support services, OIED supports economic growth, promotes the vitality of Carlsbad Village, attracts new businesses in targeted industries, partners with regional economic developers and solidifies the city's position as a key employment hub.

SERVICES

- Conduct business expansion, attraction and retention efforts
- Serve all industry sectors through innovative efforts in talent-attraction, traded economies and fostering business clusters that provide for an inclusive economy
- Develop and maintain robust business-support 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 economic growth and vitality
- Provide centralized support for all city data efforts including, new application evaluation, data systems consultation, data analytics and data visualization

- Citywide and departmental continuous improvement support including design-thinking, strategic planning facilitation, innovation sessions, process re-engineering consultation and training
- Offer training in design-thinking, strategic planning, innovation, data management, data analytics and data visualization

RECENT ACCOMPLISHMENTS

- Managed the city’s response to address the challenges of the business community during the COVID-19 crisis, including partnering in joint communications to Carlsbad business with the Carlsbad Chamber and Carlsbad Village Association, responding to business inquiries addressed to the city and developing the Economic Recovery and Revitalization Initiative in coordination with the City Council
- Spurred the creation of innovative data visualization tools as a part of the COVID-19 response including mapping open restaurants, city-to-city COVID-19 case trendline, Emergency Operations Center dashboards, a situational awareness heatmap for first responders and automated city facility occupancy estimates
- Developed a data inventory and began the cross-departmental development of a citywide data policy for the collection, management and governance of city data
- Led and executed the launch of Carlsbad Connector, a pilot program of first mile/last mile transportation services from the Poinsettia Train Station to the business parks
- Conducted development work on the Carlsbad Life in Action website to improve design with a message that speaks to talent with a launch planned in summer 2020
- Managed the Life in Action talent attraction campaign, showcasing careers and innovation in the city’s major industry clusters and providing recruitment tools for Carlsbad businesses
- Directly assisted a Carlsbad company on a California Competes Tax Credit application, resulting \$6.5 million in state income tax credits with anticipated creation of 45 new jobs
- Worked with North County cities to implement the Innovate78 workplan including continued programming through Startup78, Innovators Dinners and increased branding and marketing
- Helped plan and execute North County Manufacturing & Engineering Day with San Diego North Economic Development Council, where 12 Carlsbad companies exhibited to over 1,300 local high school students
- Maintained communication materials for business and citizen awareness including e-newsletters, original content and economic indicator and industry cluster infographics
- Supported key technology and networking groups such as San Diego Tech Talks and San Diego Tech Hub through promotion, engagement and program development (“Be the Boss”)
- Facilitated the development of workplans for the Traffic and Mobility Commission, Senior Commission and Parks and Recreation Commission

GOALS | OBJECTIVES | PRIORITIES

- Continue to lead the city’s business and economic response to the COVID19 crisis, including implementation of economic revitalization measures at the direction of the City Council
- Support emergency disaster recovery, revitalization and resilience with innovative approaches to systems and data
- Continue to grow the talent attraction presence online with a strengthening of economic development-focused social media and driving visitors to the new Life in Action website

- Continue to provide excellent data and information to existing Carlsbad businesses and those looking to relocate to Carlsbad through direct communication
- 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
- Build upon the development of a citywide data inventory with the development of a citywide data policy that addresses the collection, management and governance of city data
- Support the evaluation of new technology and systems for all departments particularly those that relate to data and smart cities
- Foster a culture of innovation through continued in-house facilitations, training, as well as internal and external engagement

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The Office of Innovation and Economic Development was established by transferring the personnel (2.0 full time and 0.5 part-time FTE) and program budget for Innovation from the City Manager's office and the Economic Development personnel (2.0 full-time) and program budget from Community Development

ADMINISTRATIVE SERVICES | HUMAN RESOURCES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,075,450	\$1,180,144	\$1,335,245	\$1,592,924
Retirement Benefits	268,242	285,678	290,321	360,396
Health Insurance	118,648	108,454	176,305	166,202
Other Personnel Expenses	35,582	39,956	43,243	42,110
Personnel Services Subtotal	1,497,922	1,614,232	1,845,114	2,161,632
Operating Expenses				
Professional & Contract Services	1,103,813	1,282,206	2,157,700	1,925,280
Supplies & Materials	86,129	108,032	98,000	113,870
Repair & Maintenance	0	625	0	0
Interdepartmental Charges	169,561	198,380	231,790	238,072
Other Operating Expenses	303,077	357,530	710,780	571,250
Capital Outlay	14,100	0	0	0
Operating Expenses Subtotal	1,676,680	1,946,773	3,198,270	2,848,472
TOTAL EXPENDITURES	\$3,174,602	\$3,561,005	\$5,043,384	\$5,010,104
Full Time Positions	10.00	10.00	14.00	14.00
Hourly/FTE Positions	0.70	0.70	2.20	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. The responsibilities of the department serve to support the creation of a high-performance work culture that can carry out the vision for the organization as defined by the City Council and the City Manager. The primary objectives are achieving compliance with federal and state mandates, making process improvements to increase efficiency and effectiveness and helping the city remain resilient while delivering exceptional service.

SERVICES

- Recruitment and onboarding
- Employment compliance
- Workforce planning
- Employee engagement, training and development
- Employee relations
- Labor relations
- Classification and compensation
- Employee benefits
- Managing employee leaves of absence

RECENT ACCOMPLISHMENTS

- Provided all state and federally mandated training to all employees so that the city is compliant with state and federal law
- Trained and supported the organization during year three of the employee engagement effort by maintaining existing efforts and introducing additional courses
- Filled over 400 vacant full time and part time positions
- Negotiated labor contracts with: Carlsbad Police Officers' Association, Carlsbad Police Management Association and Carlsbad Firefighters' Association
- Worked with fire management and the firefighters' association to create the infrastructure for a permanent beach lifeguard division within the Carlsbad Fire Department
- Implemented paid family leave benefits and updated disability benefits
- Coordinated 1,300+ volunteers who provided over 64,000 volunteer hours
- Implemented new policies and practices related to the COVID-19 public health emergency designed to protect employees while continuing to provide essential services
- Redesigned processes including: recruitment testing, interviewing and employee onboarding, training using technology to adapt to social distancing requirements during the COVID-19 public health emergency

Recruitment (Full and Part-Time)	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Number of applicants processed	8551	8037	9544	9455	9131
Number of new hires	299	260	292	309	339
Number of promotions (full-time only)	41	31	58	53	70

GOALS | OBJECTIVES | PRIORITIES

- Provide all state and federally mandated training to all employees so that the city is compliant with state and federal law, including biennial Sexual Harassment Prevention
- Design an internal supervisor's academy
- Design, program and meet and confer on a new performance management process
- Establish a new Human Resources template and resource library
- Develop policies including equal employment opportunity, substance abuse and lactation accommodation
- Increase collaboration with multiple agencies for fire promotional assessments
- Continue to enhance first day onboarding experience
- Deploy Learning Management System software city-wide to increase our ability to track training compliance; track goals, success metrics and development plans; provide data analytics on the education, skills and training of the workforce and increase training efficiency
- Successfully negotiate labor contract with the Carlsbad City Employee's Association
- Initiate conversion of storage of hard copy personnel and benefit files to an on-line database
- Increase process efficiency for tracking and analyzing volunteer and mediation activities

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- During fiscal year 2019-20, one full-time volunteer program manager and the associated program budget was transferred out of Housing Services to Human Resources

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: WORKERS' COMPENSATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$85,696	\$101,677	\$101,365	\$107,285
Retirement Benefits	25,670	28,140	25,414	25,546
Health Insurance	7,323	7,449	12,672	10,801
Other Personnel Expenses	3,138	3,664	3,602	2,952
Personnel Services Subtotal	121,827	140,930	143,053	146,584
Operating Expenses				
Professional & Contract Services	398,597	439,935	537,000	537,000
Supplies & Materials	0	0	0	0
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	590	600	490	970
Other Operating Expenses	3,770,765	4,830,053	2,970,876	2,980,000
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	4,169,952	5,270,588	3,508,366	3,517,970
TOTAL EXPENDITURES	\$4,291,779	\$5,411,518	\$3,651,419	\$3,664,554
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 6111520

Fund: Internal Service

ABOUT

This internal service fund is used to 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
- 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' Comp Claims	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19
Total open claims	135.0	200.0	196.0	232.0	236.0
Average days lost per claim	18.1	10.6	34.2	23.8	5.2
Number of litigated claims	12.0	9.0	9.0	1.0	2.0

GOALS | OBJECTIVES | PRIORITIES

- Continue to improve systems to monitor lost days of work
- Share 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
- Ensure employees receive timely treatment to reach maximum medical improvement

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: RISK MANAGEMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$189,299	\$190,251	\$197,193	\$203,117
Retirement Benefits	53,979	56,399	50,460	49,987
Health Insurance	17,113	18,370	20,086	21,590
Other Personnel Expenses	6,789	7,183	7,136	5,697
Personnel Services Subtotal	267,180	272,203	274,875	280,391
Operating Expenses				
Professional & Contract Services	1,697,633	1,124,861	1,648,288	1,813,288
Supplies & Materials	6,927	8,443	10,692	10,692
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	19,689	19,750	24,313	10,649
Other Operating Expenses	49,689	756,332	561,790	569,719
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,773,938	1,909,386	2,245,083	2,404,348
TOTAL EXPENDITURES	\$2,041,118	\$2,181,589	\$2,519,958	\$2,684,739
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 6121930

Fund: Internal Service

ABOUT

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

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

- Completed comprehensive re-write of the city's Injury and Illness Prevention Program
- Moved the city to another excess liability pool which resulted in expanded coverage at a lower cost
- Took the lead in initiating a lawsuit against the developer of the safety training center for construction defects, which resulted in a \$2.0 plus million settlement to the city. Litigation is continuing

GOALS | OBJECTIVES | PRIORITIES

- Continued 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
- Assist with implementation of new learning management software which will greatly assist with managing the ongoing safety training program

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Increase in budgeted insurance premiums to cover anticipated higher liability and property insurance premiums for the coming year

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: SELF-INSURED BENEFITS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$0	\$0	\$0	\$0
Retirement Benefits	0	0	0	0
Health Insurance	0	91,529	0	0
Other Personnel Expenses	0	0	0	0
Personnel Services Subtotal	0	91,529	0	0
Operating Expenses				
Professional & Contract Services	136,657	21,077	86,000	0
Supplies & Materials	0	0	0	0
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	0	0	0	0
Other Operating Expenses	609,913	269,946	0	1,920,163
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	746,570	291,023	86,000	1,920,163
TOTAL EXPENDITURES	\$746,570	\$382,552	\$86,000	\$1,920,163
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 was used to pay dental insurance administration fees and claim expenses for all employees as well as a portion of retiree post-employment health benefits.

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

To close out the fund, the remaining cash balance of \$1.9 million is budgeted in fiscal year 2020-21 to be transferred to the city's Worker's Compensation Fund. This one-time transfer was used to reduce the amount in Worker's Compensation chargebacks that were budgeted to be paid by each department of the city for fiscal year 2020-21.

ADMINISTRATIVE SERVICES | INFORMATION TECHNOLOGY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$2,733,771	\$3,094,376	\$3,999,881	\$4,151,703
Retirement Benefits	678,294	939,690	916,476	953,176
Health Insurance	273,517	338,039	529,233	544,799
Other Personnel Expenses	91,149	120,562	143,917	113,354
Personnel Services Subtotal	3,776,731	4,492,667	5,589,507	5,763,032
Operating Expenses				
Professional & Contract Services	1,415,096	1,515,879	1,532,002	1,548,600
Supplies & Materials	205,074	272,898	101,700	209,830
Repair & Maintenance	1,463,906	2,645,674	2,995,560	3,192,416
Interdepartmental Charges	20,262	26,611	21,934	26,077
Other Operating Expenses	831,106	1,510,858	1,827,200	1,694,296
Capital Outlay	1,057,633	1,969,090	481,856	1,133,659
Operating Expenses Subtotal	4,993,077	7,941,010	6,960,252	7,804,878
TOTAL EXPENDITURES	\$8,769,808	\$12,433,677	\$12,549,759	\$13,567,910
Full Time Positions	27.00	32.00	35.00	37.00
Hourly/FTE Positions	1.50	1.50	3.00	1.00

Account: 640, 641

Fund: Internal Service

ABOUT

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

SERVICES

- **Administration:** Oversight of the department's use of resources and formation of priorities
- **Operations:** Implementation and support of technology infrastructure
- **Applications:** Implementation and support of enterprise software applications and systems
- **GIS:** Implementation and support of citywide geographic information system
- **Project Management:** Ensures all technology implementations and system upgrades are performed in a standardized methodology
- **Client Services:** Service Desk, PC support and strategic initiatives for support
- **Public Safety:** Technology implementation and support specifically designed for the unique requirements of the Police and Fire departments
- **IT Security:** Oversight of IT security policies and practices as well as threat investigation

RECENT ACCOMPLISHMENTS

- **Replacements:** Backup system replacement, network LAN switch, 911 phone system and call recorder, crime scene investigation technology
- **Upgrades:** Remote access capabilities, EnerGov Permitting and Land Development System, Info Public Sector asset management and work order system, SumTotal timekeeping system, NorthStar Utility Billing System including implementing a new and improved customer portal and integrated voice response payment portal - IPayment Centralized Cashiering
- **New Implementations:** Change management module in ServiceNow, audio and visual hardware in meeting rooms, Web-based GIS Portal, GovQA correspondence module for council inquiries and outbound integrated voice response system
- **Approval** of digital information network project
- **Completed** over 5,300 service desk tickets
- **Deployed Citrix, Microsoft Teams and Zoom:** Virtual applications support remote work efforts and public meetings
- **Created** new GIS-based Capital Improvement Program project submittal applications
- **Deployed** numerous GIS web applications for the city's COVID-19 response

GOALS | OBJECTIVES | PRIORITIES

- Replacement of identity management system
- Upgrades: Council Chambers audio visual hardware and software, city's internet website, internal financial system, Public Works work order software, EnerGov permitting and land development system and migration to new online customer portal, enterprise GIS System, interview room equipment, migration to ArcGIS Pro desktop GIS software
- Implementations: Carlsbad Digital Information Network, Carlsbad Connects application, unified communications platform that includes voice, video and digital capabilities, learning management system, project portfolio management system, staff report management system, new false alarm billing system, security tools, Laserfiche enterprise content management system, performance metrics and dashboards
- Continue to modernize and strengthen IT infrastructure
- Develop and implement a plan to upgrade, replace or sunset software applications
- Build capacity for data-driven government
- Complete consolidation of Active Directory environments
- Consolidate IT operations management tools
- Standardize and assume management of departmental mobile accounts
- Develop and implement computer training course catalog
- Redesign ServiceNow service portal
- Begin procurement of a new computer-aided dispatch and mobile system
- Install closed-circuit video cameras at various city locations
- Deploy applications for various departments in support the city's data science efforts

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Two full-time positions were transferred from Community Development (one business systems specialist and one special projects manager)
- One 0.50 part-time FTE employee was transferred to the Finance department
- 1.5 in part-time FTEs were reduced due to the COVID-19 pandemic

ADMINISTRATIVE SERVICES | MISCELLANEOUS NON-DEPARTMENTAL

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Miscellaneous Non-Departmental Expenditures				
Legal Services	\$717,087	\$793,095	\$750,000	\$750,000
Community Contributions	13,666	11,213	0	0
Other Personnel	140,607	149,563	175,000	284,000
Professional Services	143,077	39,830	40,000	42,000
Property Tax and Other Administration	639,319	660,633	725,000	725,000
Dues and Subscriptions	50,848	51,688	55,000	75,000
Innovation Fund	163,807	738,439	0	0
Miscellaneous Non-Departmental Subtotal	1,868,411	2,444,461	1,745,000	1,876,000
General Fund Transfers				
Transfer to Infrastructure Replacement Fund	9,970,000	10,681,000	5,111,500	1,000,000
Transfer to General Capital Construction Fund	0	0	5,111,500	4,500,000
Transfer to Golf Course Operations Fund	0	0	0	500,000
Transfer to LLD #1 (Medians & Trees)	850,000	775,000	950,000	700,000
Transfer to Storm Water Program	218,511	219,274	300,000	309,000
Miscellaneous Transfers Out	1,858,216	1,500,000	0	0
General Fund Transfers Subtotal	12,896,727	13,175,274	11,473,000	7,009,000
City Council Contingencies				
Contingencies (Adopted budget)	0	0	1,500,000	1,500,000
TOTAL EXPENDITURES	\$14,765,138	\$15,619,735	\$14,718,000	\$10,385,000

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

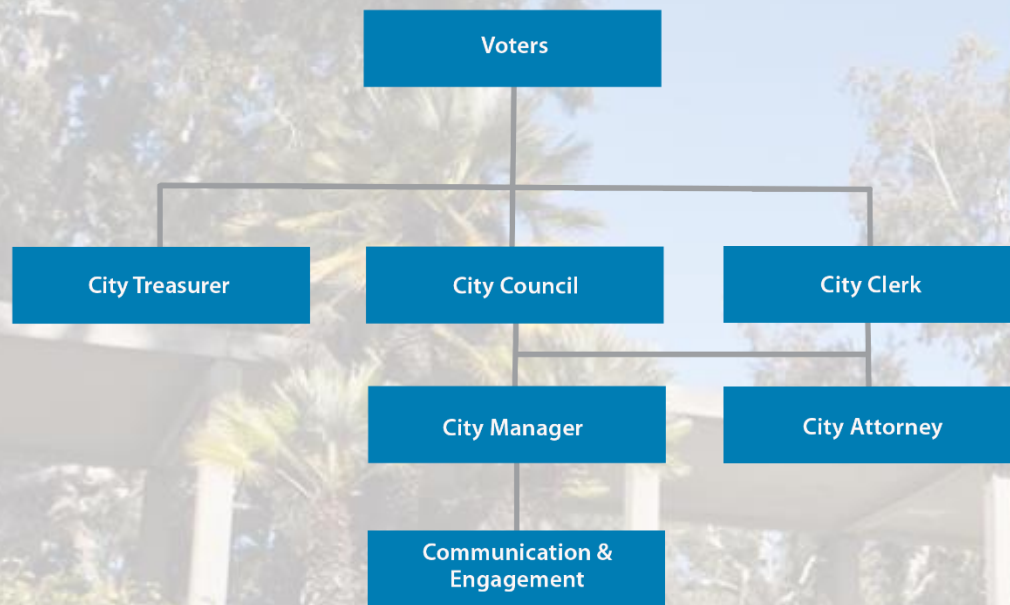
The City Council appoints the city manager, city attorney and members of the city's boards, commissions and committees. The Office of the City Manager handles administration and oversight of the city organization, including hiring the city workforce, supervising city departments and ensuring the City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

Scott Chadwick
City Manager

760-434-2820
manager@carlsbadca.gov



POLICY & LEADERSHIP BRANCH



POLICY AND LEADERSHIP |
OFFICE OF THE CITY COUNCIL

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$229,823	\$232,248	\$273,604	\$277,960
Retirement Benefits	35,955	36,522	52,859	59,609
Health Insurance	77,212	71,804	121,127	98,843
Other Personnel Expenses	4,739	5,143	7,605	6,940
Personnel Services Subtotal	347,729	345,717	455,195	443,352
Operating Expenses				
Professional & Contract Services	7,622	31,050	46,000	46,000
Supplies & Materials	16,528	22,640	25,903	23,416
Repair & Maintenance	0	20	0	0
Interdepartmental Charges	27,501	28,585	34,996	25,039
Other Operating Expenses	14,319	21,431	46,023	48,510
Capital Outlay	574	3,943	0	0
Operating Expenses Subtotal	66,544	107,669	152,922	142,965
TOTAL EXPENDITURES	\$414,273	\$453,386	\$608,117	\$586,317
Full Time Positions	1.00	2.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011010

Fund: General

ABOUT

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

SERVICES

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

GOALS | OBJECTIVES | PRIORITIES

Due to a City Council vacancy and the COVID-19 public health emergency, the City Council did not hold its traditional goal setting meeting in fiscal year 2019-20. Instead, the City Council directed staff to gather input from the public on their greatest areas of interest and concern. Based on that feedback and the COVID-19 emergency, the City Council identified three main areas of focus for fiscal year 2020-21:

- Affordable housing and homelessness
- Business revitalization
- Mobility

POLICY AND LEADERSHIP | OFFICE OF THE CITY TREASURER

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$79,600	\$97,241	\$101,792	\$88,610
Retirement Benefits	19,978	21,136	24,897	22,573
Health Insurance	6,538	13,793	24,587	26,339
Other Personnel Expenses	3,006	3,544	3,725	2,390
Personnel Services Subtotal	109,122	135,714	155,001	139,912
Operating Expenses				
Professional & Contract Services	107,145	55,151	62,800	71,100
Supplies & Materials	1,800	2,094	2,395	2,590
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	18,122	19,120	23,450	29,088
Other Operating Expenses	146	146	5,850	1,400
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	127,213	76,511	94,495	104,178
TOTAL EXPENDITURES	\$236,335	\$212,225	\$249,496	\$244,090
Full Time Positions	0.75	0.75	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011010 Fund: General

ABOUT

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

SERVICES

- Cash and investment management
- Reporting and oversight

RECENT ACCOMPLISHMENTS

- Worked with the City Council to address investment strategies as they pertain to mortgage-backed securities and the California Asset Management Program
- Reformed the quarterly Investment Review Committee program to provide greater oversight
- Assisted with the reform of the cash handling policy
- Assisted with planning and implementation of upgrades to the new utility billing software and cashiering system and the planning of upgrades to the permit system
- Actively participated in the city's semi-annual Citizens Academy

GOALS | OBJECTIVES | PRIORITIES

- Anticipate and meet the changing investment needs of the city to optimize investment returns, consistent with maintaining safety of principal, ensuring sufficient liquidity and return on investment
- Work with the Finance Department to upgrade of the city's safe and armor pickup system
- Work with the Finance Department on the upgrade of the city's financial information system
- Further develop the City Treasurer page of the city's website, informing the community of the mission of the City Treasurer, 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

POLICY AND LEADERSHIP | OFFICE OF THE CITY MANAGER

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,343,335	\$1,354,934	\$1,731,995	\$1,080,470
Retirement Benefits	354,359	389,327	419,317	355,799
Health Insurance	128,938	147,142	216,752	138,311
Other Personnel Expenses	35,265	36,993	47,943	26,550
Personnel Services Subtotal	1,861,897	1,928,396	2,416,007	1,601,130
Operating Expenses				
Professional & Contract Services	298,157	205,775	703,965	378,865
Supplies & Materials	57,384	47,616	50,632	50,445
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	98,821	113,697	135,202	98,479
Other Operating Expenses	26,681	25,450	44,749	24,375
Capital Outlay	2,080	8,774	0	0
Operating Expenses Subtotal	483,123	401,312	934,548	552,164
TOTAL EXPENDITURES	\$2,345,020	\$2,329,708	\$3,350,555	\$2,153,294
Full Time Positions	8.00	9.00	12.00	7.00
Hourly/FTE Positions	0.00	0.00	0.50	0.00

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, legislative affairs and general management of public communication and engagement.

RECENT ACCOMPLISHMENTS

In the past year, the City Manager's office has worked with departments on the following accomplishments:

- Established a new function within the City Manager's Office focused on legislative relations and affairs. This has dramatically increased the city's awareness and engagement in legislative issues affecting Carlsbad
- Implemented a digital constituent correspondence system that has streamlined the process for providing timely responses to all inquiries

- Led the reengineering of City Council staff report preparation, which has improved the efficiency and quality of more than 200 reports during the first year of implementation
- Directed enhanced community engagement for city issues and projects, providing input from diverse stakeholders to the City Council to support decision making
- Continued to evaluate and update policies and procedures with the goal of ensuring they are relevant, modernized, efficient and optimized to inform organizational activity
- Led the continued development of a cross-departmental infrastructure prioritization process for the Capital Improvement Program that will lead to more efficient evaluation and deployment of projects
- Led the city's response to the COVID-19 public health emergency, including full activation of the city's Emergency Operations Center and directing the day to day provision of emergency services
- Reduced and restructured the city budget in response to COVID-19 related economic impacts

GOALS | OBJECTIVES | PRIORITIES

In addition to overall administrative leadership and policy development, to continually deliver results for the public, this fiscal year the City Manager's office is focusing on five priorities:

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The Office of Innovation and the Community Services Administration departments were established by transferring the personnel and the maintenance and operations expenses from the City Manager's office. In total, 5.5 FTEs were transferred, 2.5 to the Office of Innovation and 3.0 to Community Services Administration

POLICY AND LEADERSHIP |
OFFICE OF THE CITY ATTORNEY

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$1,085,857	\$1,102,174	\$1,236,331	\$1,302,493
Retirement Benefits	293,599	332,628	324,132	336,023
Health Insurance	83,445	91,565	129,806	151,239
Other Personnel Expenses	28,811	32,067	35,165	32,617
Personnel Services Subtotal	1,491,712	1,558,434	1,725,434	1,822,372
Operating Expenses				
Professional & Contract Services	2,969	4,322	6,098	3,445
Supplies & Materials	38,140	57,966	54,791	46,894
Repair & Maintenance	0	1	200	0
Interdepartmental Charges	89,773	114,498	122,472	97,350
Other Operating Expenses	20,443	16,428	21,237	17,257
Capital Outlay	2,080	0	0	0
Operating Expenses Subtotal	153,405	193,215	204,798	164,946
TOTAL EXPENDITURES	\$1,645,117	\$1,751,649	\$1,930,232	\$1,987,318
Full Time Positions	7.00	7.00	8.00	8.00
Hourly/FTE Positions	0.50	0.50	0.00	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 the City Council, committees, boards and commissions
- Prepare and review ordinances and resolutions
- Provide legal opinions on questions from the City Council, City Manager or other city officers
- Attend City Council meetings as well as meetings of other boards and commissions as deemed necessary
- Negotiate and prepare all contracts
- Represent the city in court proceedings and report to the City Council on litigation
- Enforce city laws and regulations
- Prepare contracts, forms and instruments for approval or execution
- Appear on behalf of the city before regulatory and legislative agencies

RECENT ACCOMPLISHMENTS

- Provided ethics training sessions to elected and appointed officials and city staff
- Engaged with community activists and other special interest groups in the city to develop a comprehensive rewrite of the Carlsbad Municipal Code sections regarding expressive activity
- Negotiated a cooperative settlement agreement with the County of San Diego regarding the McClellan-Palomar Airport Carlsbad
- Received defense verdicts in several lawsuits at both the trial and appellate court level
- Prosecuted 21 misdemeanor cases
- Resolved complex code enforcement cases to benefit the community and residents
- Worked with the City Council subcommittee on a detailed review of the Municipal Code
- Reviewed and advised on numerous contracts, public records requests and council inquiries

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

POLICY AND LEADERSHIP | COMMUNICATION & ENGAGEMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel Services				
Salaries & Wages	\$573,065	\$555,168	\$744,107	\$864,646
Retirement Benefits	137,142	131,675	137,642	158,022
Health Insurance	71,179	55,556	116,896	122,921
Other Personnel Expenses	20,774	21,853	27,744	22,360
Personnel Services Subtotal	802,160	764,252	1,026,389	1,167,949
Operating Expenses				
Professional & Contract Services	412,317	644,444	458,147	404,206
Supplies & Materials	265,651	257,868	245,050	164,585
Repair & Maintenance	990	0	0	0
Interdepartmental Charges	129,364	125,026	144,604	134,952
Other Operating Expenses	29,279	21,886	49,363	29,069
Capital Outlay	37,816	59,523	125,000	143,000
Operating Expenses Subtotal	875,417	1,108,747	1,022,164	875,812
TOTAL EXPENDITURES	\$1,677,577	\$1,872,999	\$2,048,553	\$2,043,761
General Fund	\$1,511,292	\$1,602,350	\$1,675,553	\$1,692,761
Special Revenue Fund	166,285	270,649	373,000	351,000
Total Funding	\$1,677,577	\$1,872,999	\$2,048,553	\$2,043,761
Full Time Positions	5.00	7.00	7.00	7.00
Hourly/FTE Positions	3.39	3.39	3.50	3.50
Account:	0011012 1381010		Fund:	General Local Cable Infrastructure Fund

ABOUT

The goal of the city’s communication 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

- Designed and supported public involvement processes on issues including trenching railroad tracks, local coastal plan, Veterans Park, budget planning and Parks & Recreation Master Plan
- Launched a new function within the department to write City Council staff reports and presentations, and responses to resident inquiries and other similar documents in an easy to understand, accessible format. Wrote or edited 130 inquiries and 75 staff reports.
- Continued to build the city's Facebook following to a new high of 52,000 fans
- Increased Instagram followers by 39% to a new total of 11,200
- Increased Twitter followers by 12% to a new total of 17,000
- Maintained an email database of 64,585 and distributed a total of 448 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
- Supported the city's response to the COVID-19 emergency, including daily community updates, signage, employee communication and other outreach

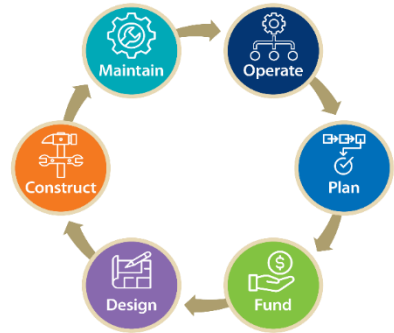
GOALS | OBJECTIVES | PRIORITIES

- Continue to increase the city's capacity to involve community members in city decision making
- Continue the 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
- Support the city's ongoing COVID-19 response and changes in city services and programs resulting from the emergency



CAPITAL IMPROVEMENT PROGRAM

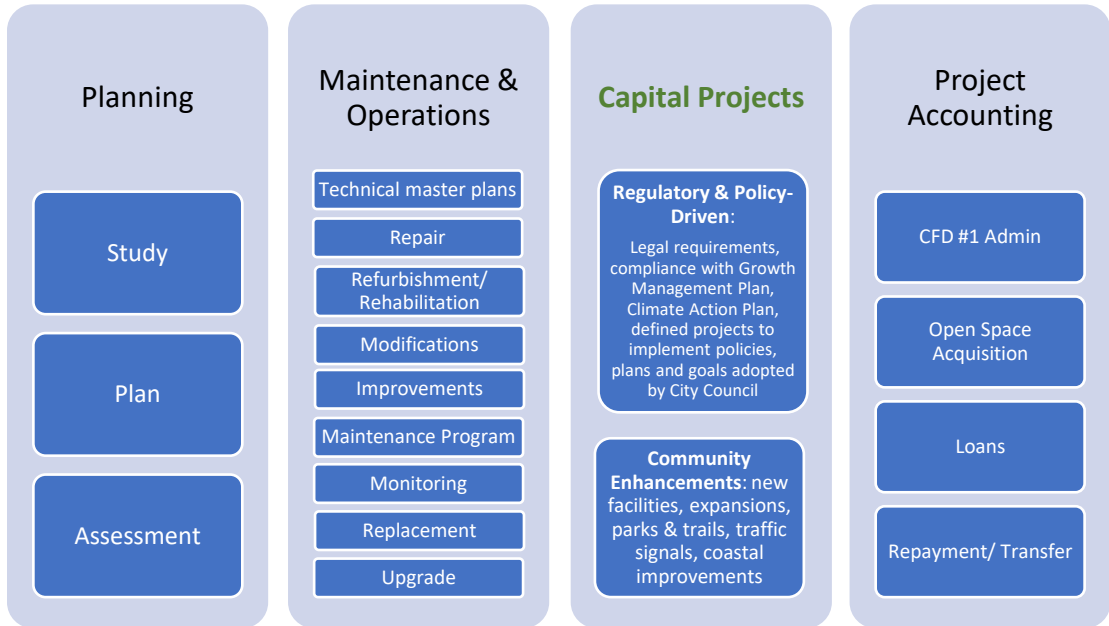
The City of Carlsbad Capital Improvement Program (CIP) reflects the city’s ongoing commitment to maintaining the highest standards of quality facilities for our community today and in the future. It is a planning document, not a commitment for spending. The 15-year program outlines the expenditure plan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



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

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

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. The CIP is organized by the following project classifications:



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. Recently, certain actions, such as imposing a moratorium, have been determined to be impermissible by the California Housing and Community Development Department, per Senate Bill 330, Housing Crisis Act of 2019, which became effective on Jan. 1, 2020.

The detailed level of planning required by Growth Management has allowed 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 fiscal year 2020-21 CIP, compliance with the Growth Management Plan is continued.

Prudent financial planning has ensured ongoing funding to modernize, repair, and replace existing infrastructure projects through 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 CIP is a team effort involving all operational departments, the city manager's office, City Council, and the community. Community feedback on infrastructure needs is considered and incorporated as appropriate. The CIP is fully vetted at multiple levels of the city organization by appropriate staff using an inclusive and transparent process, and reviewed on a quarterly basis.



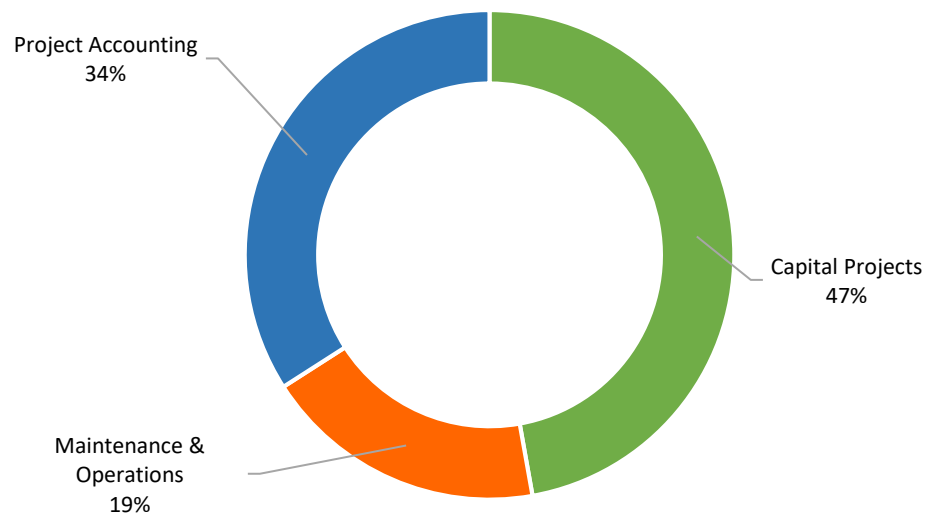
As the CIP is implemented throughout the year, staff continually re-evaluate projects' scopes, costs and schedules to responsibly and cost-effectively manage infrastructure assets at the required levels of service throughout their lifecycle. Recommendations for project funding considers current project status, project scheduling and sequencing requirements, project constraints and current staff capacity. Project charters are updated to include project description, location, summary of need, justification including any legislative or policy citations, cost estimates and project scores.

In anticipation of revenue decreases in some capital funding sources, staff recommended funding adjustments in fiscal year 2020-21 that focused on matching existing resources with realistic and achievable project schedules. New project requests were minimized, and the city remains committed to continue work on projects that are already underway.

FISCAL YEAR 2020-21 APPROPRIATIONS BY CATEGORY

In the fiscal year 2020-21 CIP, there are approximately 230 continuing and new projects planned over the next 15 years. The fiscal year 2020-21 CIP outlines \$29.1 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for one new project. Projected revenues during the same fiscal year are estimated at \$34.5 million.

FY 2020-21 Appropriations by Category
\$29.1 million



FISCAL YEAR 2020-21 APPROPRIATIONS BY PROJECT TYPE



Civic Buildings and Facility Maintenance

\$4.3 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

\$755,000

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

\$500,000

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

\$10.4 million

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



Water and Recycled Water

\$5.0 million

Future water and recycled water projects include construction of new pipelines, replacement of existing waterlines and reservoir improvements. The Carlsbad Municipal Water District has been producing and delivering recycled water for over 30 years.



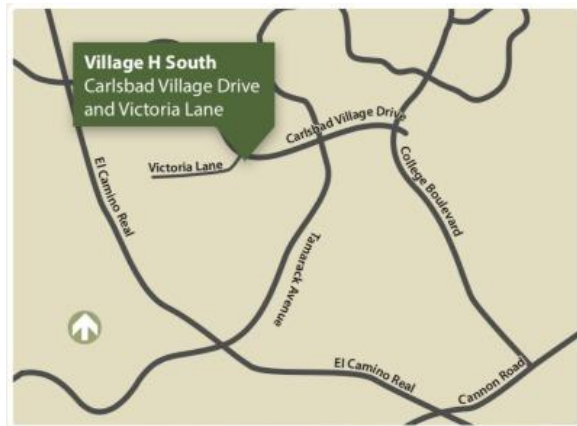
Streets and Circulation System

\$8.2 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 CAPITAL IMPROVEMENT PROJECTS

Village H South Off-Leash Dog Area and Trail Segment 5B



Managing Department: Parks & Recreation
Classification: Capital Project
Funding Source: Public Facility Fees

Budget

FY21	\$ 375,000
FY23	\$ 872,800
TOTAL	\$1,247,800

About This Project

The City of Carlsbad took ownership of a 61-acre piece of property, bisected at the corner of Carlsbad Village Drive and Victoria Avenue, as part of a lawsuit settlement involving the Quarry Creek housing project. The project anticipates approximately one acre of fenced, off-leash dog area, a parking lot and a pre-fabricated restroom. The project also includes the design and construction of the balance of Trail Segment 5B (Carlsbad Village Drive to Tamarack Avenue), as reflected in the Carlsbad Trails Master Plan.

Project Need

City Council directed city staff to “initiate public outreach to engage residents in the development of a plan to integrate an off-leash dog run as part of the Village H property.” Taking into account community input, staff and Preserve Calavera created a conceptual plan to allow an off-leash dog area while protecting sensitive habitat preserves and providing for wildlife movement.

General Plan Consistency

The project is consistent with Open Space, Conservation, and Recreation Element Goal 4-G.3 (“Protect environmentally sensitive lands, wildlife habitats, and rare, threatened or endangered plant and animal communities”) and Policy 4-P.41 (“Implement the projects recommended in the City of Carlsbad Trails Master Plan through the city’s capital improvement program, private development conditions and other appropriate mechanisms”). The project’s Open Space and Community Facilities land use designations support recreation and community-serving uses.

Climate Action Plan Consistency

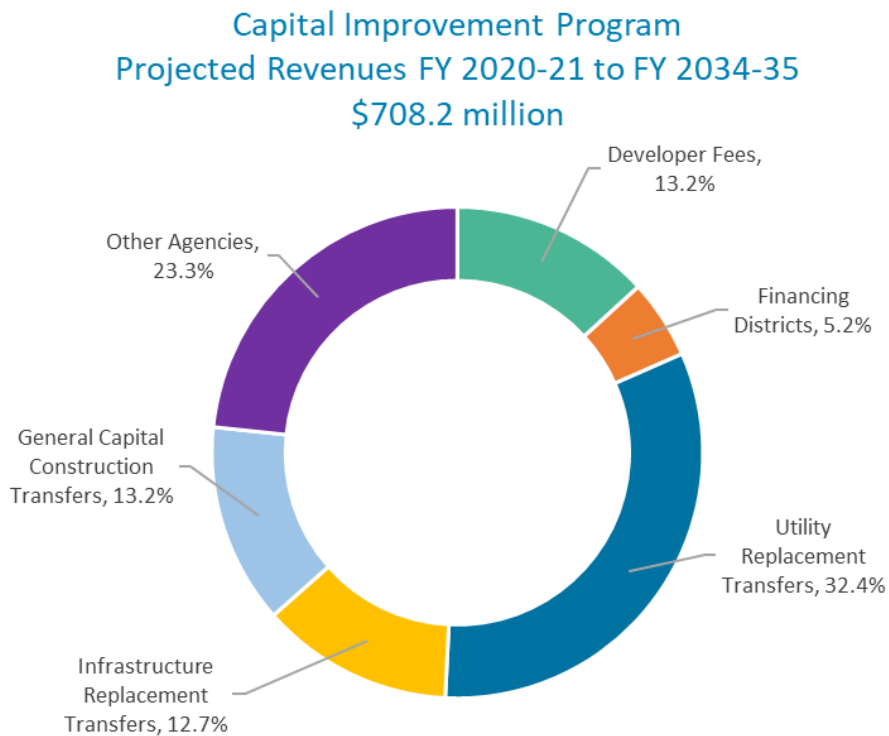
The project is consistent with CAP Section 3.6 – Pedestrian Improvements

Anticipated Environmental Review

Potential Mitigated Negative Declaration or addendum to the Environmental Impact Report prepared for the Calavera Hills Master Plan Phase II.

CAPITAL IMPROVEMENT PROGRAM REVENUES

Over the next 15 years, revenues for Capital Projects are estimated at \$708.2 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 18% 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 Fees (PLD), 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 32% 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 26%, 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 24% consists of revenues from other agencies and include federal and state grants, the county sales tax program (TransNet), gas taxes, and contributions or reimbursements from cities, developers, and other agencies.

FUTURE GROWTH AND DEVELOPMENT

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

Every year, city staff evaluates all existing and future private development projects and compares this information to the capacity of the city using the most current adopted general plans. Information about existing development activity combined with estimates of how remaining net developable land might develop is then summarized to prepare future projections about when and where residential and non-residential development may occur. The following table shows the number of residential units and non-residential square feet of development that was used in calculating estimated revenues for fiscal year 2020-21 and subsequent years to build out.

Projected Future Development

Fiscal Year	Residential Units	Non-Residential Square Feet
2020-21	167	204,134
2021-22	127	149,011
2022-23	319	29,657
2023-24	61	112,332
2024-25	381	61,186
2025-31	1,082	1,706,327
2031-build out	690	2,402,960
Totals	2,827	4,665,607

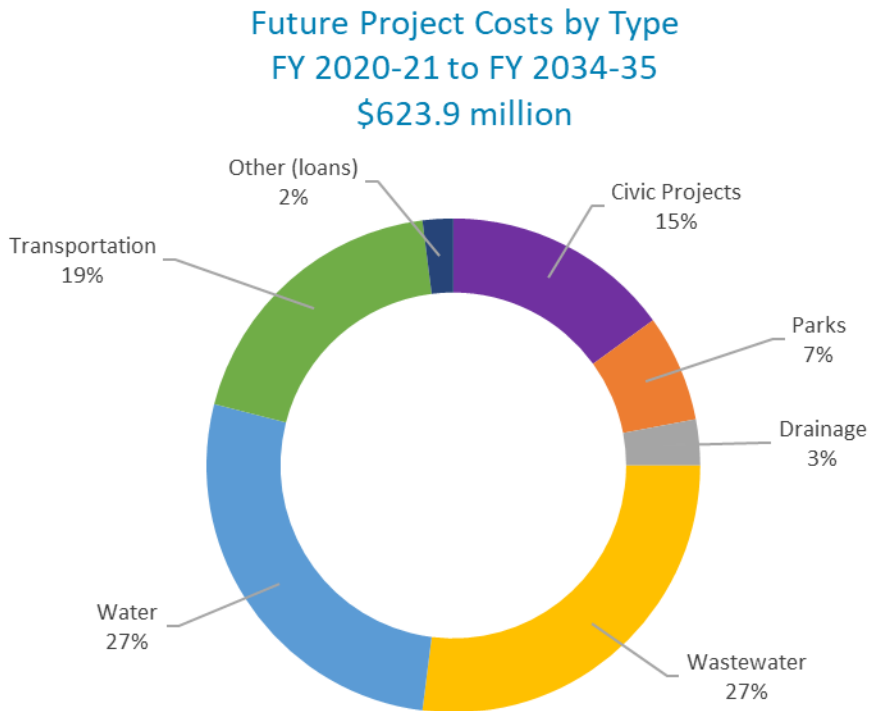
Financial forecasting schedules are prepared to ensure that funding will be sufficient and available for construction of capital projects as planned in the CIP. In addition to evaluating whether or not capital funds are sufficient, significant operating cost impacts and availability of staff resources 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 2,800 residential units are anticipated for future development, and it is currently estimated that the city is more than 90% built out. Residential development for fiscal year 2020-21 is projected at 167 units, and, over the next five years, should average 210 units per year. The amount of non-residential development is projected at about 556,000 square feet over the next five years.

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

FUTURE PROJECTS

The CIP for fiscal year 2020-21 to fiscal year 2034-35 outlines approximately 230 projects at a cost of \$623.9 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.



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.

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. 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.

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. The program was planned to generate enough revenue to pay for 20% of the total costs of these projects, leaving the remaining 80% unfunded.

Business Park Recreational Facility (Partial Funding)	\$ 6,600,000
Cannon Lake Park (6.7 Acres)	2,243,000
Carlsbad Blvd. Mountain View To Northerly City Limits (Partial Funding)	6,905,600
Carlsbad Blvd./ Palomar Airport Road (Partial Funding)	14,109,600
Carlsbad Blvd. Realignment - Segments 3-5	26,100,000
College Boulevard Extension	30,000,000
TOTAL UNFUNDED PROJECTS	\$ 85,958,200

PROJECTED FUND BALANCES FOR FISCAL YEAR 2019-20

Fund	July 1, 2019		Projected Expenditures	Projected Debt Service Loans & Other	June 30, 2020
	Unreserved Balance	Projected Revenues			
BTD#2 - Poinsettia Lane/Aviara Pkwy	12,147,090	2,331,495	-	-	14,478,585
BTD#3 - Cannon Road West	503,448	7,982	-	-	511,430
Community Development Block Grant	-	-	-	-	-
CFD #1 - Citywide	87,334,515	3,596,787	1,193,377	182,658	89,555,267
Gas Tax	13,344,910	2,284,930	3,001,992	610,000	12,017,848
Gas Tax (Road Maint. & Rehab Acct.)	1,337,299	1,724,259	1,639,351	-	1,422,207
General Capital Const.	42,666,245	5,111,500	4,769,387	-	43,008,358
Grants - Federal	-	1,440,000	8,143	-	1,431,857
Infrastructure Replacement	118,964,129	7,195,384	6,630,249	-	119,529,264
Other	1,859,723	31,493	-	-	1,891,216
Park Fee Zones 5,13,16, 17, 18	4,427,448	127,595	-	-	4,555,043
Park-In-Lieu NE	3,835,412	468,015	-	-	4,303,427
Park-In-Lieu NW	1,502,376	95,551	925	-	1,597,002
Park-In-Lieu SE	1,428,906	411,788	4,850	-	1,835,844
Park-In-Lieu SW	551,165	248,854	386,658	-	413,361
Planned Local Drainage Area A	1,012,787	128,865	140,102	-	1,001,550
Planned Local Drainage Area B	2,483,850	129,224	1,042,185	-	1,570,889
Planned Local Drainage Area C	1,598,249	38,156	98,923	-	1,537,482
Planned Local Drainage Area D	780,830	34,430	184,636	-	630,624
Public Facilities Fee	27,060,099	2,199,842	1,391,816	-	27,868,125
Sewer Connection	8,862,588	4,579,674	2,823,552	-	10,618,710
Sewer Replacement	26,060,652	13,961,082	5,539,804	-	34,481,930
TDA	-	-	-	-	-
Traffic Impact Fee	22,594,162	3,008,280	1,191,233	-	24,411,209
Transnet/Local	25,361,161	5,437,581	6,320,961	-	24,477,781
Transnet/STP	-	-	-	-	-
Water - Potable	33,719,528	1,614,105	153,259	-	35,180,374
Water - Recycled	(4,138,167)	24,033,033	11,928,792	-	7,966,074
Water Replacement - Potable	55,115,949	7,109,794	11,533,731	-	50,692,012
Water Replacement - Recycled	16,654,808	1,440,899	188,034	-	17,907,673
Total	507,069,162	88,790,599	60,171,960	792,658	534,895,143

PROJECTED FUND BALANCES FOR FISCAL YEAR 2020-21

Fund	July 1, 2020		June 30, 2020	July 01, 2020	2020-21	June 30, 2021
	Projected Balance	Estimated Revenues	Continuing Appropriations	New Appropriations	Total CIP Appropriations	Projected Balance
BTD#2 - Poinsettia Lane/Aviara Pkwy	14,478,585	-	13,769,150	-	13,769,150	709,435
BTD#3 - Cannon Road West	511,430	-	105,021	(105,021)	-	511,430
Community Development Block Grant	-	-	-	-	-	-
CFD #1 - Citywide	89,555,267	4,379,265	29,825,834	134,000	29,959,834	63,974,698
Gas Tax	12,017,848	2,321,630	11,340,512	1,548,656	12,889,168	1,450,310
Gas Tax (Road Maint. & Rehab Acct.)	1,422,207	1,958,885	971,972	2,176,000	3,147,972	233,120
General Capital Const.	43,008,358	4,500,000	40,701,129	(2,819,079)	37,882,050	9,626,308
Grants - Federal	1,431,857	-	1,431,857	-	1,431,857	-
Infrastructure Replacement	119,529,264	1,000,000	26,185,187	6,500,000	32,685,187	87,844,077
Other	1,891,216	-	1,294,591	-	1,294,591	596,625
Park Fee Zones 5,13,16, 17, 18	4,555,043	70,281	-	-	-	4,625,324
Park-In-Lieu NE	4,303,427	-	200,000	-	200,000	4,103,427
Park-In-Lieu NW	1,597,002	361,321	792	-	792	1,957,531
Park-In-Lieu SE	1,835,844	326,756	-	-	-	2,162,600
Park-In-Lieu SW	413,361	255,278	222,573	-	222,573	446,066
Planned Local Drainage Area A	1,001,550	-	22,496	-	22,496	979,054
Planned Local Drainage Area B	1,570,889	226,596	2,401,013	(661,332)	1,739,681	57,804
Planned Local Drainage Area C	1,537,482	632	184,115	(163,016)	21,099	1,517,015
Planned Local Drainage Area D	630,624	91,841	22,511	-	22,511	699,954
Public Facilities Fee	27,868,125	962,903	2,105,322	1,151,581	3,256,903	25,574,125
Sewer Connection	10,618,710	349,946	3,899,731	246,000	4,145,731	6,822,925
Sewer Replacement	34,481,930	4,181,955	23,568,701	11,033,874	34,602,575	4,061,310
TDA	-	-	-	-	-	-
Traffic Impact Fee	24,411,209	948,884	21,073,781	(2,727,000)	18,346,781	7,013,312
Transnet/Local	24,477,781	4,209,000	17,723,960	7,834,000	25,557,960	3,128,821
Transnet/STP	-	-	-	-	-	-
Water - Potable	35,180,374	1,286,397	3,981,923	250,000	4,231,923	32,234,848
Water - Recycled	7,966,074	245,743	6,251,418	870,000	7,121,418	1,090,399
Water Replacement - Potable	50,692,012	6,845,091	44,527,182	1,965,300	46,492,482	11,044,621
Water Replacement - Recycled	17,907,673	-	4,351,401	1,887,900	6,239,301	11,668,372
Total	534,895,143	34,522,404	256,162,172	29,121,863	285,284,035	284,133,512

REVENUE PROJECTIONS SCHEDULE

Fund	2016-17	2017-18	2018-19	2019-20	2020-21
	Actual Revenue	Actual Revenue	Actual Revenue	Projected Revenue	Estimated Revenue
BTD#2 - Poinsettia Lane/Aviara Pkwy	59,251	305,677	751,810	2,331,495	-
BTD#3 - Cannon Road West	79,875	4,293	18,996	7,982	-
Community Development Block Grant	308,112	16,335	-	-	-
CFD #1 - Citywide	3,065,439	2,795,212	6,095,889	3,596,787	4,379,265
Gas Tax	2,194,398	2,749,382	3,299,173	2,284,930	2,321,630
Gas Tax (Road Maint. & Rehab Acct.)	-	661,528	2,132,844	1,724,259	1,958,885
General Capital Const.	10,521,222	-	1,077,525	5,111,500	4,500,000
Grants - Federal	19,890	40,371	956,847	1,440,000	-
Infrastructure Replacement	9,765,585	10,358,061	15,073,019	7,195,384	1,000,000
Other	11,763	19,704	109,630	31,493	-
Park Fee Zones 5,13,16, 17, 18	420,515	501,489	244,229	127,595	70,281
Park-In-Lieu NE	998,551	69,308	1,441,530	468,015	-
Park-In-Lieu NW	253,193	771,528	1,086,531	95,551	361,321
Park-In-Lieu SE	18,033	16,622	372,419	411,788	326,756
Park-In-Lieu SW	52,856	61,225	190,127	248,854	255,278
Planned Local Drainage Area A	49,255	77,773	155,094	128,865	-
Planned Local Drainage Area B	362,617	75,817	136,887	129,224	226,596
Planned Local Drainage Area C	4,339	5,489	82,796	38,156	632
Planned Local Drainage Area D	27,296	22,847	124,198	34,430	91,841
Public Facilities Fee	6,501,517	4,947,110	3,673,762	2,199,842	962,903
Sewer Connection	1,377,814	842,150	874,464	4,579,674	349,946
Sewer Replacement	4,932,632	4,872,244	7,662,061	13,961,082	4,181,955
TDA	59,887	23,682	-	-	-
Traffic Impact Fee	3,041,034	3,059,920	2,586,291	3,008,280	948,884
Transnet/Local	4,172,670	4,269,152	3,779,436	5,437,581	4,209,000
Transnet/STP	(198)	-	-	-	-
Water - Potable	1,932,938	1,786,623	2,064,521	1,614,105	1,286,397
Water - Recycled	3,987,107	1,231,038	2,144,721	24,033,033	245,743
Water Replacement - Potable	5,073,257	5,002,438	6,970,260	7,109,794	6,845,091
Water Replacement - Recycled	1,015,575	1,348,906	2,046,796	1,440,899	-
Total	60,306,423	45,935,924	65,151,856	88,790,599	34,522,404

Note: Revenues include loans, advances and transfers.

BUDGET EXPENDITURE SCHEDULE

FUND	2017-18	2018-19	2019-20	2020-21	2020-21	2020-21
	Actual Expense	Actual Expense	Estimated Expense	Continuing Appropriations	New Appropriations	Total CIP Appropriations
BTD#2 - Poinsettia Lane/Aviara Pkwy	13,995	-	-	13,769,150	-	13,769,150
BTD#3 - Cannon Road West	193,137	-	-	105,021	(105,021)	-
Community Development Block Grant	16,335	-	-	-	-	-
CFD #1 - Citywide	384,470	665,531	1,376,035	29,825,834	134,000	29,959,834
Gas Tax	2,862,646	2,609,525	3,611,992	11,340,512	1,548,656	12,889,168
Gas Tax (Road Maint. & Rehab Acct.)	10,711	1,441,968	1,639,351	971,972	2,176,000	3,147,972
General Capital Const.	3,122,730	3,355,394	4,769,387	40,701,129	(2,819,079)	37,882,050
Grants - Federal	975,193	-	8,143	1,431,857	-	1,431,857
Infrastructure Replacement	3,346,454	1,963,003	6,630,249	26,185,187	6,500,000	32,685,187
Other	-	-	-	1,294,591	-	1,294,591
Park Fee Zones 5,13,16, 17, 18	-	-	-	-	-	-
Park-In-Lieu NE	-	-	-	200,000	-	200,000
Park-In-Lieu NW	992,883	(1,716)	925	792	-	792
Park-In-Lieu SE	887,896	432,960	4,850	-	-	-
Park-In-Lieu SW	9,191	2,458,313	386,658	222,573	-	222,573
Planned Local Drainage Area A	-	3,352	140,102	22,496	-	22,496
Planned Local Drainage Area B	286,812	1,114,394	1,042,185	2,401,013	(661,332)	1,739,681
Planned Local Drainage Area C	-	2,168	98,923	184,115	(163,016)	21,099
Planned Local Drainage Area D	-	2,451	184,636	22,511	-	22,511
Public Facilities Fee	8,820,647	4,996,962	1,391,816	2,105,322	1,151,581	3,256,903
Sewer Connection	9,281,833	1,293,191	2,823,552	3,899,731	246,000	4,145,731
Sewer Replacement	6,993,624	5,934,908	5,539,804	23,568,701	11,033,874	34,602,575
TDA	5,783	-	-	-	-	-
Traffic Impact Fee	624,181	324,564	1,191,233	21,073,781	(2,727,000)	18,346,781
Transnet/Local	5,254,026	1,561,510	6,320,961	17,723,960	7,834,000	25,557,960
Transnet/STP	-	-	-	-	-	-
Water - Potable	43,344	6,700	153,259	3,981,923	250,000	4,231,923
Water - Recycled	3,727,004	825,659	11,928,792	6,251,418	870,000	7,121,418
Water Replacement - Potable	4,046,139	7,089,068	11,533,731	44,527,182	1,965,300	46,492,482
Water Replacement - Recycled	186,353	215,047	188,034	4,351,401	1,887,900	6,239,301
Total	52,085,387	36,294,952	60,964,618	256,162,172	29,121,863	285,284,035

Note: Expenditures include loans, advances and transfers.



Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source	
Abandon Potable Services (New Recycled Services)	Multiple Districts	High	52051	WATER REPL	1,742,000	-	-	-	-	-	-	-	1,742,000	
ADA Beach Access-Pine To Tamarack	District 1	Medium	60651	GCC	375,000	-	2,500,000	-	-	-	-	-	2,875,000	
Adaptive Traffic Signal Program	Multiple Districts	High	63261	TRANSNET-LOC	2,641,938	-	-	-	-	-	-	-	2,641,938	
			63264	TRANSNET-LOC	1,000,000	-	-	-	-	-	-	-	-	1,000,000
Advance Street Name Signs	Multiple Districts	High	60861	GAS TAX	40,000	-	-	-	-	-	-	-	40,000	
Avenida Encinas Pedestrian Access Improvements	District 2	Critical	60911	GAS TAX	75,000	-	-	-	-	-	-	-	75,000	
Avenida Encinas Widening - South of Palomar Airport Road	District 3	High	60041	TIF	5,177,000	-5,177,000	5,177,000	-	-	-	-	-	5,177,000	
Aviara Community Park - Phase 2	District 2	High	46041	PIL-SW	3,120,500	-	-	-	-	-	-	-	3,120,500	
			46042	PIL-SW	38,200	-	-	-	-	-	-	-	-	38,200
			46043	PFF	700,000	-	-	-	-	-	-	-	-	700,000
Aviara Parkway And Plum Tree Waterline	District 2	Low	19021	WATER REPL	-	-	100,000	1,000,500	-	-	-	-	1,100,500	
Barrio Street Lighting	District 1	High	40131	GCC	760,000	-	239,999	-	-	-	-	-	999,999	
Beach Access Repair/Upgrades - Pine Avenue To Tamarack	District 1	Critical	38961	IRF	1,612,750	-	-	-	-	-	-	-	1,612,750	
			38962	GCC	4,199,000	2,000,000	-	-	-	-	-	-	-	6,199,000
Buena Interceptor Sewer Access Road Improvements	District 3	High	55371	SEWER REPL	1,150,000	-	-	-	-	-	-	-	1,150,000	
Buena Interceptor Sewer Improvements	Multiple Districts	Critical	55011	SEWER REPL	1,588,499	2,170,000	-	-	-	-	-	-	3,758,499	
			55012	SEWER CONN	550,000	-	-	-	-	-	-	-	-	550,000
Buena Interceptor Sewer Realignment - East Segment	District 2	High	55441	SEWER REPL	507,000	-	1,480,000	-	-	-	-	-	1,987,000	
Business Park Recreational Facility (Partial Funding)	District 2	Low	19041	ZONE 5	-	-	-	-	-	-	-	4,760,000	4,760,000	
Calavera Hills Community Center Referbishment	District 2	Medium	47461	IRF	45,000	100,000	540,000	-	-	-	-	-	685,000	
Calavera Hills Community Park Gateway Improvements	District 2	Medium	46011	GCC	1,046,850	-	100,000	-	-	-	-	-	1,146,850	

Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
Calavera Hills Community Park Gateway Improvements	District 2	Medium	46012	GCC	10,500	-	1,000	-	-	-	-	-	11,500
Cannon Park Restroom	District 2	Medium	47261	GCC	690,000	-634,354	634,354	-	-	-	-	-	690,000
Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	District 1	Critical	60581	GAS TAX	1,576,000	-	-	-	-	-	-	-	1,576,000
			60583	TRANSNET-LOC	1,054,000	-	-	-	-	-	-	-	-
Carlsbad Blvd Realignment	Multiple Districts	Medium	60311	TRANSNET-LOC	3,250,000	-	-	-	-	-	-	-	3,250,000
Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2)	District 2	Low	19081	TIF	-	-	-	-	-	-	-	932,000	932,000
Carlsbad Boulevard Waterline Replacement At Terramar	District 2	Critical	50481	WATER REPL	2,430,000	-	2,500,000	150,000	-	-	-	-	5,080,000
Carlsbad Boulevard Widening Mountain View Drive to Northerly City Limits	District 1	Low	19101	TIF	-	-	-	-	-	-	-	984,000	984,000
			19102	TIF	-	-	-	-	-	-	-	1,274,000	1,274,000
Carlsbad Village Dr. & Grand Ave. Pedestrian And Crossing Imp.	District 1	High	19121	TRANSNET-LOC	-	-	1,320,000	-	-	-	-	-	1,320,000
Carlsbad Village Drive Widening - Pontiac Drive To Victoria Avenue	Multiple Districts	Low	19131	TIF	-	-	-	-	-	-	-	3,102,000	3,102,000
Chestnut Avenue Complete Street Improvements-Valley To Pio Pico	District 1	Medium	19161	TRANSNET-LOC	-	-	1,080,000	-	-	-	-	-	1,080,000
Christiansen Way Improvements	District 1	Medium	19171	TRANSNET-LOC	-	-	310,000	-	-	-	-	-	310,000
City Hall Complex	Multiple Districts	Critical	40081	CFD#1	1,028,105	-	-	-	-	-	50,000,000	-	51,028,105
College Boulevard - Cannon Road To Badger Lane (375 Zone)	District 2	Medium	50131	WATER CONN	1,060,000	-	-	35,000	-	-	-	-	1,095,000
College Boulevard - Cannon Road To Badger Lane (490 Zone)	District 2	Medium	50121	WATER CONN	1,090,000	-	-	370,000	-	-	-	-	1,460,000
College Boulevard Reach A and Cannon Road Reach 4A	District 2	High	36362	OTHER	1,713,002	-	-	-	-	-	-	-	1,713,002
			36363	PLDB	-	-	-	-	-	-	-	512,196	512,196
			36364	TRANSNET-LOC	-	1,205,000	-	-	-	-	-	-	-
Crestview Drive Transmission Main	District 2	Low	50331	WATER REPL	240,000	-	-	-	-	-	-	-	240,000
Desalinated Water Flow Control Facility No. 5	District 2	High	50381	WATER CONN	1,904,300	250,000	7,950,000	-	-	-	-	-	10,104,300

Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
DMP Facility AAAA (Madison Street)	District 1	Medium	19241	PLDA	-	-	-	-	-	-	-	416,500	416,500
DMP Facility AC (Highland Drive Drainage Project)	District 1	Medium	66091	PLDA	-	-	-	-	-	-	-	921,408	921,408
DMP Facility AFA (Hidden Valley Drainage Restoration and Enhanceme..)	District 2	Low	19251	PLDA	-	-	-	-	-	-	-	91,608	91,608
DMP Facility AFB (Calavera Hills Drainage Restoration and Enhanceme..)	District 2	Low	19261	PLDA	-	-	-	-	-	-	-	163,164	163,164
DMP Facility BB 1 And 2 (Washington Street)	District 1	Low	19271	PLDB	-	-	-	-	-	-	-	1,086,065	1,086,065
DMP Facility BCB (Magnolia Avenue)	District 1	Medium	19281	PLDB	-	-	-	-	-	-	-	468,096	468,096
DMP Facility BFB-L & BFB-1 (Tamarack And El Camino Real Plda "B")	District 2	Low	19291	PLDB	-	-	-	-	-	-	-	904,329	904,329
DMP Facility BFB-U (El Camino Real)	District 2	High	66221	PLDB	138,220	753,000	-	-	-	-	-	-	891,220
DMP Facility BL-L (College Blvd. Bridge Reimb. Plda "B")	District 2	Low	19301	PLDB	-	-	-	-	-	-	1,816,101	-	1,816,101
DMP Facility BL-U (College Boulevard)	District 2	Low	19311	PLDB	-	-	-	-	-	-	-	384,509	384,509
DMP Facility BM (Cantarini/College Boulevard Box Culvert)	District 2	Low	19321	PLDB	-	-	-	-	-	-	-	204,077	204,077
DMP Facility BQ (Sunny Creek)	District 2	Low	19331	PLDB	-	-	-	-	-	-	-	131,355	131,355
DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)	District 2	Low	19341	PLDB	-	-	-	-	-	-	-	180,773	180,773
DMP Facility C1 - Carlsbad Boulevard Encinas Creek Bridge Plda "C")	District 3	High	39192	PLDC	2,539,565	-163,016	-	-	-	-	-	-	2,376,549
DMP Facility C2 (Paseo Del Norte)	District 3	Low	19351	PLDC	-	-	-	-	-	-	-	727,730	727,730
DMP Facility CA (Avenida Encinas)	District 3	Low	19361	PLDC	-	-	-	-	-	-	-	529,402	529,402
DMP Facility DBA (Poinsettia Village)	District 4	Low	19371	PLDD	-	-	-	-	-	-	-	167,215	167,215
DMP Facility DBB (Avenida Encinas)	District 4	Low	19381	PLDD	-	-	-	-	-	-	-	429,108	429,108
DMP Facility DFA (Batiqitos Lagoon Stormwater Treatment)	District 4	Low	19391	PLDD	-	-	-	-	-	-	-	256,423	256,423
DMP Facility DH (Altive Place Canyon Restoration)	District 3	Low	19401	PLDD	-	-	-	-	-	-	-	232,812	232,812
DMP Facility DQB (La Costa Town Center)	District 4	Medium	19411	PLDD	-	-	-	-	-	-	-	745,842	745,842

Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source	
DMP Facility DZ (Poinsettia Lane)	District 3	High	19421	PLDD	-	-	-	-	-	-	-	642,063	642,063	
Drainage Master Plan Update	Multiple Districts	High	66231	PLDA	166,512	-	-	-	-	-	-	-	166,512	
			66232	PLDB	558,000	-	-	-	-	-	-	-	-	558,000
			66233	PLDC	121,890	-	-	-	-	-	-	-	-	121,890
			66234	PLDD	209,598	-	-	-	-	-	-	-	-	209,598
El Camino Real And Agua Hedionda Creek Bridge Railing & Sidewalk	District 2	Critical	60561	IRF	210,000	-	-	-	-	-	-	-	210,000	
El Camino Real And Cannon Road Intersection Improvements	District 2	Critical	60421	TIF	2,615,000	700,000	-	-	-	-	-	-	3,315,000	
El Camino Real And Carlsbad Village Drive Dual Left Turns	District 1	Low	19431	TIF	-	-	-	-	-	-	1,132,000	-	1,132,000	
El Camino Real And College Blvd Intersection Improvements	District 2	Critical	60711	GAS TAX	895,000	-	-	-	-	-	-	-	895,000	
			60712	GCC	131,000	-	-	-	-	-	-	-	-	131,000
El Camino Real Left Turn Lane To Westbound Tamarack Avenue	District 2	Low	60501	TIF	286,000	-286,000	-	-	-	-	-	-	0	
El Camino Real Medians	Multiple Districts	High	36431	PFF	909,500	-213,719	-	-	-	-	-	-	695,781	
			36432	GAS TAX	1,984,530	-580,000	-	-	-	-	-	-	-	1,404,530
El Camino Real Right Turn Lane To East Bound Alga Road	District 3	Low	19441	TIF	-	-	-	-	-	-	438,000	-	438,000	
El Camino Real Widening - Arenal Road To La Costa Avenue	District 4	High	60511	TIF	3,200,000	-	1,800,000	-	-	-	-	-	5,000,000	
El Camino Real Widening - Cassia Rd To Camino Vida Roble	District 3	Critical	60721	TRANSNET-LOC	1,380,000	175,000	-	-	-	-	-	-	1,555,000	
			60722	FED GRNT	1,440,000	-	-	-	-	-	-	-	-	1,440,000
El Camino Real Widening - Lisa Street To Crestview Drive	District 2	Low	60851	GCC	108,953	-108,953	-	-	-	-	-	-	0	
El Camino Real Widening - Sunny Creek To Jackspar	District 2	High	60941	TRANSNET-LOC	-	4,000,000	-	-	-	-	-	-	4,000,000	
Faraday & El Camino Real Sewer Replacement - Orion To PAR	District 2	High	55391	SEWER CONN	140,000	-	46,000	250,000	-	-	-	-	436,000	
Fire Station No. 2 Replacement	District 4	High	40601	GCC	13,000,000	-	-	-	-	-	-	-	13,000,000	

Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
Fire Station No. 4 Expansion	District 3	High	47401	IRF	810,000	4,525,000	-	-	-	-	-	-	5,335,000
Foxes Landing Lift Station Wetwell And Pump Replacement	District 1	Critical	55261	SEWER REPL	5,492,000	-	-	-	-	-	-	-	5,492,000
Hydroelectric Generator at Desal Flow Control Facility No. 5	District 2	Medium	50591	WATER CONN	200,000	-	2,075,000	-	-	-	-	-	2,275,000
Intelligent Traffic Control Devices	Multiple Districts	Low	66341	GAS TAX	200,000	-	-	-	-	-	-	-	200,000
Intersection Control - Camino De Los Coches And La Costa Avenue	District 4	Critical	63251	GAS TAX	250,000	-	-	-	-	-	-	-	250,000
Kelly Drive And Park Drive Road Diet And Multiuse Trail	District 2	Critical	60751	TRANSNET-LOC	4,175,000	-	-	-	-	-	-	-	4,175,000
			60753	GAS TAX	130,000	-	-	-	-	-	-	-	130,000
La Costa Avenue Traffic Improvements	District 4	Medium	60761	GAS TAX	863,000	-841,700	841,700	-	-	-	-	-	863,000
Laguna Drive Storm Drain	District 1	Medium	66281	GAS TAX	370,000	86,000	1,000,000	1,494,000	-	-	-	-	2,950,000
Lake Calavera Outlet Improvements	District 2	High	50541	GCC	1,220,000	-	40,000	-	-	-	-	-	1,260,000
Lake Calavera Trails Master Plan/Construction (Prop C)	District 2	High	38661	GCC	1,063,250	65,000	-	-	-	-	-	-	1,128,250
Las Palmas Trunk Sewer	District 2	Critical	55401	SEWER CONN	556,000	-	2,630,000	-	-	-	-	-	3,186,000
Left Turn Lane Extensions	Multiple Districts	High	60771	GAS TAX	200,000	-	-	-	-	-	-	-	200,000
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construction	District 2	Medium	46021	PFF	1,631,500	-	-	-	-	-	-	-	1,631,500
			46022	PIL-SE	1,334,100	-	-	-	-	-	-	-	1,334,100
			46023	PFF	29,655	-	-	-	-	-	-	-	29,655
Limited Access Pipeline Relocation Program	Multiple Districts	Critical	50351	WATER REPL	1,940,000	-	2,000,000	1,000,000	-	-	-	-	4,940,000
Maerkle Reservoir Floating Cover Replacement	District 2	Critical	50361	WATER REPL	13,055,000	-	-	-	-	-	-	-	13,055,000
Maerkle Reservoir Transmission Main	District 2	Critical	50011	WATER REPL	6,330,000	-	-	-	8,301,000	-	-	-	14,631,000
Marca Place Drainage Improvements	District 4	Medium	66141	GAS TAX	65,000	-	-	-	-	-	-	-	65,000
Melrose Drive And Alga Road Dual Left Turn Lanes (RTCIP)	District 2	Low	19531	TIF	-	-	-	-	-	-	-	1,237,000	1,237,000

Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source	
Melrose Drive Right Turn Lane To West Bound Palomar Airport Road	District 2	High	60341	TIF	561,000	150,000	-	-	-	-	-	-	711,000	
Miscellaneous Pipeline Replacement - Recycled	District 2	High	19541	RECL REPL	-	-	-	250,000	350,000	350,000	2,150,000	2,910,000	6,010,000	
Normally Closed Valve (Install Motorized Valve)	District 2	High	50501	WATER REPL	485,000	-	-	-	-	-	-	-	485,000	
North Batiquitos Access Road Improvement	District 4	High	55471	SEWER REPL	250,000	-	-	-	-	-	-	-	250,000	
North Batiquitos Lift Station Forcemain Rehabilitation	District 4	Medium	55361	SEWER REPL	550,000	-	-	-	-	-	-	-	550,000	
Ocean Street Restroom Facility	District 1	High	47291	GCC	775,000	-	-	-	-	-	-	-	775,000	
Orion Center	District 2	High	35721	CFD#1	33,995,266	-	710,580	-	-	-	-	-	34,705,846	
			35722	WATER REPL	6,650,399	-	139,010	-	-	-	-	-	6,789,409	
			35723	SEWER REPL	3,995,000	-	83,500	-	-	-	-	-	4,078,500	
			35724	CFD#1	541,000	-	11,310	-	-	-	-	-	552,310	
			35725	RECL REPL	2,660,000	-	55,600	-	-	-	-	-	2,715,600	
Palomar Airport Road And College Blvd Improvements	District 2	High	60281	TIF	495,500	500,000	-	-	-	-	-	-	995,500	
Palomar Airport Road/El Fuerte Street Right Turn Lane	District 2	Low	19581	TIF	-	-	-	-	-	-	1,198,000	-	1,198,000	
Palomar Airport Road/Paseo Del Norte Left Turn Lane Extension	Multiple Districts	Medium	60431	Gas Tax	32,193	15,000	-	-	-	-	-	-	47,193	
			60432	TRANSNET-LOC	250,277	-	-	-	-	-	-	-	-	250,277
Palomar Airport Road/Paseo Del Norte Right Turn Lane	Multiple Districts	Medium	60441	Gas Tax	101,891	15,000	-	-	-	-	-	-	116,891	
			60442	TRANSNET-LOC	925,639	-	-	-	-	-	-	-	-	925,639
Palomar Airport Waterline Realignment	District 2	High	50551	WATER REPL	525,000	475,000	-	-	-	-	-	-	1,000,000	
Pine Avenue Park - Phase II (Community Building)	District 1	High	46031	PIL-NW	2,197,000	-	-	-	-	-	-	-	-	2,197,000
			46032	PFF	10,016,040	-	-	-	-	-	-	-	-	10,016,040
			46033	PFF	123,300	-	-	-	-	-	-	-	-	-

Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
Poinsettia Community Park - Phase 3	District 3	High	46051	PFF	5,231,475	-	-	-	-	-	-	-	5,231,475
			46052	PFF	43,225	-	-	-	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park	District 3	Medium	46081	PFF	1,080,500	980,500	-	-	-	-	-	-	2,061,000
			46082	PFF	11,340	9,800	-	-	-	-	-	-	-
Poinsettia Lane - Reach E Cassia Road To Skimmer Court	District 3	High	39221	BTD#2	14,081,200	-	-	-	-	-	-	-	14,081,200
Poinsettia Lane - Reaches A,B,C,F,G & Aviara Pkwy Reimb	District 2	High	19591	BTD#2	-	-	-	-	-	-	-	1,168,833	1,168,833
Poinsettia Lane Lift Station Overflow	District 3	High	55291	SEWER REPL	1,106,243	-	-	-	-	-	-	-	1,106,243
Poinsettia Lane Widening - Paseo Del Norte To Batiquitos Drive (RTCIP)	District 3	Null	19601	TIF	-	-	-	-	-	-	-	1,039,000	1,039,000
Pressure Reducing Station Program	Multiple Districts	Critical	50201	WATER REPL	3,462,000	-	600,000	600,000	600,000	600,000	3,000,000	3,000,000	11,862,000
Recycled Water Line - CWRP To Agua Hedionda Lagoon	Multiple Districts	Critical	50271	WATER REPL	1,632,594	-	-	-	-	-	-	-	1,632,594
			50272	RECL WATER	3,417,406	-	-	-	-	-	-	-	-
Recycled Water Phase 3 - CWRP Expansion	District 3	High	52091	WATER REPL	3,517,276	-	-	-	-	-	-	-	3,517,276
			52092	RECL WATER	6,844,124	-	-	-	-	-	-	-	-
Recycled Water Phase 3 - Pipelines	Multiple Districts	Critical	52081	WATER REPL	2,497,529	-	-	-	-	-	-	-	2,497,529
			52082	RECL WATER	21,256,331	-	-	-	-	-	-	-	-
Recycled Water Phase 3 - Reservoir	District 3	High	52101	WATER REPL	690,000	290,000	-	-	-	-	-	-	980,000
			52102	RECL WATER	2,250,000	870,000	-	-	-	-	-	-	-
Robertson Ranch Park Development (Partial Funding)	District 2	Medium	38011	PIL-NE	200,000	-	85,000	2,450,000	-	-	-	-	2,735,000
			38012	PFF	-	-	-	12,592,000	-	-	-	-	-
Santa Fe II Inlet Pipeline	Null	High	50571	WATER REPL	495,000	-	-	2,370,000	-	-	-	-	2,865,000
			55421	SEWER REPL	1,207,500	760,300	1,858,100	3,209,200	2,412,500	610,500	-	-	10,058,100

Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source	
SCADA Improvements	Multiple Districts	Critical	55422	WATER REPL	1,305,000	760,300	1,858,100	3,209,200	2,412,500	610,500	-	-	10,155,600	
			55423	RECL REPL	357,500	287,900	381,500	631,500	337,600	398,000	-	-	2,394,000	
Sewer Line Capacity Improvements	Multiple Districts	High	55481	SEWER REPL	100,000	100,000	870,000	-	-	-	-	-	1,070,000	
Sidewalk/Street Construction Program	Multiple Districts	High	60021	TIF	3,200,000	300,000	300,000	300,000	300,000	-	-	-	4,400,000	
Simsbury Sewer Extension	District 2	Medium	55331	SEWER REPL	671,000	-	-	-	-	-	-	-	671,000	
South Shore Agua Hedionda Lagoon Trail	District 2	High	40851	GCC	674,500	45,000	-	-	-	-	-	-	719,500	
State Street and Grand Avenue Road Improvements	District 1	Medium	60821	TRANSNET-LOC	-	-	325,000	-	-	-	-	-	325,000	
Terramar Area Coastal Improvements	District 2	High	60541	TIF	6,000,001	650,000	-	-	-	-	-	-	6,650,001	
			60542	GCC	999,999	-	-	-	-	-	-	-	999,999	
			60543	TRANSNET-LOC	1,000,000	-	-	-	-	-	-	-	-	1,000,000
			60544	SEWER REPL	500,000	500,000	-	-	-	-	-	-	-	1,000,000
			60545	PFF	-	-	2,450,000	-	-	-	-	-	-	2,450,000
Traffic Control Improvements - Poinsettia Lane & Cassia Road	Multiple Districts	High	63292	GAS TAX	411,000	-	-	-	-	-	-	-	411,000	
Traffic Control Improvements - Poinsettia Lane & Oriole Court	District 3	High	63302	GAS TAX	411,000	-	-	-	-	-	-	-	411,000	
Traffic Improvement Program	Multiple Districts	Critical	60701	GAS TAX	1,400,000	300,000	300,000	300,000	-	-	-	-	2,300,000	
Traffic Signal - Faraday Avenue And Camino Hills Drive	District 2	Medium	63311	GAS TAX	210,000	-210,000	210,000	-	-	-	-	-	210,000	
Traffic Signal - La Costa Avenue And Levante Street	District 4	Low	39381	GAS TAX	250,000	-	-	-	-	-	-	-	250,000	
Traffic Signal - Maverick Way & Camino De Los Coches	District 4	Critical	63322	GAS TAX	140,000	-	-	-	-	-	-	-	140,000	
Traffic Signal - Poinsettia Lane And Brigantine Road	Multiple Districts	Low	19711	GAS TAX	-	-	-	-	210,000	-	-	-	210,000	
Traffic Signal - Tamarack Avenue And Valley Street	District 1	Medium	19721	GAS TAX	-	290,000	-	-	-	-	-	-	290,000	
Trail Connectivity To Tamarack State Beach (Prop C)	District 1	Medium	40631	GCC	3,276,000	-3,123,844	3,123,844	-	-	-	-	-	3,276,000	

Capital Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
Tri-Agency Water Transmission Pipeline Replacement	District 2	High	50081	WATER REPL	6,455,000	-	-	-	-	-	-	-	6,455,000
Valley and Magnolia Complete Streets	District 1	High	60191	TIF	3,286,206	250,000	-	-	-	-	-	-	3,536,206
			60192	WATER REPL	71,000	-	-	-	-	-	-	-	71,000
			60193	OTHER	-	-	-	-	-	-	-	-	-
Valley Street Road Diet And Traffic Calming	District 1	Medium	19741	TRANSNET-LOC	-	-	1,645,000	-	-	-	-	-	1,645,000
Veteran's Memorial Park (All Quadrants)	Multiple Districts	Critical	46091	CFD#1	478,200	24,000	-	-	-	-	23,420,000	-	23,922,200
Village and Barrio Traffic Circles	District 1	High	40151	GCC	315,000	100,000	-	-	-	-	-	-	415,000
			40152	TRANSNET-LOC	1,025,000	-	-	-	-	-	-	-	1,025,000
			40153	SEWER REPL	160,000	400,000	-	-	-	-	-	-	560,000
			40154	GAS TAX	-	2,175,000	-	-	-	-	-	-	2,175,000
Village Decorative Lighting	District 1	Medium	40161	GCC	703,853	-	400,000	-	-	-	-	-	1,103,853
			Not Assigned	PFF	-	375,000	-	872,800	-	-	-	-	1,247,800
Village H South Off Leash Dog Area and Trail Segment 5B	District 2	Low	60891	GCC	300,000	-300,000	-	300,000	-	-	-	-	300,000
Village Intelligent Parking Implementation	District 1	Low	55501	SEWER REPL	130,000	-	720,000	-	-	-	-	-	850,000
Vista Carlsbad Interceptor - Agua Hedionda LS & Forcemain (VC12-VC13)	District 2	Critical	34921	SEWER CONN	30,863,405	50,000	-	-	-	-	-	-	30,913,405
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	District 1	Critical	55351	SEWER CONN	1,125,000	71,000	-	-	-	-	3,150,000	-	4,346,000
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	Multiple Districts	Critical	38861	SEWER CONN	9,625,200	-	-	-	-	-	-	-	9,625,200
Vista Carlsbad Interceptor - Reach VC3	District 1	Critical	39501	SEWER CONN	597,000	-	-	-	2,092,000	-	-	-	2,689,000
Vista Carlsbad Interceptor - Reach VC14 To VC15	Multiple Districts	High	39491	SEWER CONN	21,107,163	-	-	-	-	-	-	-	21,107,163
Water Valve Repair/Replacement Program	Multiple Districts	Critical	50191	WATER REPL	5,990,000	-	930,000	940,000	960,000	960,000	5,110,000	5,650,000	20,540,000

Maintenance and Operations

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
ADA Improvement Program	Multiple Districts	Critical	60491	TRANSNET -LOC	1,670,000	130,000	65,000	130,000	65,000	-	-	-	2,060,000
			60492	IRF	-	-	-	-	-	-	-	-	-
Agua Hedionda Creek Maintenance	District 2	High	33381	PLDB	4,098,069	-549,316	-	-	-	-	-	-	3,548,753
			33382	IRF	-	75,000	75,000	60,000	60,000	60,000	-	-	-
Agua Hedionda Lift Station Biological Monitoring And Maintenance	District 2	Medium	55451	SEWER REPL	150,000	75,000	-	-	-	-	-	-	225,000
Alga Norte Park Modifications	District 3	Medium	47331	GCC	314,000	-	660,000	-	-	-	-	-	974,000
Assessment District 97-1 Concrete Improvements	District 3	High	60841	GCC	420,000	-	-	-	-	-	-	-	420,000
Aviara and Hidden Canyon Parks Playground Safety Resurfacing	Multiple Districts	High	47451	IRF	600,000	-	-	-	-	-	-	-	600,000
Bridge Preventitive Maintenance Program	Multiple Districts	Critical	60661	IRF	1,227,511	500,000	500,000	230,000	-	-	-	-	2,457,511
Buena Vista Creek Channel Clearing At El Camino Real	Multiple Districts	High	66191	GCC	675,000	575,000	-	-	-	-	-	-	1,250,000
Camino Hills And Jackspar Drive Slope Stabilization	District 2	Critical	60301	GCC	859,400	-700,000	700,000	-	-	-	-	-	859,400
Cannon Road and Bobcat Blvd	District 2	High	60901	GAS TAX	155,000	-	-	-	-	-	-	-	155,000
			60631	GAS TAX	841,000	-	-	-	-	-	-	-	-
Carlsbad Blvd Emergency Repair	District 3	Critical	60631	GAS TAX	841,000	-	-	-	-	-	-	-	841,000
Carlsbad Blvd Median-Tamarack Avenue To Pine Avenue	District 1	Low	19071	GAS TAX	-	-	-	-	-	-	-	2,763,000	2,763,000
Carlsbad Blvd Pedestrian Lighting - Tamarack To State Street	District 1	High	60681	TRANSNET -LOC	1,325,000	-	-	-	-	-	-	-	1,325,000
Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2) (RTCIP)	District 2	Low	19091	TIF	-	-	-	-	-	-	-	3,681,000	3,681,000
Cathodic Protection Program	Multiple Districts	Critical	50071	WATER REPL	1,426,700	-	180,000	190,000	190,000	190,000	260,000	280,000	2,716,700
City Facility Accessibility Upgrades	Multiple Districts	Medium	47271	GCC	500,000	-	-	-	-	-	-	-	500,000
City Facility Safety And Parking Lot Lighting Assessment	Multiple Districts	High	60741	IRF	410,000	1,000,000	-	-	-	-	-	-	1,410,000
City Hall Complex Refurbishment	District 1	Medium	47181	IRF	1,059,000	-	-	-	-	-	-	-	1,059,000
			47251	GCC	2,250,000	-	-	-	-	-	-	-	-

Maintenance and Operations

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source	
Citywide Drainage Improvement Program	Multiple Districts	High	66082	GAS TAX	6,090,594	-	-	-	-	-	-	-	6,090,594	
			66083	IRF	1,634,000	750,000	1,865,000	595,000	-	-	-	-	-	4,844,000
Citywide Street Lighting Program	Multiple Districts	Medium	60921	GAS TAX	150,000	-	-	-	-	-	-	-	150,000	
Citywide Thermoplastic Pavement Markings	Multiple Districts	Critical	60931	GAS TAX	50,000	-	-	-	-	-	-	-	50,000	
Cole Library Expansion	District 1	Low	19211	CFD#1	-	-	-	-	-	-	-	5,988,000	5,988,000	
			19212	PFF	-	-	-	-	-	-	-	-	11,936,000	11,936,000
			19213	GCC	-	-	-	-	-	-	-	-	1,000,000	1,000,000
College Boulevard Wetland Habitat Creation	District 2	Medium	66211	PLDB	955,000	-865,016	-	-	-	-	-	-	89,984	
			66212	GCC	-	410,000	-	-	-	-	-	-	-	410,000
Concrete Repair/Replacement Program	Multiple Districts	High	60132	GAS TAX	2,933,000	-	250,000	250,000	250,000	250,000	1,250,000	1,250,000	6,433,000	
			60133	GAS TAX	107,000	-	-	-	-	-	-	-	-	107,000
Curb Inlet Filter Retrofit Program	Multiple Districts	Medium	66261	IRF	230,000	-	-	-	-	-	-	-	230,000	
DMP Facility BFA (Country Store)	District 2	High	66271	PLDB	963,673	-	-	-	-	-	-	-	963,673	
Dove Library Lighting Improvements	District 3	Low	40811	GCC	225,000	-	-	-	-	-	-	-	225,000	
Dove Library Parking Lot Renovation	District 3	Medium	47441	GCC	50,000	425,000	-	-	-	-	-	-	475,000	
			47191	GCC	1,658,000	-	-	-	-	-	-	-	-	1,658,000
Emergency Operations Center Reconfiguration	District 2	Medium	47192	IRF	200,000	-	-	-	-	-	-	-	200,000	
			47201	IRF	3,154,380	-	-	-	-	-	-	-	-	3,154,380
Faraday Center Refurbishment	District 2	Medium	47201	IRF	3,154,380	-	-	-	-	-	-	-	3,154,380	
Farol Court Storm Drain Outfall at Agua Hedionda Creek	District 2	Medium	66181	IRF	696,700	-	-	-	-	-	-	-	696,700	
Fire Flow System Improvements	Multiple Districts	High	50431	WATER REPL	1,710,000	-	100,000	100,000	264,000	-	-	-	2,174,000	
Fire Station No. 1, 4, and 5 Drainage Improvements	Multiple Districts	Medium	66161	GCC	350,000	130,000	-	-	-	-	-	-	480,000	

Maintenance and Operations

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
Fire Station No. 5 New Roof And Storage Building	District 2	Medium	47361	GCC	225,000	-	-	-	-	-	-	-	225,000
Fleet Fuel Island Upgrade	District 2	High	47471	IRF	150,000	-	-	-	-	-	-	-	150,000
Fleet Maintenance Refurbishment	District 2	High	47141	IRF	1,374,000	-	700,000	-	-	-	-	-	2,074,000
			47142	GCC	896,100	-	-	-	-	-	-	-	-
Guardrail Replacement And Improvement Program	Multiple Districts	Medium	60871	GAS TAX	250,000	-100,000	100,000	-	-	-	-	-	250,000
Harding Center Refurbishment	District 1	Low	47081	IRF	115,000	50,000	130,000	-	-	-	-	-	295,000
			66241	IRF	510,000	-	-	-	-	-	-	-	-
Holiday Park Facilities Maintenance	District 1	Medium	47091	IRF	80,000	-	-	-	-	-	-	-	80,000
			47281	IRF	1,682,000	-	195,000	-	-	-	-	-	-
Kelly Drive Channel Repair	District 2	High	66061	IRF	1,341,000	-300,000	300,000	-	-	-	-	-	1,341,000
			60241	GAS TAX	255,749	-	-	-	-	-	-	-	-
Lake Calavera Reservoir Maintenance	District 2	High	50492	GCC	721,001	-190,000	50,000	58,500	-	-	-	-	639,501
			66251	GCC	451,500	-445,931	-	-	-	-	-	-	-
Leo Carrillo Ranch Roof Repairs	District 2	High	47481	IRF	250,000	100,000	1,200,000	-	-	-	-	-	1,550,000
			47411	IRF	180,000	-	-	-	-	-	-	-	-
Maerkle Facility Improvements	District 2	Critical	50091	WATER REPL	2,235,200	-	-	-	-	-	-	-	2,235,200
			47231	IRF	1,565,000	-	150,000	150,000	150,000	150,000	750,000	750,000	3,665,000
Miscellaneous Pipeline Replacements	Multiple Districts	Critical	39041	WATER REPL	7,838,366	-	1,730,000	2,690,000	2,800,000	3,000,000	19,890,000	21,080,000	59,028,366
			47241	IRF	6,187,000	-	536,000	-	-	-	-	-	-
Monroe Street Pool Replacement	District 1	High	47242	GCC	62,000	-	5,360	-	-	-	-	-	67,360
			47391	IRF	253,626	-	-	-	-	-	-	-	-

Maintenance and Operations

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source	
Park Drive Street and Drainage Improvement	District 1	High	66111	GCC	717,439	-	-	-	-	-	-	-	717,439	
			66112	GAS TAX	1,865,000	-	-	-	-	-	-	-	-	1,865,000
Parking Lot Maintenance Program	Multiple Districts	High	60521	IRF	1,530,000	-500,000	500,000	-	-	-	-	-	1,530,000	
Pavement Management Program	Multiple Districts	High	60011	TRANSNET -LOC	20,946,374	-	-	1,500,000	1,500,000	1,500,000	7,500,000	7,500,000	40,446,374	
			60012	GAS TAX	8,138,130	-	-	-	-	-	-	-	-	8,138,130
			60013	TRANSNET -LOC	9,222,476	2,324,000	2,600,000	1,100,000	1,100,000	1,100,000	5,500,000	5,500,000	28,446,476	
			60016	RMRA	3,960,000	2,176,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000	9,500,000	32,736,000	
Public Beach Access Improvements (Ocean Street)	District 1	High	60571	GCC	3,610,336	-	-	-	-	-	-	-	3,610,336	
			60572	IRF	726,683	-	-	-	-	-	-	-	-	726,683
Rancho Santa Fe Trail Slope Improvements	District 4	High	60881	GCC	350,000	-	-	-	-	-	-	-	350,000	
Recycled Water Condition Assessment Program	Multiple Districts	Critical	52111	RECL REPL	650,000	-	50,000	50,000	50,000	50,000	280,000	310,000	1,440,000	
Recycled Water Valve & Appurtenance Replacement Program	Multiple Districts	Critical	52121	RECL REPL	260,000	-	110,000	120,000	120,000	120,000	630,000	700,000	2,060,000	
Reservoir Repair And Maintenance Program	Multiple Districts	Critical	50241	WATER REPL	5,850,000	-	-	-	1,960,000	-	3,070,000	3,610,000	14,490,000	
Retroreflectivity Sign Replacement Program	Multiple Districts	Medium	60371	GAS TAX	1,000,000	-	660,000	-	-	-	-	-	1,660,000	
Roadway Slope Stabilization	Multiple Districts	Medium	60811	GAS TAX	614,000	-200,000	200,000	-	-	-	-	-	614,000	
Romeria Drainage Improvements	District 4	High	66041	GCC	410,000	-	-	-	-	-	-	-	410,000	
			66042	GAS TAX	348,000	-644	-	-	-	-	-	-	-	347,356
Safety Center Renovation	District 2	High	47151	IRF	5,953,050	-	6,650,000	-	-	-	-	-	12,603,050	
			47152	GCC	2,013,500	-	-	-	-	-	-	-	-	2,013,500
Safety Training Center Settlement	District 2	Low	47431	GCC	1,077,525	-	-	-	-	-	-	-	1,077,525	
Senior Center Refurbishment	District 1	Medium	47381	IRF	1,248,000	-	-	-	-	-	-	-	1,248,000	

Maintenance and Operations

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
Sewer Lift Station Repairs And Upgrades	Multiple Districts	Critical	38401	SEWER REPL	2,935,380	150,000	150,000	150,000	150,000	150,000	750,000	750,000	5,185,380
Sewer Line Condition Assessment	Multiple Districts	Critical	55131	SEWER REPL	1,458,000	-	225,000	225,000	225,000	225,000	1,240,000	1,370,000	4,968,000
Sewer Line Refurbishments And Replacement	Multiple Districts	High	55031	SEWER REPL	7,376,475	-	1,850,000	1,850,000	1,850,000	1,850,000	13,350,000	14,050,000	42,176,475
Sewer Monitoring Program (Capacity)	Multiple Districts	Critical	55041	SEWER CONN	517,000	125,000	22,000	22,000	22,000	22,000	110,000	110,000	950,000
Stagecoach Park Synthetic Turf Replacement	District 4	High	47421	IRF	2,200,000	-	-	-	-	-	-	-	2,200,000
Storm Drain Condition Assessment	Multiple Districts	High	66201	IRF	600,000	-	200,000	200,000	200,000	-	-	-	1,200,000
Storm Drain System Rehab And Repair Program	Multiple Districts	High	66071	IRF	4,591,360	200,000	200,000	200,000	200,000	-	-	-	5,391,360
Street Lighting Replacement Program	Multiple Districts	High	60621	GCC	319,269	-	-	-	-	-	-	-	319,269
			60622	TRANSNET -LOC	3,325,000	-	-	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	District 2	High	40841	GCC	835,500	-	-	-	-	-	-	-	835,500
Traffic Monitoring Program	Multiple Districts	High	60031	TIF	1,430,900	96,000	96,000	96,000	96,000	96,000	288,000	-	2,198,900
Traffic Signal Operations Modifications	Multiple Districts	Medium	63271	GAS TAX	180,000	-	-	-	-	-	-	-	180,000
Vallecitos Interceptor Sewer Cleaning and CCTV	Multiple Districts	High	55491	SEWER REPL	250,000	-	-	-	-	-	-	-	250,000
Vista Carlsbad Interceptor - Rehabilitation (VC1 & VC2)	District 2	Critical	55511	SEWER REPL	20,000	121,000	1,795,000	-	-	-	-	-	1,936,000
Water Infrastructure Condition Assessment Program	Multiple Districts	Critical	50511	WATER REPL	990,000	390,000	400,000	410,000	410,000	420,000	2,250,000	2,480,000	7,750,000
Water Loss Monitoring Program	Multiple Districts	High	50521	WATER REPL	300,000	50,000	50,000	100,000	100,000	100,000	500,000	500,000	1,700,000
Wayfinding Sign Replacement Program	Multiple Districts	Medium	60611	GAS TAX	150,000	-	-	-	-	-	-	-	150,000

Planning

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
Chestnut Complete Street I-5 To Railroad Project Study	District 1	Medium	60691	TRANSNET -LOC	-	-	85,000	-	-	-	-	-	85,000
Maerkle Reservoir Solar Project	District 2	Low	47221	GCC	250,000	-249,170	-	249,170	-	-	-	-	250,000
Ocean Street Reconfiguration Concepts Study	District 1	Medium	60781	GCC	95,000	-95,000	95,000	-	-	-	-	-	95,000
Odor And Corrosion Prevention Assessment	Multiple Districts	Medium	55201	SEWER REPL	320,000	-	-	-	-	-	-	-	320,000
Railroad Double Tracking	Multiple Districts	Critical	60591	GCC	2,250,000	-2,076,827	-	-	-	-	-	-	173,173
Rancho Carlsbad Groundwater Supply	District 2	Low	19621	WATER CONN	-	-	-	-	-	-	325,000	1,425,000	1,750,000
			19622	WATER REPL	-	-	-	-	-	-	325,000	1,425,000	1,750,000
Roadway Improvements - Coastal Area Analysis & Implementation	Multiple Districts	Medium	60791	GCC	200,000	-	-	-	-	-	-	-	200,000
San Luis Rey Mission Basin Groundwater Supply	Multiple Districts	Low	50441	WATER CONN	77,500	-	-	-	-	-	6,000,000	2,500,000	8,577,500
			50442	WATER REPL	77,500	-	-	-	-	-	6,000,000	2,500,000	8,577,500
Sewer Modeling	Multiple Districts	Low	55461	SEWER CONN	300,000	-	25,000	25,000	25,000	25,000	125,000	125,000	650,000
Traffic Impact Fee Update	Multiple Districts	High	60401	TIF	200,000	-	-	-	-	-	-	-	200,000
Traffic Signal Master Plan	Multiple Districts	High	63331	GCC	150,000	-	-	-	-	-	-	-	150,000
Utility Undergrounding Program Study	Multiple Districts	Medium	60831	GCC	100,000	-100,000	-	100,000	-	-	-	-	100,000
Village Public Gathering Spaces Study	District 1	Medium	40611	GCC	345,000	-345,000	345,000	-	-	-	-	-	345,000
Water Modeling	Multiple Districts	Low	50581	WATER CONN	300,000	-	50,000	25,000	25,000	25,000	125,000	125,000	675,000
Water, Recycled And Sewer Master Plan	Multiple Districts	Critical	55431	SEWER REPL	422,680	-	-	-	-	-	-	-	422,680
			55432	WATER REPL	543,560	-	-	-	-	-	-	-	543,560
			55433	RECL REPL	411,760	-	-	-	-	-	-	-	411,760

Project Accounting

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2020-21)	Year 2 (2021-22)	Year 3 (2022-23)	Year 4 (2023-24)	Year 5 (2024-25)	Year 6-10 (2026-30)	Year 11-15 (2031-35)	Total Funding Source
Aviara Reimbursement Agreement	District 2	Low	36491	PIL-SW	238,000	-	-	-	-	-	-	-	238,000
Btd#3 Reconciliation And Closeout	District 2	Low	60671	BTD#3	125,000	-105,021	-	-	-	-	-	-	19,979
Carlsbad Water Recycling Facility (Encina Capital Projects)	District 3	Critical	52031	WATER REPL	709,390	-	-	-	-	-	-	-	709,390
			52032	RECL REPL	631,710	1,600,000	1,450,000	315,000	320,000	125,000	1,200,000	1,300,000	6,941,710
CFD#1 Administration	Multiple Districts	Low	19151	CFD#1	-	110,000	110,000	110,000	110,000	110,000	-	-	550,000
Encina Capital Projects	Multiple Districts	High	58011	SEWER REPL	35,243,727	6,757,574	5,383,095	6,217,360	6,880,063	7,547,895	34,753,146	36,720,305	139,503,165
Gas Tax Transfer to General Fund (Transportation Operating Budget)	Multiple Districts	Null	Not Assigned	GAS TAX	-	600,000	600,000	600,000	600,000	600,000	600,000	-	3,600,000
Loan Repayment - Park-in-Lieu SW to Public Facility Fee Fund	Null	Null	Not Assigned	PIL-NE	-	-	-	-	-	-	-	1,100,000	1,100,000
Loan Repayment - Sewer Connection to Sewer Repl	Null	Null	Not Assigned	SEWER CONN	-	-	-	-	-	-	-	4,700,000	4,700,000
Open Space And Trail Acquisition (Prop C)	Multiple Districts	High	40831	GCC	2,215,000	1,800,000	-	-	-	-	-	-	4,015,000
Poinsettia Lane - Cassia Road To Skimmer Court (Reimb. Agreement)	District 3	Medium	50451	WATER CONN	600,000	-	-	-	-	-	-	-	600,000
Quarry Creek Sewer Extension (SBA "A" - Reimb. Agreement)	District 2	Low	19611	OTHER	-	-	567,000	-	-	-	-	-	567,000
Traffic Impact Fee Funds to CFD #1	Null	Null	Not Assigned	TIF	-	90,000	90,000	90,000	90,000	90,000	90,000	1,404,000	1,944,000

CAPITAL IMPROVEMENT PROGRAM SUMMARY BY FUND

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE							
	Prior Years	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23	Year 4 2023-24	Year 5 2024-25	Year 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	709,435	709,435	709,435	709,435	709,435	1,728,019
REVENUES							
Developer Fees		-	-	-	-	1,018,584	2,248,440
Total Revenues	N/A	-	-	-	-	1,018,584	2,248,440
CAPITAL PROJECTS							
Poinsettia Lane - Reach E Cassia Road To Skimmer Court	14,081,200	-	-	-	-	-	-
Poinsettia Lane - Reaches A,B,C,F,G & Aviara Pkwy Reimb	-	-	-	-	-	-	1,168,833
Total Project Expenditures	14,081,200	-	-	-	-	-	1,168,833
ENDING FUND BALANCE	N/A	709,435	709,435	709,435	709,435	1,728,019	2,807,626

BTD NO. 3 CANNON ROAD WEST							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	406,409	511,430	571,094	571,094	571,094	571,094
REVENUES							
Developer Fees		-	59,664	-	-	-	3,453,172
Total Revenues	N/A	-	59,664	-	-	-	3,453,172
CAPITAL PROJECTS							
BTD#3 Reconciliation and Closeout	125,000	(105,021)	-	-	-	-	-
Total Project Expenditures	125,000	(105,021)	-	-	-	-	-
ENDING FUND BALANCE	N/A	511,430	571,094	571,094	571,094	571,094	4,024,266

COMMUNITY DEVELOPMENT BLOCK GRANT							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
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 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	59,729,433	63,974,698	67,064,008	70,307,363	73,435,435	76,780,116
REVENUES							
Developer Special Taxes		4,379,265	3,921,201	3,353,355	3,238,072	3,454,682	11,820,908
Total Revenues	N/A	4,379,265	3,921,201	3,353,355	3,238,072	3,454,682	11,820,908
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	-	710,580	-	-	-	-
Orion Center - Public Art	541,000	-	11,310	-	-	-	-
Veteran's Memorial Park (All Quadrants)	478,200	24,000	-	-	-	-	23,420,000
Total Project Expenditures	38,015,571	134,000	831,890	110,000	110,000	110,000	79,408,000
ENDING FUND BALANCE	N/A	63,974,698	67,064,008	70,307,363	73,435,435	76,780,116	9,193,025

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	677,336	1,450,310	231,277	571,141	2,536,779	4,754,776
REVENUES							
Gas Tax and Prop 42 Funds		2,321,630	2,942,667	2,983,864	3,025,638	3,067,997	33,144,375
Total Revenues	N/A	2,321,630	2,942,667	2,983,864	3,025,638	3,067,997	33,144,375
CAPITAL PROJECTS							
Advance Street Name Signs	40,000	-	-	-	-	-	-
Avenida Encinas Pedestrian Access Improvements	75,000	-	-	-	-	-	-
Cannon Road At Bobcat Blvd. Rehabilitation	155,000	-	-	-	-	-	-
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 Drainage Improvement Program	6,090,594	-	-	-	-	-	-
Citywide Street Lighting Program	150,000	-	-	-	-	-	-
Citywide Thermoplastic Pavement Markings	50,000	-	-	-	-	-	-
Concrete Repair/Replacement Program	2,933,000	-	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	(580,000)	-	-	-	-	-
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	(100,000)	100,000	-	-	-	-
Intelligent Traffic Control Devices	200,000	-	-	-	-	-	-
Intersection Control - Camino De Los Coches And La Costa Avenue	250,000	-	-	-	-	-	-
Kelly Drive And Park Drive Road Diet And Multiuse Trail	130,000	-	-	-	-	-	-
La Costa Avenue Traffic Improvements	863,000	(841,700)	841,700	-	-	-	-
La Costa Slope Repair West of Romania	255,749	-	-	-	-	-	-
Laguna Drive Storm Drain	370,000	86,000	1,000,000	1,494,000	-	-	-
Left Turn Lane Extensions	200,000	-	-	-	-	-	-
Marca Place Drainage Improvements	65,000	-	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Left Turn Lane	32,193	15,000	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Right Turn Lane	101,891	15,000	-	-	-	-	-
Park Drive Drainage And Street Improvements	1,865,000	-	-	-	-	-	-
Pavement Management Program	8,138,130	-	-	-	-	-	-
Retroreflectivity Sign Replacement Program	1,000,000	-	660,000	-	-	-	-
Roadway Slope Stabilization	614,000	(200,000)	200,000	-	-	-	-
Romeria Drainage Improvements	348,000	(644)	-	-	-	-	-
Traffic Control Improvements - Poinsettia Lane & Cassia Road	411,000	-	-	-	-	-	-
Traffic Control Improvements - Poinsettia Lane & Oriole Court	411,000	-	-	-	-	-	-
Traffic Improvement Program	1,400,000	300,000	300,000	300,000	-	-	-
Traffic Signal - Faraday Avenue And Camino Hills Drive	210,000	(210,000)	210,000	-	-	-	-
Traffic Signal - La Costa Avenue And Levante Street	250,000	-	-	-	-	-	-
Traffic Signal - Maverick Way & Camino De Los Coches	140,000	-	-	-	-	-	-
Traffic Signal - Poinsettia Lane And Brigantine Road	-	-	-	-	210,000	-	-
Traffic Signal - Tamarack Avenue And Valley Street	-	290,000	-	-	-	-	-
Traffic Signal Operations Modifications	180,000	-	-	-	-	-	-
Village And Barrio Traffic Circles	-	2,175,000	-	-	-	-	-
Wayfinding Sign Replacement Program	150,000	-	-	-	-	-	-
Total Project Expenditures	32,625,087	1,548,656	4,161,700	2,644,000	1,060,000	850,000	5,863,000
ENDING FUND BALANCE	N/A	1,450,310	231,277	571,141	2,536,779	4,754,776	32,036,151

GAS TAX (ROAD MAINTENANCE AND REHABILITATION ACCOUNT)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	450,235	233,120	614,133	1,061,295	1,599,996	2,228,929
REVENUES							
Gas Tax (RMRA) Revenues		1,958,885	2,281,013	2,347,162	2,438,701	2,528,933	29,861,119
Total Revenues	N/A	1,958,885	2,281,013	2,347,162	2,438,701	2,528,933	29,861,119
CAPITAL PROJECTS							
Concrete Repair/Replacement Program	107,000	-	-	-	-	-	-
Pavement Management Program	3,960,000	2,176,000	1,900,000	1,900,000	1,900,000	1,900,000	19,000,000
Total Project Expenditures	4,067,000	2,176,000	1,900,000	1,900,000	1,900,000	1,900,000	19,000,000
ENDING FUND BALANCE	N/A	233,120	614,133	1,061,295	1,599,996	2,228,929	13,090,048

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	2,307,229	9,626,308	6,470,751	11,596,081	17,471,081	23,537,081
REVENUES							
Transfer from General Fund		4,500,000	5,739,000	5,833,000	5,875,000	6,066,000	65,382,000
Total Revenues	N/A	4,500,000	5,739,000	5,833,000	5,875,000	6,066,000	65,382,000
CAPITAL PROJECTS							
ADA Beach Access-Pine To Tamarack	375,000	-	2,500,000	-	-	-	-
Agua Hedionda South Shore Trail (HUB Trail)	674,500	45,000	-	-	-	-	-
Alga Norte Park Modifications	314,000	-	660,000	-	-	-	-
Assessment District 97-1 Concrete Improvements	420,000	-	-	-	-	-	-
Barrio Street Lighting	760,000	-	239,999	-	-	-	-
Beach Access Repair/Upgrades - Pine Avenue To Tamarack	4,199,000	2,000,000	-	-	-	-	-
Buena Vista Creek Channel Clearing At El Camino Real	675,000	575,000	-	-	-	-	-
Calavera Park Gateway Improvements	1,046,850	-	100,000	-	-	-	-
Calavera Park Gateway Improvements - Public Art	10,500	-	1,000	-	-	-	-
Camino Hills And Jackspar Drive Slope Stabilization	859,400	(700,000)	700,000	-	-	-	-
Cannon Park Restroom	690,000	(634,354)	634,354	-	-	-	-
City Facility Accessibility Upgrades	500,000	-	-	-	-	-	-
City Hall Exterior Refurbishment	2,250,000	-	-	-	-	-	-
Cole Library Expansion (Brownley Donation)	-	-	-	-	-	-	1,000,000
College Boulevard Wetland Habitat Creation	-	410,000	-	-	-	-	-
Crossings Golf Course Lake Liner Replacement	835,500	-	-	-	-	-	-
Dove Library Lighting Improvements	225,000	-	-	-	-	-	-
Dove Library Parking Lot Revision	50,000	425,000	-	-	-	-	-
El Camino Real And College Blvd Intersection Improvements	131,000	-	-	-	-	-	-
El Camino Real Widening - Lisa Street To Crestview Drive	108,953	(108,953)	-	-	-	-	-
Emergency Operations Center Reconfiguration	1,658,000	-	-	-	-	-	-
Fire Station No. 1, 4 and 5 Drainage Improvements	350,000	130,000	-	-	-	-	-
Fire Station No. 2 Replacement	13,000,000	-	-	-	-	-	-
Fire Station No. 5 New Roof And Storage Building	225,000	-	-	-	-	-	-
Fleet Maintenance Refurbishment	896,100	-	-	-	-	-	-
Lake Calavera Outlet Improvements	1,220,000	-	40,000	-	-	-	-
Lake Calavera Reservoir Maintenance	721,001	(190,000)	50,000	58,500	-	-	-
Lake Calavera Storm Drain Improvements	451,500	(445,931)	-	-	-	-	-
Lake Calavera Trails Master Plan/Construction (Prop C)	1,063,249	65,000	-	-	-	-	-
Maerkle Reservoir Solar Project	250,000	(249,170)	-	249,170	-	-	-
Monroe Street Pool Replacement - Public Art	62,000	-	5,360	-	-	-	-
Ocean Street Reconfiguration Concepts Study	95,000	(95,000)	95,000	-	-	-	-
Ocean Street Restroom Facility	775,000	-	-	-	-	-	-
Open Space And Trail Acquisition (Prop C)	2,215,000	1,800,000	-	-	-	-	-
Park Drive Drainage And Street Improvements	717,439	-	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	3,610,336	-	-	-	-	-	-
Railroad Double Tracking	2,250,000	(2,076,827)	-	-	-	-	-
Rancho Santa Fe Trail Slope Improvements	350,000	-	-	-	-	-	-
Roadway Improvements - Coastal Area Analysis & Implementation	200,000	-	-	-	-	-	-
Romeria Drainage Improvements	410,000	-	-	-	-	-	-
Safety Center Renovation	2,013,500	-	-	-	-	-	-
Safety Training Center Refurbishments	1,077,525	-	-	-	-	-	-
Street Lighting Replacement Program	319,269	-	-	-	-	-	-
Terramar Area Coastal Improvements (Park)	999,999	-	-	-	-	-	-
Traffic Signal Master Plan	150,000	-	-	-	-	-	-
Trail Connectivity To Tamarack State Beach (Prop C)	3,276,000	(3,123,844)	3,123,844	-	-	-	-
Utility Undergrounding Program Study	100,000	(100,000)	-	100,000	-	-	-
Village And Barrio Traffic Circles	315,000	100,000	-	-	-	-	-
Village Decorative Lighting	703,853	-	400,000	-	-	-	-
Village Intelligent Parking Implementation	300,000	(300,000)	-	300,000	-	-	-
Village Public Gathering Spaces Study	345,000	(345,000)	345,000	-	-	-	-
Total Project Expenditures	54,244,474	(2,819,079)	8,894,557	707,670	-	-	1,000,000
	N/A	9,626,308	6,470,751	11,596,081	17,471,081	23,537,081	87,919,081

GRANTS - FEDERAL							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
Grant Revenue		-	-	-	-	-	-
Total Revenues	N/A	-	-	-	-	-	-
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 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	93,344,077	87,844,077	79,842,077	84,240,077	89,505,077	95,361,077
REVENUES							
Transfer from General Fund		1,000,000	5,739,000	5,833,000	5,875,000	6,066,000	65,382,000
Total Revenues	N/A	1,000,000	5,739,000	5,833,000	5,875,000	6,066,000	65,382,000
CAPITAL PROJECTS							
Agua Hedionda Creek Maintenance	-	75,000	75,000	60,000	60,000	60,000	-
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	1,612,750	-	-	-	-	-	-
Bridge Preventive Maintenance Program	1,227,511	500,000	500,000	230,000	-	-	-
Calavera Hills Community Center Refurbishment	45,000	100,000	540,000	-	-	-	-
City Facility Safety And Parking Lot Lighting Assessment	410,000	1,000,000	-	-	-	-	-
City Hall Complex Refurbishment	1,059,000	-	-	-	-	-	-
Citywide Drainage Improvement Program	1,634,000	750,000	1,865,000	595,000	-	-	-
Curb Inlet Filter Retrofit	230,000	-	-	-	-	-	-
El Camino Real And Agua Hedionda Creek Bridge Railing & Sidewalk	210,000	-	-	-	-	-	-
Emergency Operations Center Reconfiguration	200,000	-	-	-	-	-	-
Faraday Center Refurbishment	3,154,380	-	-	-	-	-	-
Fire Station No. 4 Expansion	810,000	4,525,000	-	-	-	-	-
Fleet Maintenance Refurbishment	1,374,000	-	700,000	-	-	-	-
Fleet Service Center Fuel Island Upgrade	150,000	-	-	-	-	-	-
Harding Center Refurbishment	115,000	50,000	130,000	-	-	-	-
Hosp Grove Park Improvements	1,682,000	-	195,000	-	-	-	-
Kelly Drive Channel Repair	1,341,000	(300,000)	300,000	-	-	-	-
La Costa Avenue Drainage Improvements	-	-	-	-	-	-	-
Leo Carrillo Ranch Roof Refurbishment	250,000	100,000	1,200,000	-	-	-	-
Library Fire Alarm Panel Upgrades	180,000	-	-	-	-	-	-
Miscellaneous City Building Improvements	1,565,000	-	150,000	150,000	150,000	150,000	1,500,000
Monroe Street Pool Replacement	6,187,000	-	536,000	-	-	-	-
New Village Arts Building Roof And Exterior Refurbishment	253,626	-	-	-	-	-	-
Parking Lot Maintenance Program	1,530,000	(500,000)	500,000	-	-	-	-
Public Beach Access Improvements (Ocean Street)	726,683	-	-	-	-	-	-
Safety Center Renovation	5,953,050	-	6,650,000	-	-	-	-
Senior Center Refurbishment	1,248,000	-	-	-	-	-	-
Stagecoach Park Synthetic Turf Replacement	2,200,000	-	-	-	-	-	-
Storm Drain Condition Assessment	600,000	-	200,000	200,000	200,000	-	-
Storm Drain Headwall Replacement Program	510,000	-	-	-	-	-	-
Storm Drain System Rehab And Repair Program	4,591,360	200,000	200,000	200,000	200,000	-	-
	42,346,060	6,500,000	13,741,000	1,435,000	610,000	210,000	1,500,000
ENDING FUND BALANCE	N/A	87,844,077	79,842,077	84,240,077	89,505,077	95,361,077	159,243,077

OTHER							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	596,625	596,625	596,625	596,625	596,625	596,625
REVENUES							
Other Financing Sources		-	567,000	-	-	-	-
Total Revenues	N/A	-	567,000	-	-	-	-
CAPITAL PROJECTS							
College Blvd Reach A And Cannon Road Reach 4A	1,713,002	-	-	-	-	-	-
Quarry Creek Sewer Extension (SBA "A" - Reimb. Agreement)	-	-	567,000	-	-	-	-
Total Project Expenditures	1,713,002	-	567,000	-	-	-	-
ENDING FUND BALANCE	N/A	596,625	596,625	596,625	596,625	596,625	596,625

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	4,103,427	4,103,427	4,018,427	1,588,849	1,588,849	1,588,849
REVENUES							
Developer Fees		-	-	20,422	-	-	3,543,259
Total Revenues	N/A	-	-	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	-	85,000	2,450,000	-	-	-
Total Project Expenditures	200,000	-	85,000	2,450,000	-	-	4,550,000
ENDING FUND BALANCE	N/A	4,103,427	4,018,427	1,588,849	1,588,849	1,588,849	582,108

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	1,596,210	1,957,531	2,312,034	3,975,472	4,329,975	6,927,393
REVENUES							
Developer Fees		361,321	354,503	1,663,438	354,503	2,597,418	5,460,713
Total Revenues	N/A	361,321	354,503	1,663,438	354,503	2,597,418	5,460,713
CAPITAL PROJECTS							
Pine Avenue Park - Phase 2 (Community Center And Garden)	2,197,000	-	-	-	-	-	-
Total Project Expenditures	2,197,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	1,957,531	2,312,034	3,975,472	4,329,975	6,927,393	12,388,107

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	1,835,844	2,162,600	2,417,878	2,780,373	2,826,323	2,826,323
REVENUES							
Developer Fees		326,756	255,278	362,495	45,950	-	5,106
Total Revenues	N/A	326,756	255,278	362,495	45,950	-	5,106
CAPITAL PROJECTS							
Leo Carrillo Park - Phase 3	1,334,100	-	-	-	-	-	-
Total Project Expenditures	1,334,100	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	2,162,600	2,417,878	2,780,373	2,826,323	2,826,323	2,831,428

PARK-IN-LIEU SW							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	190,788	446,066	573,705	573,705	573,705	573,705
REVENUES							
Developer Fees/Loans		255,278	127,639	-	-	-	362,495
Total Revenues	N/A	255,278	127,639	-	-	-	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	446,066	573,705	573,705	573,705	573,705	(163,800)

PARK FEE ZONES 5,13,16,17,18							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	4,555,043	4,625,324	4,683,054	4,693,042	4,723,031	4,743,031
REVENUES							
Developer Fees		70,281	57,730	9,988	29,988	20,000	958,642
Total Revenues	N/A	70,281	57,730	9,988	29,988	20,000	958,642
CAPITAL PROJECTS							
Business Park Recreational Facility (Partial Funding)	-	-	-	-	-	-	4,760,000
Total Project Expenditures	-	-	-	-	-	-	4,760,000
ENDING FUND BALANCE	N/A	4,625,324	4,683,054	4,693,042	4,723,031	4,743,031	941,673

PLANNED LOCAL DRAINAGE AREA A FEES (PLD A)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	979,054	979,054	979,054	986,894	986,894	994,133
REVENUES							
Developer Fees		-	-	7,840	-	7,239	39,328
Total Revenues	N/A	-	-	7,840	-	7,239	39,328
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	166,512	-	-	-	-	-	-
Total Project Expenditures	166,512	-	-	-	-	-	1,882,214
ENDING FUND BALANCE	N/A	979,054	979,054	986,894	986,894	994,133	(848,753)

PLANNED LOCAL DRAINAGE AREA B FEES (PLD B)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	(830,124)	57,804	218,996	265,373	311,750	358,127
REVENUES							
Developer Fees		226,596	161,192	46,377	46,377	46,377	2,489,951
Total Revenues	N/A	226,596	161,192	46,377	46,377	46,377	2,489,951
CAPITAL PROJECTS							
College Boulevard/Cannon Road Drainage	-	-	-	-	-	-	512,196
DMP Facility B & BN (Agua Hedionda And Calavera Creek Plda "B")	4,098,069	(549,316)	-	-	-	-	-
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	753,000	-	-	-	-	-
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	(865,016)	-	-	-	-	-
Drainage Master Plan Update	558,000	-	-	-	-	-	-
Total Project Expenditures	6,712,962	(661,332)	-	-	-	-	5,687,501
ENDING FUND BALANCE	N/A	57,804	218,996	265,373	311,750	358,127	(2,839,423)

PLANNED LOCAL DRAINAGE AREA C FEES (PLD C)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	1,353,367	1,517,015	1,549,269	1,695,424	1,752,832	1,964,147
REVENUES							
Developer Fees		632	32,254	146,155	57,408	211,316	1,574,877
Total Revenues	N/A	632	32,254	146,155	57,408	211,316	1,574,877
CAPITAL PROJECTS							
DMP Facility C1 - Carlsbad Boulevard Encinas Creek Bridge Plda "C")	2,539,565	(163,016)	-	-	-	-	-
DMP Facility C2 (Paseo Del Norte)	-	-	-	-	-	-	727,730
DMP Facility CA (Avenida Encinas)	-	-	-	-	-	-	529,402
Drainage Master Plan Update	121,890	-	-	-	-	-	-
Total Project Expenditures	2,661,455	(163,016)	-	-	-	-	1,257,132
ENDING FUND BALANCE	N/A	1,517,015	1,549,269	1,695,424	1,752,832	1,964,147	2,281,893

PLANNED LOCAL DRAINAGE AREA D FEES (PLD D)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	608,113	699,954	745,625	788,859	841,553	888,766
REVENUES							
Developer Fees		91,841	45,670	43,234	52,693	47,213	1,347,455
Total Revenues	N/A	91,841	45,670	43,234	52,693	47,213	1,347,455
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 (Alrive 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	209,598	-	-	-	-	-	-
Total Project Expenditures	209,598	-	-	-	-	-	2,473,463
ENDING FUND BALANCE	N/A	699,954	745,625	788,859	841,553	888,766	(237,243)

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	25,762,803	25,574,125	23,868,950	11,851,573	12,287,846	13,960,294
REVENUES							
Developer Fees		962,903	744,825	1,447,123	436,273	1,672,448	16,948,913
Total Revenues	N/A	962,903	744,825	1,447,123	436,273	1,672,448	16,948,913
CAPITAL PROJECTS							
Aviara Community Park - Phase 3	700,000	-	-	-	-	-	-
Cole Library Expansion	-	-	-	-	-	-	11,936,000
El Camino Real Medians	909,500	(213,719)	-	-	-	-	-
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	1,080,500	980,500	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park - Public Art	11,340	9,800	-	-	-	-	-
Robertson Ranch Park Development	-	-	-	12,592,000	-	-	-
Terramar Area Coastal Improvements	-	-	2,450,000	-	-	-	-
Village H South Off Leash Dog Area and Trail Segment 5B	-	375,000	-	872,500	-	-	-
Total Project Expenditures	25,426,535	1,151,581	2,450,000	13,464,500	-	-	11,936,000
ENDING FUND BALANCE	N/A	25,574,125	23,868,950	11,851,573	12,287,846	13,960,294	18,973,207

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	6,718,979	6,822,925	4,261,317	4,254,724	3,595,583	3,976,219
REVENUES							
Developer Fees and Miscellaneous		271,296	161,391	290,407	120,059	427,636	3,584,899
Other Agency Contributions (City of Vista)		78,650	-	-	1,359,800	-	2,047,500
Total Revenues	N/A	349,946	161,391	290,407	1,479,859	427,636	5,632,399
CAPITAL PROJECTS							
Buena Interceptor Sewer Improvements	500,000	-	-	-	-	-	-
Faraday & El Camino Real Sewer Replacement - Orion To PAR	140,000	-	46,000	250,000	-	-	-
Las Palmas Trunk Sewer	556,000	-	2,630,000	-	-	-	-
Loan Repay - Sewer Conn To Sewer Repl	-	-	-	-	-	-	4,700,000
Sewer Modeling	300,000	-	25,000	25,000	25,000	25,000	250,000
Sewer Monitoring Program (Capacity)	517,000	125,000	22,000	22,000	22,000	22,000	220,000
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	1,125,000	71,000	-	-	-	-	3,150,000
Vista Carlsbad Interceptor - Agua Hedionda LS & Forcemain (VC12-VC13)	30,863,408	50,000	-	-	-	-	-
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	9,625,200	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC14 To VC15	21,107,163	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC3	597,000	-	-	-	2,092,000	-	-
Total Project Expenditures	65,330,771	246,000	2,723,000	297,000	2,139,000	47,000	8,320,000
ENDING FUND BALANCE	N/A	6,822,925	4,261,317	4,254,724	3,595,583	3,976,219	1,288,618

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	10,913,229	4,061,310	(6,186,737)	(13,588,466)	(20,775,984)	(23,343,804)
REVENUES							
Transfer from Sewer Operating Fund		4,181,955	4,166,648	4,249,831	4,330,045	7,815,575	94,152,292
Total Revenues	N/A	4,181,955	4,166,648	4,249,831	4,330,045	7,815,575	94,152,292
CAPITAL PROJECTS							
Agua Hedionda Lift Station Biological Monitoring And Maintenance	150,000	75,000	-	-	-	-	-
Buena Interceptor Sewer Access Road Improvements	1,150,000	-	-	-	-	-	-
Buena Interceptor Sewer Improvements	1,588,499	2,170,000	-	-	-	-	-
Buena Interceptor Sewer Realignment - East Segment	507,000	-	1,480,000	-	-	-	-
Encina Capital Projects	35,243,727	6,757,574	5,383,095	6,217,360	6,880,063	7,547,895	71,473,451
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	-	83,500	-	-	-	-
Poinsettia Lane Lift Station Overflow	1,106,243	-	-	-	-	-	-
SCADA Improvements	1,207,500	760,300	1,858,100	3,209,200	2,412,500	610,500	-
Sewer Lift Station Repairs And Upgrades	2,935,384	150,000	150,000	150,000	150,000	150,000	1,500,000
Sewer Line Capacity Improvements	100,000	100,000	870,000	-	-	-	-
Sewer Line Condition Assessment	1,458,000	-	225,000	225,000	225,000	225,000	2,610,000
Sewer Line Refurbishments And Replacement	7,376,475	-	1,850,000	1,850,000	1,850,000	1,850,000	27,400,000
Simsbury Sewer Extension	671,000	-	-	-	-	-	-
Terramar Area Coastal Improvements	500,000	500,000	-	-	-	-	-
Vallecitos Interceptor Sewer Cleaning And CCTV	250,000	-	-	-	-	-	-
Village And Barrio Traffic Circles	160,000	400,000	-	-	-	-	-
Villas Sewer Lift Station Replacement	130,000	-	720,000	-	-	-	-
Vista Carlsbad Interceptor - Rehabilitation (VC1 & VC2)	20,000	121,000	1,795,000	-	-	-	-
Water, Recycled, And Sewer Master Plan	422,680	-	-	-	-	-	-
Total Project Expenditures	70,283,508	11,033,874	14,414,695	11,651,560	11,517,563	10,383,395	102,983,451
ENDING FUND BALANCE	N/A	4,061,310	(6,186,737)	(13,588,466)	(20,775,984)	(23,343,804)	(32,174,963)

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	3,337,428	7,013,312	275,325	863,904	816,929	1,992,674
REVENUES							
Developer Fees		948,884	725,013	1,074,579	439,025	1,361,744	14,767,900
Total Revenues	N/A	948,884	725,013	1,074,579	439,025	1,361,744	14,767,900
CAPITAL PROJECTS							
Avenida Encinas Widening - South Of Palomar Airport Road	5,177,000	(5,177,000)	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	2,615,000	700,000	-	-	-	-	-
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	(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	2,412,500	-	1,350,000	-	-	-	-
El Camino Real Widening - Arenal Road To La Costa Avenue (RTCIP)	787,500	-	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	150,000	-	-	-	-	-
Palomar Airport Road And College Blvd Improvements	495,500	500,000	-	-	-	-	-
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 Program	3,200,000	300,000	300,000	300,000	300,000	-	-
Terramar Area Coastal Improvements	6,000,001	650,000	-	-	-	-	-
Traffic Impact Fee Funds to CFD #1	-	90,000	90,000	90,000	90,000	90,000	1,494,000
Traffic Impact Fee Update	200,000	-	-	-	-	-	-
Valley and Magnolia Complete Streets	2,226,206	250,000	-	-	-	-	-
Valley and Magnolia Complete Streets (SDG&E Funds)	1,060,000	-	-	-	-	-	-
Traffic Monitoring Program	1,430,900	96,000	96,000	96,000	96,000	96,000	288,000
Total Project Expenditures	26,451,607	(2,727,000)	7,463,000	486,000	486,000	186,000	16,799,000
ENDING FUND BALANCE	N/A	7,013,312	275,325	863,904	816,929	1,992,674	(38,426)

TRANSNET - LOCAL							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	6,753,821	3,128,821	384,901	2,486,503	4,797,077	7,325,082
REVENUES							
Transportation Taxes		4,209,000	4,686,080	4,831,602	4,975,574	5,128,005	51,957,420
Total Revenues	N/A	4,209,000	4,686,080	4,831,602	4,975,574	5,128,005	51,957,420
CAPITAL PROJECTS							
ADA Improvement Program	1,670,000	130,000	65,000	130,000	65,000	-	-
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 Way Improvements	-	-	310,000	-	-	-	-
College Blvd Reach A And Cannon Road Reach 4A	-	1,205,000	-	-	-	-	-
El Camino Real Widening - Cassia Rd To Camino Vida Roble	1,380,000	175,000	-	-	-	-	-
El Camino Real Widening - Sunny Creek To Jackspar	-	4,000,000	-	-	-	-	-
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	20,946,374	-	-	1,500,000	1,500,000	1,500,000	15,000,000
Pavement Management Program (Non-Juris Fees)	9,222,476	2,324,000	2,600,000	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	3,325,000	-	-	-	-	-	-
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	53,190,704	7,834,000	7,430,000	2,730,000	2,665,000	2,600,000	26,000,000
ENDING FUND BALANCE	N/A	3,128,821	384,901	2,486,503	4,797,077	7,325,082	33,282,502

TRANSPORTATION DEVELOPMENT ACT (TDA)							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
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 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	31,198,451	32,234,848	23,077,720	23,906,195	24,586,891	26,035,241
REVENUES							
Developer Fees		1,286,397	917,872	1,258,475	705,696	1,473,350	13,719,038
Total Revenues	N/A	1,286,397	917,872	1,258,475	705,696	1,473,350	13,719,038
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	1,904,300	250,000	7,950,000	-	-	-	-
Hydroelectric Generator at Desal Flow Control Facility No. 5	200,000	-	2,075,000	-	-	-	-
Poinsettia Lane - Cassia Road To Skimmer Court (Reimb. Agreement)	600,000	-	-	-	-	-	-
Rancho Carlsbad Groundwater Supply	-	-	-	-	-	-	1,750,000
San Luis Rey Mission Basin Groundwater Supply	77,500	-	-	-	-	-	8,500,000
Water Modeling	300,000	-	50,000	25,000	25,000	25,000	250,000
Total Project Expenditures	5,231,800	250,000	10,075,000	430,000	25,000	25,000	10,500,000
ENDING FUND BALANCE	N/A	32,234,848	23,077,720	23,906,195	24,586,891	26,035,241	29,254,279

WATER CONNECTION - RECYCLED							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	1,714,656	1,090,399	1,090,399	1,090,399	1,090,399	1,090,399
REVENUES							
Recycled Water Revenue		245,743	-	-	-	-	-
Total Revenues	N/A	245,743	-	-	-	-	-
CAPITAL PROJECTS							
Recycled Water Line - CWRP To Agua Hedionda Lagoon	3,417,406	-	-	-	-	-	-
Recycled Water Phase 3 - Pipelines	21,256,331	-	-	-	-	-	-
Recycled Water Phase 3 - CWRP Expansion	6,844,124	-	-	-	-	-	-
Recycled Water Phase 3 - Reservoir	2,250,000	870,000	-	-	-	-	-
Total Project Expenditures	33,767,861	870,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	1,090,399	1,090,399	1,090,399	1,090,399	1,090,399	1,090,399

WATER REPLACEMENT - POTABLE							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	6,164,830	11,044,621	7,639,140	2,063,683	(8,757,779)	(7,488,899)
REVENUES							
Transfer from Water Operating Fund		6,845,091	7,181,630	7,184,242	7,176,038	7,149,380	74,863,161
Total Revenues	N/A	6,845,091	7,181,630	7,184,242	7,176,038	7,149,380	74,863,161
CAPITAL PROJECTS							
Abandon Potable Services (New Recycled Services)	1,742,000	-	-	-	-	-	-
Aviara Parkway And Plum Tree Waterline	-	-	100,000	1,000,500	-	-	-
Carlsbad Boulevard Waterline Replacement At Terramar	2,430,000	-	2,500,000	150,000	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	709,390	-	-	-	-	-	-
Catholic Protection Program	1,426,700	-	180,000	190,000	190,000	190,000	540,000
Crestview Drive Transmission Main	240,000	-	-	-	-	-	-
El Fuerte And Corintia Street Pressure Reducing Station	-	-	-	-	-	-	-
Fire Flow System Improvements	1,710,000	-	100,000	100,000	264,000	-	-
Limited Access Pipeline Relocation Program	1,940,000	-	2,000,000	1,000,000	-	-	-
Maerkle Facility Improvements	2,235,200	-	-	-	-	-	-
Maerkle Reservoir Floating Cover Replacement	13,055,000	-	-	-	-	-	-
Maerkle Reservoir Transmission Main	6,330,000	-	-	-	8,301,000	-	-
Miscellaneous Pipeline Replacements	7,838,366	-	1,730,000	2,690,000	2,800,000	3,000,000	40,970,000
Orion Center	6,650,399	-	139,010	-	-	-	-
Palomar Airport Waterline Realignment	525,000	475,000	-	-	-	-	-
Pressure Reducing Station Program	3,462,000	-	600,000	600,000	600,000	600,000	6,000,000
Rancho Carlsbad Groundwater Supply	-	-	-	-	-	-	1,750,000
Recycled Water Line - CWRP To Agua Hedionda Lagoon	1,632,594	-	-	-	-	-	-
Recycled Water Phase 3 - CWRP Expansion	3,517,276	-	-	-	-	-	-
Recycled Water Phase 3 - Pipelines	2,497,529	-	-	-	-	-	-
Recycled Water Phase 3 - Reservoir	690,000	290,000	-	-	-	-	-
Reservoir Repair And Maintenance Program	5,850,000	-	-	-	1,960,000	-	6,680,000
San Luis Rey Mission Basin Groundwater Supply	77,500	-	-	-	-	-	8,500,000
Santa Fe II Inlet Pipeline	495,000	-	-	2,370,000	-	-	-
SCADA Improvements	1,305,000	760,300	1,858,100	3,209,200	2,412,500	610,500	-
Tri-Agency Water Transmission Pipeline Replacement	6,455,000	-	-	-	-	-	-
Valley and Magnolia Complete Streets	71,000	-	-	-	-	-	-
Water Infrastructure Assessment Program	990,000	390,000	400,000	410,000	410,000	420,000	4,730,000
Water Loss Monitoring	300,000	50,000	50,000	100,000	100,000	100,000	1,000,000
Water Motorized Valve Install	485,000	-	-	-	-	-	-
Water Valve Repair/Replacement Program	5,990,000	-	930,000	940,000	960,000	960,000	10,760,000
Water, Recycled, And Sewer Master Plan	543,560	-	-	-	-	-	-
Total Project Expenditures	81,193,514	1,965,300	10,587,110	12,759,700	17,997,500	5,880,500	80,930,000
ENDING FUND BALANCE	N/A	11,044,621	7,639,140	2,063,683	(8,757,779)	(7,488,899)	(13,555,738)

WATER REPLACEMENT - RECYCLED							
	PRIOR YEARS	YEAR 1 2020-21	YEAR 2 2021-22	YEAR 3 2022-23	YEAR 4 2023-24	YEAR 5 2024-25	YEAR 6-15 2026-2035
BEGINNING FUND BALANCE (1)	N/A	13,381,272	11,668,372	9,621,272	8,254,772	7,077,172	6,034,172
REVENUES							
Transfer from Recycled Water Operating Fund		-	-	-	-	-	-
Total Revenues	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
Carlsbad Water Recycling Facility (Encina Capital Projects)	631,710	1,600,000	1,450,000	315,000	320,000	125,000	2,500,000
CWRP Irrigation And Landscape	175,000	(175,000)	-	-	-	-	-
Miscellaneous Pipeline Replacements	-	-	-	250,000	350,000	350,000	5,060,000
Orion Center	2,660,000	-	55,600	-	-	-	-
Recycled Water Infrastructure Assessment Program	650,000	-	50,000	50,000	50,000	50,000	590,000
Recycled Water Valve & Appurtenance Replacement Program	260,000	-	110,000	120,000	120,000	120,000	1,330,000
SCADA Improvements	357,500	287,900	381,500	631,500	337,600	398,000	-
Water, Recycled, And Sewer Master Plan	411,760	-	-	-	-	-	-
Total Project Expenditures	5,145,970	1,712,900	2,047,100	1,366,500	1,177,600	1,043,000	9,480,000
ENDING FUND BALANCE	N/A	11,668,372	9,621,272	8,254,772	7,077,172	6,034,172	(3,445,828)

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 FISCAL YEAR 2020-21

(Greater than \$10,000)

Department	Item Description	Quantity	One-Time Cost	
Communications / Local Cable Infrastructure	Council Chambers Audiovisual Upgrades		143,000	
	Communications/Local Cable Infrastructure Subtotal		\$143,000	
Golf Course	Facility Equipment		15,000	
	Facility Improvements		157,000	
	Golf Course Subtotal		\$172,000	
Fire	EKG Monitors	11	385,000	
	Fire Subtotal		\$385,000	
Fleet Replacement	Fire: MICU Ambulance	1	310,804	
	Fire: Small SUV	1	51,000	
	Fire: Intermediate SUV	1	87,487	
	Fire: Ladder Truck	1	1,525,000	
	Parks & Recreation: Boom Truck	1	165,482	
	Parks & Recreation: Stump Cut	1	70,000	
	Parks & Recreation: Chipper	1	47,000	
	Police: Mini Van	1	67,000	
	Police: Pickup Truck	1	50,000	
	Police: SUV	7	490,000	
	Public Works: Paint Truck	1	419,000	
	Public Works: Large Trailer	1	26,000	
	Public Works: Vacuum Trailer	1	62,226	
	Public Works: Dump Truck	1	165,569	
	Public Works: Utility Pickup Truck	1	62,000	
	Public Works Utilities: Jetter Trailer	1	69,530	
	Public Works Utilities: Skip Loader	1	82,200	
	Public Works Utilities: Compact Hybrid Sedan	1	29,000	
		Fleet Replacement Subtotal	24	\$3,779,298
	Public Works	Vehicle Outfitting: Water Operations	1	20,000
Vehicle Outfitting: Recycled Water Operations		1	15,000	
Vehicle Outfitting: Wastewater Operations		1	20,000	
Public Works Subtotal			\$55,000	
Information Technology Replacement	Firewalls	2	23,946	
	Citywide Infrastructure Replacements	4	72,695	
	Routers	1	16,883	
	Servers	7	71,418	
	Switches	9	173,165	
	Information Technology Subtotal		\$358,107	
Grand Total Major Capital Outlay			\$4,892,405	

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

OUT OF STATE TRAVEL BUDGET FISCAL YEAR 2020-21

Travel Description	Employees	Destination	2020-21 Budget
General Fund			
City Council			
Legislative Meetings	2	Washington, D.C.	3,000
Transforming Local Government Conference	2	TBD	3,000
National League of Cities	2	TBD	3,800
City Council Total			\$9,800
Police			
ICAC (reimbursed from ICAC)	2	TBD	3,600
CATO Conference	4	TBD	2,800
TacOps West Conference	4	TBD	1,800
California Homicide Investigators Association Conference	4	TBD	2,500
As-Needed Out of State Travel for Recruitment Purposes	1	Varies	20,000
IACP Conference	2	New Orleans, LA	3,500
IACP LEIT Conference	2	TBD	3,500
Benchmark Cities Conference	4	TBD	6,000
Police Total			\$43,700
Fire			
Fire Department Instructors Conference	3	Indianapolis, IN	8,500
International Code Council - Building & Fire Code Hearings	1	Rochester, NY	2,500
Seagrave - Final Inspection for Ladder Truck	4	Clintonville, WI	4,500
Seagrave - Final Inspection for Engine	4	Clintonville, WI	4,500
Lifeline - Final Inspection for Ambulance	2	Sumner, IA	3,000
Fire Total			\$23,000
General Fund Subtotal			\$76,500
Non General Fund Subtotal			\$0
Grand Total Out Of State Travel			\$76,500

FUND CLASSIFICATIONS AND DESCRIPTIONS

The financial operations of the city are organized into funds for which budgets are prepared. These funds are grouped into three major categories: Governmental, Proprietary, and Fiduciary.

Governmental Funds

Governmental funds are made up of the General Fund, Special Revenue Funds and Capital Project Funds.

The **General Fund (001)** is used to account for all financial resources necessary to carry out basic governmental activities of the city that are not accounted for in another fund. The General Fund supports essential city services such as police and fire protection, street maintenance, libraries, parks, and open space management.

Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for specified purposes.

Affordable Housing (133) – Collects fees generated from the Inclusionary Housing In-Lieu Fee and the sale of affordable housing credits that satisfy a developer’s inclusionary housing obligation as well as loan repayments from existing developments. With these funds, the city provides affordable housing programs and low income and homeless services support and financial assistance for residential developments that provide housing opportunities to low income households.

Agricultural Mitigation Fee (171) – The Agricultural Conversion Mitigation Fee program funds projects that improve agricultural lands for continued agricultural production, protect and enhance the coastal and lagoon environment, improve lagoon nature centers and restore beaches for public use.

Buena Vista Channel Maintenance District (163) – Ensures adequate funds are collected from property owners within the district to administer and maintain the Buena Vista Creek Channel from Jefferson Street east to the South Vista Way bridge.

Citizens Option for Public Safety (COPS) (123) – Supplemental Law Enforcement Services Funds to be spent providing “front line police services” such as anti-gang efforts, crime prevention, juvenile justice programs

Community Activity Grants (150) – Provides city funded grants to community service groups.

Community Development Block Grant (391) – Federal funds provided to the city to develop viable urban communities through the provision of decent housing, a suitable living environment and by expanding economic opportunities for lower income persons.

Cultural Arts Donations (148) – Funds used to promote and support the programs and activities of the city’s Cultural Arts Office.

Flower Fields Grant Program (170) – A grant program to support the preservation and enhancement of the Carlsbad Flower Fields.

Habitat Mitigation Fee (172) – Funding for conservation of certain parcels totaling approximately 300 acres which lie in the unincorporated area to the southeast of Carlsbad and which are essential to the biological viability of the Habitat Management Plan.

Library Gifts & Bequests (145) – Includes Friends of the Library annual donations, Library and Arts Endowments and Library Gifts and Bequests. Donations are used to support Library programming and activities.

Lighting and Landscaping District No. 2 (164) – This maintenance and assessment district funds the costs of streetlights, street trees and medians within the district boundaries covering newer developments in the city.

Local Cable Infrastructure (138) – Funds used for the associated capital costs of the city’s own cable channel and other city outreach and communications programs, franchise fees from cable and internet providers make up the revenue for this fund.

Median Maintenance District (161) – Provides landscape and irrigation maintenance for approximately 68 acres of median planters and nine acres of developed parkways, including the Downtown Carlsbad Village area.

Police Asset Forfeiture (122) – Funds received from the police department’s drug enforcement activities which are restricted for use in supporting police activities including the acquisition of equipment, supplies or services.

Public Safety Grants (124) – Used to purchase equipment, supplement staffing costs, and assist with training.

Recreation Donations (140) – Donations that provide a way to give financial support to very low-income individuals and families to participate in Parks & Recreation programs.

Rental Assistance/Section 8 Program (190) – Federal funding that provides funding to cities to provide vouchers to help low income residents pay rent.

Senior Program Donations (143) – These donations provide nutrition, transportation, activities, events and other programs benefiting Carlsbad's senior population.

Street Lighting Maintenance District (162) – The street lighting maintenance assessment district provides funding for the operation and maintenance of all city accepted streetlights within the public right-of-way.

Street Tree Maintenance District (160) – The street tree maintenance assessment district provides partial funding for the operation and maintenance to all city accepted street trees within the public right-of-way, including specialized maintenance for street trees in the Downtown Carlsbad Village area.

Capital Project Funds are used to account for specific revenues that are restricted to expenditures for capital project purposes.

Bridge and Thoroughfare District Number 2 (BTD#2) (362) – Developer fees are paid to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

Bridge and Thoroughfare District Number 3 (BTD#3) (363) – Developer fees are paid to partially fund Cannon Road improvements.

[Community Facilities District No. 1 \(CFD#1\) \(430\)](#) – (Mello-Roos) funds civic projects, I-5 interchange projects, and road segments.

[Gas Tax \(152\)](#) – Gas Tax revenues for street projects are received under the Streets & Highways Code of the State of California.

[Gas Tax Road Maintenance and Rehabilitation \(153\)](#) – 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 \(GCC\) \(300\)](#) – General Capital Construction funds, created through fund transfers from the city's General Fund, are used to fund various municipal and other capital projects.

[Grants-Federal \(392\)](#) – Federal Grants such as Highway Bridge Program funding.

[Industrial Corridor Park Fees \(334\)](#) – Fees paid by development in Local Facilities Management Zones 5, 13, 16, 17 and 18 to fund a Business Park Recreational Facility in the city's industrial corridor.

[Infrastructure Replacement \(IRF\) \(370\)](#) – Annual transfers from the General Fund to pay for major maintenance and replacement of the city's infrastructure.

[Park in-Lieu Fees \(PIL\) \(330-333\)](#) – Park-in-Lieu Fees are charged to developers for park acquisition and development. PIL fees are segregated by quadrant to fund park projects in those quadrants.

[Parking in-Lieu Fees \(315\)](#) – Funding collected by new developments in Carlsbad Village that do not provide adequate parking facilities for use in construction of future parking facilities and improvements.

[Planned Local Drainage Area Fees \(PLD\) \(350-353\)](#) – Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees. PLD fees are segregated by drainage area.

[Public Facilities Fees \(PFF\) \(320\)](#) – Public Facilities Fees are charged to developers to fund civic facilities, park development, streets, traffic signals, and other facilities.

[Transportation Development Act \(TDA\) \(380\)](#) – City street and bicycle projects can receive funding from Transportation Development Act sales tax receipts.

[Traffic Impact Fees \(TIF\) \(310\)](#) – Developer Traffic Impact Fees are used for various street construction and improvement projects.

[TransNet \(342\)](#) – Receipts of county sales taxes allocated by the San Diego Regional Transportation Commission to finance various bicycle, freeway interchange and local road improvement projects.

Proprietary Funds

Proprietary funds are Internal Service Funds and Enterprise Funds.

Internal Service Funds are used to account for operations internal to the city where the intent is that the cost of providing services to the city department is financed primarily through department user charges.

Workers' Compensation (611) – Management of workers' compensation insurance and claims.

Risk Management (612) – Management of vehicle and city liability insurance.

Self-Insured Benefits (613) – Used to pay dental insurance administration fees and claim expenses for all employees as well as a portion of retiree post-employment health benefits.

Vehicle Maintenance (620) – Vehicle maintenance and operations of citywide fleet, including gas and oil charges.

Vehicle Replacement (621) – Funding for the replacement of vehicles currently in operation, based on the expected replacement cost at the end of vehicles useful life.

Information Technology Maintenance (640) – Maintenance and operations of citywide technology assets.

Information Technology Replacement (641) – Funding for the replacement of current technology assets based on the expected replacement cost at the end of the anticipated useful life.

Enterprise Funds are used to account for operations that are financed and operated similar to a private business where the intent is that the cost of providing services to the public is financed primarily through user charges.

Potable Water Operations (501) – Carlsbad Municipal Water District (CMWD), a subsidiary of the city, provides potable water service to approximately 85 percent of the city.

Potable Water Connection (506) – Development fees include Major Facility Fees used to fund expansion of potable water lines and ancillary water facilities.

Potable Water Replacement (505) – Water Replacement funds are included in water utility rates and pay for the repair and replacement of existing potable water lines and facilities.

Recycled Water Operations (502) – Funds used to operate and maintain critical infrastructure systems and to provide the safe delivery of conservation outreach and treated irrigation water.

Water Connection-Recycled (507) – Revenues used to fund new Recycled Water projects; revenues for Phase III expansion includes grant and loan funds.

Water Replacement-Recycled (508) – Recycled Water Replacement funds are included in utility rates and pay for the repair and replacement of existing recycled water lines and facilities.

Wastewater Operations (511) – The city operates and maintains a sanitary wastewater collection system, which covers approximately 65 percent of the geographic area of the city.

Wastewater Connection (512) – Development fees include Sewer Connection charges for expansion of sewer lines and facilities.

Wastewater Replacement (515) – Sewer Replacement is part of sewer user fees and pays for repair and replacement of the city's existing sewer system.

Solid Waste Management (520) – Administers and monitors the solid waste contract and the Palomar Transfer Station agreement and is responsible for ensuring the waste reduction and recycling components of the Source Reduction and Recycling Element and Household Hazardous Waste Element comply with state mandated diversion and disposal requirements.

Watershed Protection (521) – Fund dedicated to providing programs which enable stewardship of the city's resources protecting our beaches, creeks, and lagoons.

The Crossings Golf Course (572) – Funds used to cover the operations of the city's municipal golf course.

Fiduciary Fund

Fiduciary funds are private purpose trust funds used to account for situations where the city's role is purely custodial, such as the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments.

Successor Agency to the Redevelopment Agency (801) – Responsible for administering enforceable obligations of the former Carlsbad Redevelopment Agency (RDA) including administration of housing loans and other debt obligations, completing existing projects and ultimately to wind down RDA operations over time.



DEPARTMENT/FUND RELATIONSHIP

Fund	Budget Program						
	Police Department	Fire Department	Public Works	Community Services	Administrative Services	Policy & Leadership	Capital Projects
General	X	X	X	X	X		
Special Revenue							
Affordable Housing			X				
Agricultural Mitigation Fees			X				
Buena Vista Channel Maintenance District		X					
Citizens Option for Public Safety	X						
Community Development Block Grant				X			
Cultural Arts Donations				X			
Flower Fields Grant Program				X			
Habitat Mitigation Fee				X			
Library Gifts & Bequests				X			
Lighting & Landscaping District No. 2			X				
Local Cable Infrastructure						X	
Median Maintenance District				X			
Police Asset Forfeiture	X						
Public Safety Grants	X	X					
Recreation Donations				X			
Rental Assistance/Section 8 Program				X			
Senior Program Donations				X			
Street Lighting Maintenance District			X				
Street Tree Maintenance District				X			
Capital Project							
Bridge & Thoroughfare District No. 2							X
Bridge & Thoroughfare District No. 3							X
Community Facilities District No. 1							X
Gas Tax							X
Gas Tax Road Maintenance and Rehabilitation							X
General Capital Construction							X
Grants-Federal							X
Industrial Corridor Park Fees							X
Infrastructure Replacement							X
Park-in-Lieu Fees							X

Fund	Budget Program						
	Police Department	Fire Department	Public Works	Community Services	Administrative Services	Policy & Leadership	Capital Projects
Capital Project (continued)							
Parking-in-Lieu Fees							X
Planned Local Drainage Area Fees (PLD)							X
Public Facilities Fees							X
Transportation Development Act (TDA)							X
Traffic Impact Fees (TIF)							X
TransNet							X
Internal Service							
Workers' Compensation					X		
Risk Management					X		
Self-Insured Benefits					X		
Vehicle Maintenance			X				
Vehicle Replacement			X				
Information Technology Maintenance					X		
Information Technology Replacement					X		
Enterprise							
Potable Water Operations			X				
Potable Water Connection			X				
Potable Water Replacement			X				
Recycled Water Operations			X				
Water Connection-Recycled			X				
Water Replacement-Recycled			X				
Wastewater Operations			X				
Wastewater Connection			X				
Wastewater Replacement			X				
Solid Waste Management			X				
Watershed Protection			X				
The Crossings Golf Course				X			
Fiduciary							
Successor Agency to the Redevelopment Agency				X			

GLOSSARY

A

Accrual Basis of Accounting – A method of accounting by which transactions are recognized when they occur, regardless of the timing of cash receipts and disbursements.

Accounting System – The collective set of records and procedures used to record, classify, and report information on the financial status and operations of the city. The city currently uses SunGard's IFAS (Integrated Financial Accounting System software).

Accounts Payable – Amounts owed by the city to external entities for goods and services received.

Accounts Receivable – Amounts due to the city from external entities for goods and services furnished.

Adopted Budget – The title of the budget following its formal adoption by resolution of the City Council.

Ad Valorem – In proportion to value, a basis for levy of taxes on property.

Appropriation – The legal authorization by the City Council to make expenditures and incur obligations for specific purposes. An appropriation is usually limited in the amount and the time in which it may be expended.

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.

Asset Management – Lifecycle management of an infrastructure asset to provide the required level of service in the most cost-effective manner. Activities include project concept development or planning, design and construction, commissioning, operations and maintenance, repair, replacement, upgrade, restoration, modernization or refurbishment and decommissioning or disposal.

Audit, external – An examination of city records and accounts by an external source to check their validity and accuracy. A systematic collection of the sufficient, competent evidential matter needed to attest to the fairness of management's assertions in the financial statements or to evaluate whether management has efficiently and effectively carried out its responsibilities.

Audit, internal – An examination of city records and/or processes by an internal source to provide an assessment in order to improve the economy, efficiency and effectiveness of city government.

B

Balanced Budget – A budget in which planned expenditures do not exceed planned funds available. For budgeting purposes, the use of contingency reserves or use of fund balance will be considered revenue in defining a balanced budget.

Beginning/Ending Fund Balance – Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

Bond – A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Branch – In the organization structure of the city, the Branch is the highest level and refers to Administrative Services, Community Services, Public Works, Policy and Leadership, or Public Safety.

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.

Budget Adjustment – This is a supplemental increase or decrease to the approved budget approved by the City Council via a resolution or meeting minute motion.

Budget Calendar – The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget Document – The official written statement prepared by the Finance Department and supporting staff, which represents the proposed budget to the legislative body.

C

Capital Assets – Purchases or acquisitions of assets with an initial individual cost of more than \$10,000 and an estimated useful life in excess of one year. Categories include: land, buildings, equipment, infrastructure assets (roads, bridges, traffic signals, water and sewer systems, drainage systems) and other similar categories. Intangible assets such as computer software with an initial cost of more than \$100,000 and an estimated useful life in excess of one year is also classified as a capital asset.

Capital Improvement Program – A multi-year financial plan containing proposed construction of physical assets such as park, street, water, sewer and recreation facilities. This program has identified all projects which are the responsibility of the city between the present to buildout.

Capital Project Funds – Funds that are utilized to account for resources used for the acquisition and construction of capital facilities by the city, with the exception of those assets financed by proprietary funds.

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.

Carryover/Carryforward – The approved use of prior year funds to cover obligations incurred in the prior year, but not disbursed until the current year.

Community Development Block Grant (CDBG) – Funds allocated to local government from the federal government, usually through a local clearinghouse based on a formula, but required to be applied for and used within a broad functional area such as community development.

Community Facilities District (CFD) – A designated area for specific capital improvements installed by the city or a developer, or the maintenance of the same. The property owners receiving the benefit of the improvements pay an assessment on their property tax bills.

Comprehensive Annual Financial Report (CAFR) – Audited financial statements submitted to the Mayor, City Council, and City Manager by the Finance Director on an annual basis.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The change in this index from year to year is used to measure the cost of living and economic inflation.

Cost Allocation – A method used to charge General Fund overhead costs to other funds, such as Enterprise funds and Internal Service funds.

D

Debt Service – The payment of principal and interest on borrowed funds such as bonds.

Deficit – When the expenditures of a government are greater than its taxes and other revenues.

Deferred Maintenance – A backlog of needed repairs to city facilities including facility maintenance, painting and structural repairs.

Department – An organizational unit comprised of programs or divisions. Examples include the Police Department, Library Department, and Human Resources Department.

Depreciation – The expense incurred with the expiration of a capital asset.

Development Impact Fee (DIF) – Fees generated by development applications to offset the effect of development on city infrastructure.

Direct Costs – Operational expenditures exclusive to a specific service or program.

Discretionary Revenue – Revenue received or collected which is not restricted in use and can be used for any city expenditure.

Division – In the organization structure of the city, the division is subunit within a department. Each branch is broken down to departments, such Community Services branch being broken down into departments including Library and Cultural Arts. The Library and Cultural Arts Department is then broken down into divisions, such as the Children’s division.

E

Encumbrance – A legal obligation to pay funds, an expenditure of which has not yet occurred. The designation or reserving of funds to buy an item or service.

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 funds are supported directly by fees and charges to users such as sewer services, and are intended to be entirely self-supported.

Estimated Revenue – The revenue projected or estimated to be received during the fiscal period shown.

Expenditure – The actual spending of funds set aside by appropriation for identified goods and services.

F

Fee – A general term used for any charge levied by government for providing a service or permitting an activity.

Fines & Forfeitures – Revenues received and/or bail monies forfeited upon conviction of a misdemeanor or municipal infraction.

Fiscal Year – 12-month period designated as the budget year. The City of Carlsbad's fiscal year is July 1 to June 30.

Fringe Benefits – This consists of the costs to provide employee benefits that include insurance and retirement and other miscellaneous benefits.

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. One full-time position equates to 2,080 annual hours, and two employees each working 1,000 annual hours equals 1.0 full-time equivalent employee.

Full Time Position – A position whereby the employee works a full schedule as defined by the city, receives the benefits for full-time employees, and is covered by employment laws. One full-time position equates to 2,080 annual hours.

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, or the excess of an entity's assets over its liabilities. A negative fund balance is sometimes referred to as a deficit.

G

GANN Appropriation Limit – This term refers to Article XIII B of the California State Constitution that places limits on the amount of proceeds from taxes that state and local government agencies can receive and spend each year.

Generally Accepted Accounting Principles (GAAP) – A combination of authoritative standards (set by policy boards) and the commonly accepted ways of recording and reporting accounting information. GAAP aims to improve the clarity, consistency and comparability of the communication of financial information.

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, Parks & Recreation and Police.

General Plan – City decision-makers rely on the General Plan for making decisions about land use and providing public facilities like roads, parks, and fire stations. It is also a policy document that guides decisions related to protecting, enhancing, and providing those things the community values most, such as open space, habitat conservation, beach preservation, arts and community character. All cities and counties in California are required by law to have a General Plan.

Governmental Accounting Standards Board (GASB) – The Governmental Accounting Standards Board establishes and improves standards of states and local governmental accounting and financial reporting that will result in useful information for users of financial reports and guide and educate the public, including issuers, auditors, and users of those financial reports.

Government Finance Officers Association (GFOA) Distinguished Budget Award – Recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff and elected officials of recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide and as a communication device.

Grant – Contributions of cash or other assets from another 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.

I

Indirect Cost – Costs that are essential to the operation of the city but not exclusive to any specific service or program. Indirect costs are primarily associated with support departments such as City Clerk, City Attorney, City Administration, Human Resources, and Finance.

Infrastructure – Public domain fixed assets including roads, curbs, gutters, sidewalks, drainage systems, lighting systems and other items that have value only to the city.

Interest Expense – Interest costs paid on loans and bonds.

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. Charges are allocated based on various usage formulas.

Investment – Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals and base payments.

Investment Policy – A City Council adopted policy identifying permitted investments of the city's idle cash.

L

Long-Term Debt – Debt with a maturity of more than one year after the date of issue.

M

Mandated Program – A requirement by the State or Federal government that the city perform a task, perform a task a particular way or perform a task to meet a particular standard, often without compensation from the higher level of government.

Maintenance and Operations – A general category used for classifying expenditures for materials, supplies, and services that are normally used within the fiscal year.

Memorandum of Understanding – A document detailing the outcomes of labor negotiations between the city and its various bargaining units.

Modified Accrual Basis of Accounting – A method of accounting in which revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Municipal – In its broadest sense, an adjective which denotes the state and all subordinate units of government. In a more restricted sense, an adjective which denotes a city or village as opposed to other local governments.

Municipal Code – A collection of ordinances approved by City Council.

O

One-time Expenditures and/or Revenues – These are expenditures and/or revenues for one-time projects or services. After the project or service is completed, expenditures and/or revenues are terminated and are not considered part of the budget for the following 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.

Ordinance – A formal legislative enactment by the City Council.

Object Code – Refers to the specific expense or revenue category within the accounting structure. Object codes are four digits, such as 6300 for part-time salaries.

Organization Key (Org key) – Refers to the specific assigned org key in the accounting structure. Each division has multiple organization (org) keys to refer to each program. Org keys are seven digits, the first three digits reference the fund and the next four digits reference the program. For example, 0012210 refers to Fire Administration, which is within the General Fund (001).

P

PERS – CalPERS, Public Employees Retirement System provided for employees in the State of California.

Personnel – Costs associated with providing the staff necessary to provide the desired levels of services. Included are both salary and benefit costs.

Preliminary Budget – The title of the budget prior to its formal adoption by resolution of the City Council.

Program Revenue – Revenues generated by a given activity.

R

Reserves – A separate fund balance classification maintained for restricted use, i.e., fiscal sustainability or economic stabilization; or for unrestricted use to protect the city from emergencies or unanticipated expenditures.

Resolution – A special order of the City Council that requires less legal formality than an Ordinance.

Revenues – Amount of funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

S

Special Assessment – A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

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. These funds are used to account for the revenue derived from specific taxes or other earmarked revenue sources (other than for major capital projects) that are restricted by law or administrative action to expenditures for specified purposes.

Successor Agency – A designated successor entity to the former redevelopment agency, given all authority, rights, powers, duties, and obligations previously vested with the former redevelopment agency per AB 1X 26.

Surplus – When revenues exceed expenditures in a given fiscal year.

T

Taxes – Mandatory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.

Transfers – Legally authorized financial transaction occurring between a fund receiving revenue to the fund through which the resources are to be expended.

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

RESOLUTION NO. 2020-127

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2020-21 FOR THE CITY OF CARLSBAD AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the proposed final Operating Budget and Capital Improvement Program for fiscal year (FY) 2020-21 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 2020-21 Preliminary Operating Budget and FY 2020-21 to FY 2034-35 Capital Improvement Program – Preliminary" as amended, if necessary, in accordance with Exhibits 3A through 3C attached and incorporated by reference, are adopted as the final Operating and Capital Improvement Budgets for the City of Carlsbad for FY 2020-21 along with the program options and/or adjustments, if any, determined by the City Council as set forth in the minutes of the City Council meeting of Tuesday, June 23, 2020.
3. That the amounts reflected as estimated revenues for FY 2020-21 as shown in Exhibits 3A and 3B are adopted as the budgeted revenues for FY 2020-21.
4. That the amounts designated as the FY 2020-21 Budget request in Exhibits 3A and 3B are appropriated to the department or fund for which they are designated and such appropriation shall not be increased except as provided in this resolution.
5. That total appropriations for each fund may only be increased or decreased by the City Council by passage of a resolution amending the budget except as provided in this resolution.

6. That the following controls are placed on the use and transfer of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the City Council or City Manager as described below.

i. The City Manager may authorize all transfers of funds from account to account within any department.

ii. The City Manager may authorize transfers of funds between 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 City Council's

Contingency Account.

B. The City Council must authorize any increase in the number of authorized permanent personnel positions above the level identified in Exhibit 3C.

C. The City Manager may authorize the hiring of temporary or part-time staff as necessary within the limits imposed by the controls listed above.

7. That the legal level of budgetary control is the fund level. Budgets may not legally be exceeded at the fund level without appropriate authorization by the City Council.

8. That interest earned on grants may be appropriated during the year for the purpose for which the grant was received.

9. That all appropriations in the Capital Improvement Program remaining unexpended at June 30, 2020, are appropriated to FY 2020-21. Unexpended appropriations will remain in their respective project budgets.

10. That all appropriations in the Operating Budget remaining unexpended at June 30, 2020 related to developer deposits received for developer funded studies not yet completed, previously appropriated funding in the Innovation Fund or grant awards received or expected for projects that are continuing into the next fiscal year are appropriated to FY 2020-21.

11. That all appropriations for outstanding encumbrances as of June 30, 2020, are continued into FY 2020-21 for such contracts or obligations.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

AYES: Hall, Blackburn, Bhat-Patel, Schumacher.

NAYS: None.

ABSENT: None.



MATT HALL, Mayor



BARBARA ENGLERSON, City Clerk

(SEAL)



RESOLUTION NO. 1641

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD MUNICIPAL WATER DISTRICT, ADOPTING THE WATER DISTRICT'S FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2020-21 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District has reviewed the proposed final Operating Budget and Capital Improvement Program for Fiscal Year (FY) 2020-21 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 2020-21 Preliminary Operating Budget and FY 2020-21 to FY 2034-35 Capital Improvement Program - Preliminary," as amended, if necessary, in accordance with Exhibits 4-A and 4-B attached and incorporated by reference, are adopted as the final Operating and Capital Improvement Budgets for the Carlsbad Municipal Water District for the FY 2020-21 along with any program options and/or adjustments determined by the Board of Directors as set forth in the minutes of the Board of Director's meeting of Tuesday, June 23, 2020.
3. That the amounts reflected as estimated revenues for FY 2020-21 are adopted as the budgeted revenues for FY 2020-21.
4. That the amounts designated as FY 2020-21 Budget in Exhibits 4-A and 4-B are appropriated to the fund for which they are designated and such appropriation shall not be increased except as provided in this resolution.
5. That total appropriations may only be increased or decreased by the Board of

Directors by passage of a resolution amending the budget except as provided in this resolution.

6. That the following controls are placed on the use and transfer of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Board of Directors or Executive Manager as described below.

i. The Executive Manager may authorize all transfers of funds from account to account within the same fund 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, 2020 are continued into FY 2020-21 for such contracts and obligations.

8. All appropriations for Capital Improvement Projects remaining unexpended at June 30, 2020, are appropriated for such capital projects for FY 2020-21.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

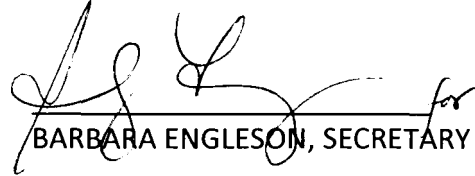
AYES: Hall, Blackburn, Bhat-Patel, Schumacher.

NAYS: None.

ABSENT: None.



MATT HALL, PRESIDENT



BARBARA ENGLESON, SECRETARY

(SEAL)



RESOLUTION NO. 547

A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY FOR FISCAL YEAR 2020-21 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

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 fiscal year (FY) 2020-21; 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 2020-21 Preliminary Operating Budget and FY 2020-21 to FY 2034-35 Capital Improvement Program – Preliminary," as amended, if necessary, in accordance with Exhibit 5A attached and incorporated by reference, are adopted as the final Operating Budget for the Carlsbad Housing Authority Section 8 Programs for FY 2020-21, along with any program options and/or adjustments, if any, determined by the Commission as set forth in the minutes of the Commission's meeting of Tuesday, June 23, 2020, and that all funding for planning and administrative expenses have been determined to be necessary and appropriate for implementation of the Carlsbad Housing Authority's activities in FY 2020-21.
3. That the amounts reflected as estimated revenues for FY 2020-21 are adopted as the budgeted revenues for FY 2020-21.
4. That the amount designated as FY 2020-21 Budget request in Exhibit 5A is

appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided in this resolution.

5. That the following controls are placed on the use and transfer of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Commission or Executive Director as described below.

i. The Executive Director may authorize all transfers of funds from account to account within the same fund 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 appropriations for any state or federal grant funds in the Operating Budget remaining unexpended at June 30, 2020, are appropriated to FY 2020-21.

7. That all outstanding encumbrances as of June 30, 2020, are continued into FY 2020-21 for such contracts and obligations.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

AYES: Hall, Blackburn, Bhat-Patel, Schumacher.

NAYS: None.

ABSENT: None.



MATT HALL, CHAIRPERSON



SCOTT CHADWICK, SECRETARY

(SEAL)



RESOLUTION NO. 81

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD PUBLIC FINANCING AUTHORITY ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM OF THE CROSSINGS AT CARLSBAD MUNICIPAL GOLF COURSE FOR FISCAL YEAR 2020-21 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the Board of Directors of the Carlsbad Public Financing Authority has reviewed the proposed final Operating Budget and Capital Improvement Program for fiscal year (FY) 2020-21; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final budgets.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Carlsbad Public Financing Authority as 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 2020-21 Preliminary Operating Budget and FY 2020-21 to 2034-35 Capital Improvement Program – Preliminary," as amended, if necessary, in accordance with Exhibit 6A attached and incorporated by reference, are adopted as the final Operating and Capital Improvement Budgets for the Crossings at Carlsbad Municipal Golf Course for FY 2020-21, 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's meeting of Tuesday, June 23, 2020.
3. That the amounts reflected as estimated revenues for FY 2020-21 are adopted as the budgeted revenues for FY 2020-21.

4. That the amount designated as FY 2020-21 Budget request in Exhibit 6A is appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided in this resolution.

5. That the following controls are placed on the use and transfer of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Board of Directors or designee, as described below.

i. The City Manager, as Executive Director of the Carlsbad Public Financing Authority, may authorize all transfers of funds from account to account within the same fund 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, 2020, are continued into FY 2020-21 for such contracts and obligations.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

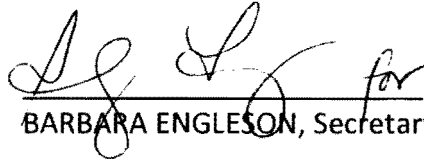
AYES: Hall, Blackburn, Bhat-Patel, Schumacher.

NAYS: None.

ABSENT: None.



MATT HALL, President



BARBARA ENGLESON, Secretary

(SEAL)



RESOLUTION NO. 2020-128

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA ACTING AS SUCCESSOR AGENCY FOR THE CARLSBAD REDEVELOPMENT AGENCY, ADOPTING THE FINAL OPERATING BUDGET OF THE SUCCESSOR AGENCY AND ENFORCEABLE DEBT OBLIGATIONS OF THE CITY OF CARLSBAD'S REDEVELOPMENT OBLIGATION RETIREMENT FUND FOR FISCAL YEAR 2020-21 AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR BUDGET FUNDS

WHEREAS, the City Council of the City of Carlsbad, California has been designated as the Successor Agency for the Carlsbad Redevelopment Agency (Successor Agency) and, as such, is responsible for the administrative responsibilities required to complete the work of the former Carlsbad Redevelopment Agency and repay all enforceable debt obligations; and

WHEREAS, the Successor Agency and the appointed Oversight Board have reviewed the proposed Operating Budget for the Successor Agency and previously approved the enforceable debt obligations to be repaid from the Redevelopment Obligation Retirement Fund for fiscal year (FY) 2020-21; and

WHEREAS, the Successor Agency finds that the proposed Operating Budget for the Agency and the Oversight Board approved enforceable debt obligations of the Redevelopment Obligation Retirement Fund are consistent with the Recognized Obligation Payment Schedule prepared by the Successor Agency and approved by the Oversight Board; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budget.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad acting as Successor Agency for the Carlsbad Redevelopment Agency as follows:

1. That the above recitations are true and correct.

2. That certain documents now on file in the office of the Carlsbad City Clerk entitled "City of Carlsbad, FY 2020-21 Preliminary Operating Budget and FY 2020-21 to 2034-35 Capital Improvement Program – Preliminary," as amended, if necessary, in accordance with Exhibit 7A attached and incorporated by reference, are adopted as the final Operating Budget for the Successor Agency and the enforceable debt obligations of City of Carlsbad's Redevelopment Obligation Retirement Fund for FY 2020-21, along with any program options and/or adjustments, if any, determined by the Successor Agency as set forth in the minutes of the Successor Agency's meeting of Tuesday, June 23, 2020.

3. That the amounts reflected as estimated revenues for FY 2020-21 are adopted as the budgeted revenues for FY 2020-21.

4. That the amount designated as FY 2020-21 budget request in Exhibit 7A is appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided in this resolution.

5. That the following controls are placed on the use and transfer of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Successor Agency or designee, as described below.

i. The City Manager may authorize all transfers of funds from account to account within the same fund in an amount up to \$100,000 per transfer.

ii. The City Manager may delegate the authority to make budget transfers and adjustments.

iii. The City Manager may authorize budget adjustments involving offsetting revenues and expenditures; the City Manager is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific

purpose, and is approved in advance by the Oversight Board.

B. The Successor Agency must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The City Manager may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above and subject to the Operations Budget for the Successor Agency.

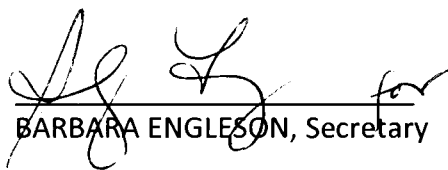
6. That all outstanding encumbrances as of June 30, 2020, are continued into FY 2020-21 for such contracts and obligations, as approved by the Oversight Board.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

AYES: Hall, Blackburn, Bhat-Patel, Schumacher.
NAYS: None.
ABSENT: None.



MATT HALL, President



BARBARA ENGLESON, Secretary

(SEAL)



RESOLUTION NO. 2020-129

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, ESTABLISHING THE FISCAL YEAR 2020-21 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 (FY) 2020-21 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, establishes and adopts the FY 2020-21 appropriation limit of five hundred and nine million, nine thousand, four hundred and forty eight dollars (\$509,009,448) as computed in the attached Exhibit 8-A.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

AYES: Hall, Blackburn, Bhat-Patel, Schumacher.

NAYS: None.

ABSENT: None.



MATT HALL, President



BARBARA ENGLESON, Secretary

(SEAL)



RESOLUTION NO. 2020-130

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 as shown in Exhibit 9A and 9B are adopted.
3. The City Council 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 fees 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 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 its 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 Sept. 1, 2020; not sooner than 60 days after adoption in accordance with California Government Code Section 66017 for development-related service fees and development impact fees.

6. Per the contract with Waste Management, changes to the recycling and trash fees as shown in Exhibit 9B shall become effective on July 1, 2020.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

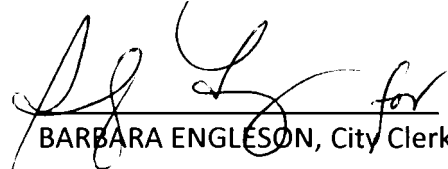
AYES: Hall, Blackburn, Bhat-Patel, Schumacher.

NAYS: None.

ABSENT: None.



MATT HALL, Mayor



BARBARA ENGLERSON, City Clerk

(SEAL)



RESOLUTION NO. 2020-131

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE CITY OF CARLSBAD'S SHARE OF THE FISCAL YEAR 2020-21 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 2020-21 Operating Budget of the EWA as approved by the JAC on April 22, 2020, in the amount of \$4,145,972 for Wastewater Plant Operations, \$953,505 for Wastewater Plant Operations pension pay-down (year two of three), \$1,392,864 for the Carlsbad Water Recycling Facility Operations, and \$256,601 for Carlsbad Water Recycling Facility Operations pension pay-down (year two of three) is approved.
3. That the City of Carlsbad's estimated share of the FY 2020-21 Capital Budget of

the EWA as approved by the JAC on April 22, 2020, in the amount of \$6,757,574 for Wastewater Plant Capital and \$1,600,000 for Carlsbad Water Recycling Facility Capital is approved.

4. That the City Manager, or his/her designee, is authorized to approve appropriations to the EWA estimated budgets listed above based on the City of Carlsbad's actual share of the EWA budget.

5. That all outstanding operating encumbrances as of June 30, 2020 are continued into FY 2020-21 for such contracts and obligations.

6. That all capital improvement program budget appropriations and outstanding encumbrances as of June 30, 2020 are continued into FY 2020-21 for such contracts and obligations.

7. That the City Manager, or his/her designee, is authorized to make payment on behalf of the City of Carlsbad to EWA in accordance with the budget as approved by the JAC pursuant to the Encina Agreement.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

AYES: Hall, Blackburn, Bhat-Patel, Schumacher.

NAYS: None.

ABSENT: None.



MATT HALL, Mayor

ATTEST:


BARBARA ENGELSON, City Clerk
(SEAL)

RESOLUTION NO. 2020-132

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, DETERMINING THAT THE FISCAL YEAR 2020-21 CAPITAL IMPROVEMENT PROGRAM BUDGET IS CONSISTENT WITH THE GENERAL PLAN AND CLIMATE ACTION PLAN

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the Capital Improvement Program for fiscal year (FY) 2020-21 and has held such public hearings as are necessary prior to adoption of the Capital Improvement Program Budget; and

WHEREAS, on June 23, 2020, the City Council reviewed for consistency with the General Plan goals and policies for the capital projects receiving an allocation of funds for FY 2020-21 pursuant to Carlsbad Municipal Code Section 2.24.040(B); and

WHEREAS, the City Council also reviewed the FY 2020-21 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, the City Council considered all factors relating to the City Council's 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 2020-21 is consistent with the General Plan based on the following findings:
 - a) The capital projects are consistent with the goals and policies of the city's General Plan in that they enhance the city's character and image by balancing development with open

space, by providing for the recreational and community needs of a wide variety of users in an established area, and by improving and expanding the city’s circulation system.

b) The capital projects are consistent with applicable goals and policies of the Open Space, Conservation and Recreation Element of the General Plan, as described in Attachment 11A.

c) The capital projects are consistent with, and support the Climate Action Plan greenhouse gas reduction measures and actions, as described in Attachment 11A.

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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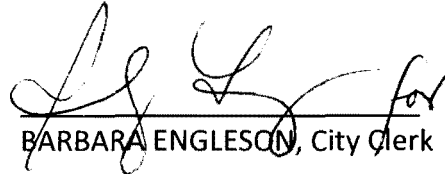
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the 23rd day of June, 2020, by the following vote to wit:

AYES: Hall, Blackburn, Bhat-Patel, Schumacher.
NAYS: None.
ABSENT: None.



MATT HALL, Mayor



BARBARA ENGLESON, City Clerk

(SEAL)

