

FISCAL YEAR
2022-23
BUDGET



Operating Budget | Capital Improvement Program
Strategic Digital Transformation Investment Program



PRELIMINARY
BUDGET
FISCAL YEAR **2022–23**

Operating Budget | Capital Improvement Program
Strategic Digital Transformation Investment Program

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OPERATING BUDGET OVERVIEW

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



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

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

Information about the city's approach to planning for and funding digital transformation efforts throughout the city is included in the Strategic Digital Transformation Investment Program section which will be brought to City Council on June 7, 2022 and included in the Final Adopted Budget.

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

OPERATING BUDGET REVENUE SUMMARY

The Operating Budget for fiscal year 2022-23 totals \$342.2 million, with revenues for the year estimated at \$339.8 million. General Fund revenues are estimated at \$198.8 million and General Fund budgeted expenditures are \$198.3 million, which includes \$2.7 million in one-time expenditures funded from General Fund revenues to operationalize the City Council’s goals and priorities. Excluding the one-time expenditures, the General Fund budgeted operating expenditures are \$195.6 million.

Revenue estimates for the Operating Budget indicate the city will receive a total of \$339.8 million in fiscal year 2022-23, a change of 0.04% or \$0.1 million above the estimated fiscal year 2021-22 revenues. General Fund revenues are expected to increase by \$20 million compared to the prior year’s adopted revenues and decrease \$6.2 million or 3% compared to fiscal year 2021-22 estimates. Special Revenue funds are projected to decrease by 4.0% or \$0.7 million over fiscal year 2021-22 estimates. Enterprise Fund revenues are projected to increase by 5.6% or \$4.7 million in the upcoming fiscal year. Internal service funds are increasing consistently with service level additions in other departments. The Successor Agency Housing Trust revenues are expected to decrease by \$0.6 million as the loan owed to the General Fund was fully repaid by the end of fiscal year 2020-21. More detailed information on the city’s revenue sources is provided in the following discussion.



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

REVENUE SUMMARY BY FUND TYPE
(in Millions)

Fund	Estimated 2021-22	Budgeted 2022-23	\$ Change	% Change
General Fund	\$ 204.9	\$ 198.8	\$ (6.2)	-3.0%
Special Revenue	18.7	17.9	(0.7)	-4.0%
Enterprise	84.8	89.6	4.7	5.6%
Internal Service	30.5	33.1	2.6	8.4%
Successor Agency Housing Trust	1.1	0.4	(0.6)	-52.2%
Total	\$ 340.0	\$ 339.8	\$ (0.1)	0.0%

General Fund

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

GENERAL FUND REVENUES (In Millions)

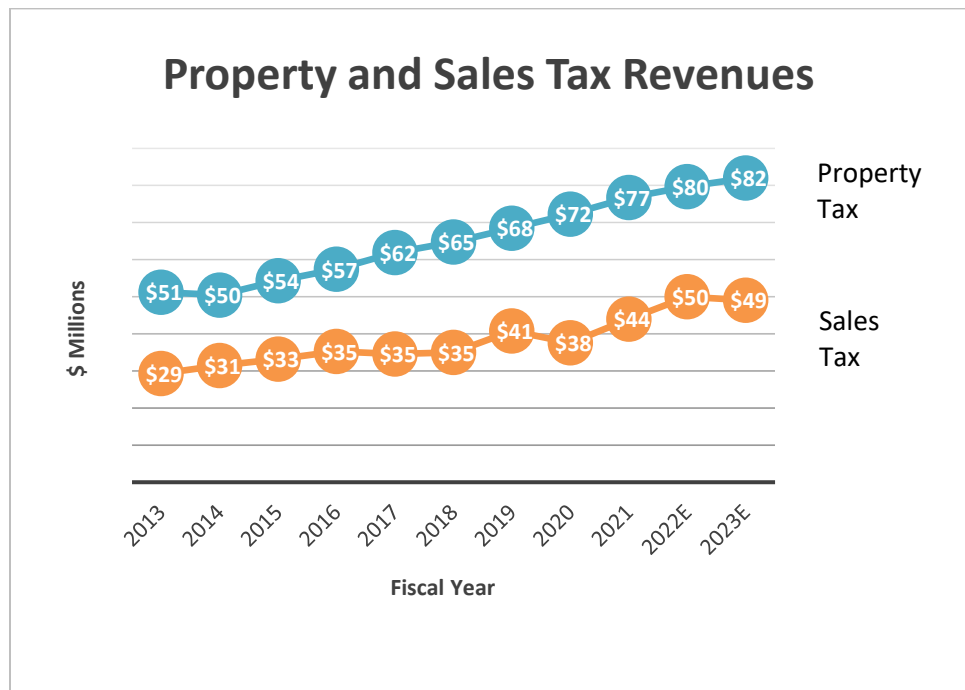
	Estimated 2021-22	Budgeted 2022-23	\$ Change	% Change
Property Tax	\$ 79.7	\$ 81.5	\$ 1.8	2.3%
Sales Tax	50.3	49.1	(1.2)	-2.4%
Transient Occupancy Tax	28.1	28.8	0.7	2.5%
Franchise Taxes	6.3	7.0	0.7	11.4%
Business License Tax	6.8	6.2	(0.6)	-8.6%
Development Revenues	3.7	2.9	(0.9)	-23.5%
All Other Revenue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

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

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

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

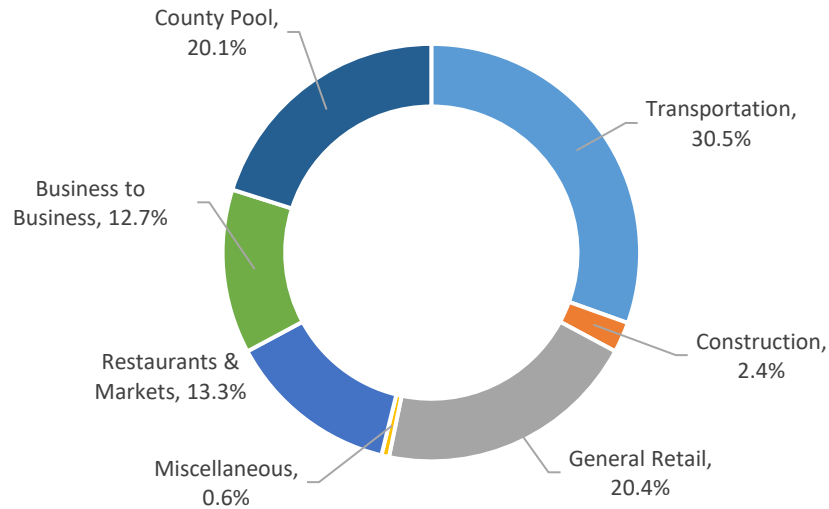
Assessed values on the residential real estate are expected to grow modestly, capped by California’s Proposition 13. Proposition 13, adopted in 1978, limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more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



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

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

Sales Tax by Category Fourth Quarter 2021

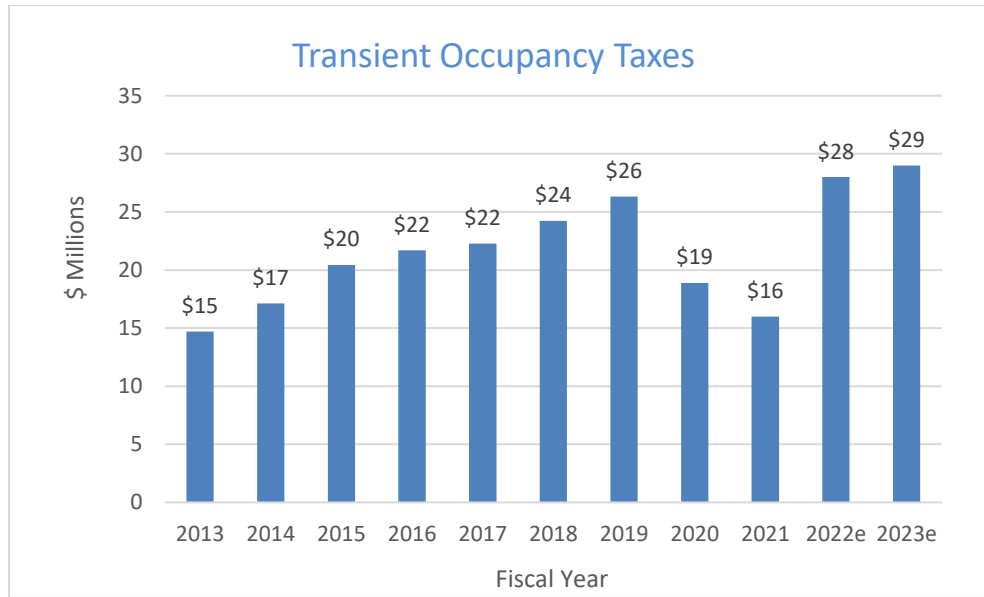


Sales Tax revenues generally move in step with economic conditions and overall Carlsbad’s economy has been neutral during the pandemic. The restrictions resulting from the COVID-19 pandemic have led to increases in segments like auto sales, construction, drug store sales, chemical products, food markets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

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

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

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



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

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

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

Franchise Tax revenue has stabilized in recent years and is projected at \$7.0 million in fiscal year 2022-23. Franchise taxes are paid by certain industries that use the city’s right-of-way to conduct their business. The city currently has franchise agreements for cable TV service, solid waste services,

cell sites, fiber optic antenna systems and gas and electric services. The solid waste franchise fee experienced minor revenue increases that mirror growth in population and changes in rate structures. Cable TV franchise revenue is expected to decrease by 5% from \$1.44 million to \$1.36 million over the next fiscal year due to decreases in the number of paid subscription services. This trend will most likely continue in future years as more subscribers cut cable services and move to online streaming services.

In April 2021, a new franchise agreement for solid waste was approved with Republic Services of San Diego. The city receives 7.5% of revenues collected as well as an annual payment of \$0.8 million in support of AB 939 and \$1.3 million storm water fee. The increase in fiscal year 2022-23 is driven by this \$0.8 million payment to assist with AB 939.

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

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

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

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



Interdepartmental charges are generated through engineering services charged to capital projects, reimbursed work from other funds and miscellaneous interdepartmental expenses charged to funds outside the General Fund for services performed by departments within the General Fund. Miscellaneous interdepartmental charges are expected to increase by 3%.

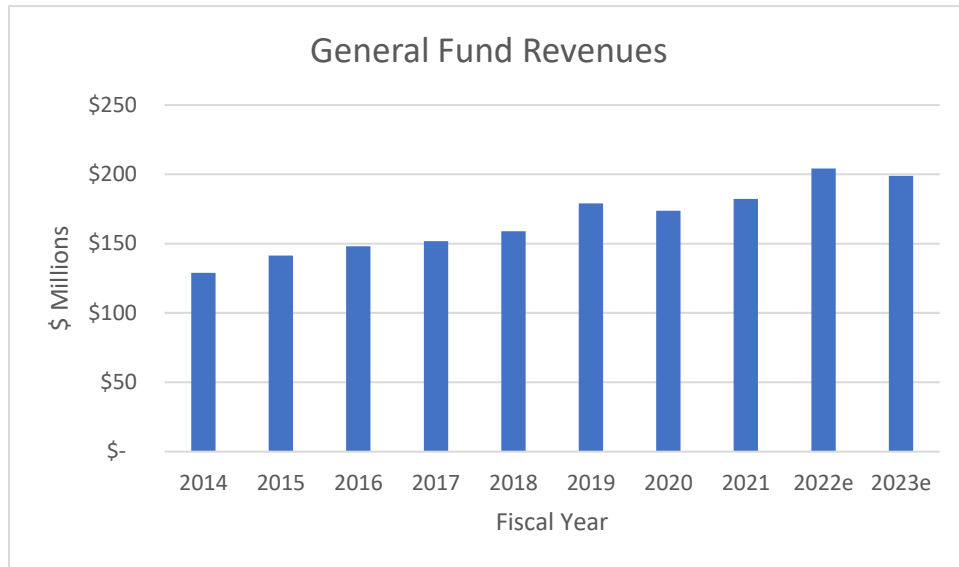
Income from investments and property include interest earnings as well as rental income from city-owned land and facilities. The city is expected to earn about \$2.8 million in interest on its General Fund investments for fiscal year 2022-23 and another \$2.7 million in rental and lease income. The yield on the city's portfolio is forecasted to average 1.5% and cash balances are expected to remain flat as increases in receipts are projected to be offset by increases in expenditures as the City Council's goals are operationalized.

Ambulance fee revenues are estimated to increase \$1.2 million over last year's adopted budget. This increase is due to the Fire Department's new ambulance model as approved in the Standards of Cover which will contribute to the increase over the previous fiscal year.

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

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

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



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

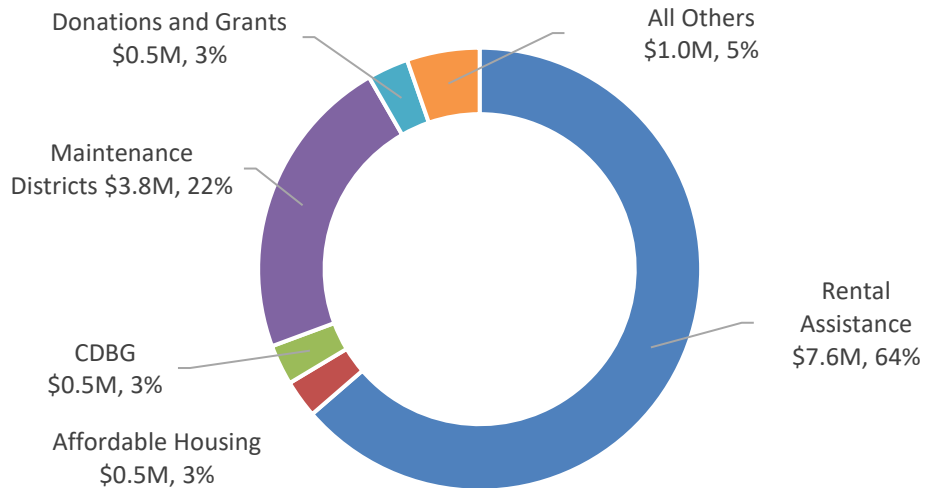
In the late 1990s the city experienced revenue growth between 9% and 17% due to the opening of new hotels, restaurants, retail centers and new home development. Those levels of planned growth were not sustainable. As new development slows, it will be increasingly more difficult to produce double-digit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

Other Funds

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

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

Special Revenue Funds FY 2022-23 Budgeted Revenues \$17.9 million

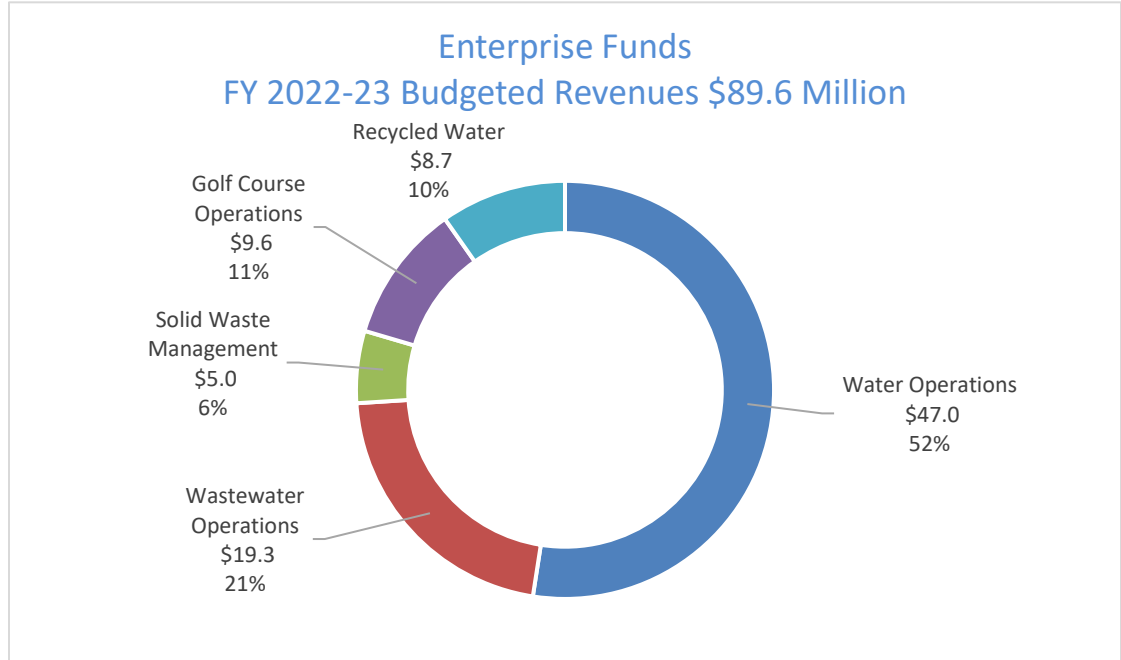


Compared to the fiscal year 2021-22 adopted budget, the most noteworthy changes in the Special Revenue funds occurred in the Rental Assistance Fund where increases of \$3.9 million are expected to occur. These revenues are federally funded and tend to fluctuate from year-to year.

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

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

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



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

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

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

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

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

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

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

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

Information Technology (IT) charges to departments have increased by 11.0% or \$1.6 million when compared to fiscal year 2021-22 estimates. The main reason for this increase is due to a reorganization of personnel within the city. Employees within the Business Systems Associate series (9.49 total FTE) were transferred from various departments citywide to the Information Technology department. Consequently, the Information Technology budget and corresponding charges have increased to account for these new personnel costs.



OPERATING BUDGET EXPENDITURE SUMMARY

The city's Operating Budget for fiscal year 2022-23 totals \$342.23 million, which represents an increase of about \$25.1 million or 7.9% as compared to the adopted fiscal year 2021-22 budget. A summary of the changes in each of the city's programs will be discussed below. Further information about each program can be found in the individual program summary pages.

BUDGET EXPENDITURE SUMMARY

By Fund Type

(In Millions)

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
General Fund	\$ 184.6	\$ 198.3	\$ 13.7	7.4%
Special Revenue	15.4	17.3	1.9	12.3%
Enterprise	86.4	92.9	6.5	7.5%
Internal Service	29.6	32.6	3.0	10.1%
Successor Agency Housing Trust	1.1	1.1	-	0.0%
Total	\$ 317.1	\$ 342.2	\$ 25.1	7.9%

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

The total Operating Budget for the [General Fund](#) for fiscal year 2022-23 is \$198.3 million which is \$13.7 million or 7.4% more than the previous year's Adopted Budget of \$184.6 million. These changes are discussed in more detail on the following pages.

GENERAL FUND SUMMARY

By Expenditure Type

(In Millions)

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Personnel	\$ 116.2	124.0	7.8	6.7%
<i>Personnel, gross</i>	116.2	126.0	9.8	8.4%
<i>Vacancy Savings</i>	-	(2.0)	(2.0)	0.0%
Maintenance & Operations	60.3	59.2	(1.1)	-1.8%
Capital Outlay	0.9	1.5	0.6	71.9%
Transfers	7.1	13.6	6.5	90.3%
Subtotal	\$ 184.5	\$ 198.3	\$ 13.8	7.5%

Personnel costs make up approximately 62.5% of the General Fund budget. The total personnel budget for fiscal year 2022-23 is \$124 million which is \$7.8 million or 6.7% greater than the previous year’s total personnel budget of \$116.2 million. In fiscal year 2022-23, the preliminary budget proposes including a line item for “vacancy savings.” This represents the estimated amount of budgeted personnel savings will be realized by the end of the fiscal year. This mechanism is being proposed for multiple reasons. (1) budgeting for vacancy savings reduces the total amount of the General Fund budget, (2) budgeted personnel costs more closely align with actual personnel costs over the course of the fiscal year, (3) historically, the city would bring recommendations to repurpose budget savings at the mid-year point of the fiscal year; this mechanism pre-emptively achieves that objective, and (4) budgeting vacancy savings will achieve alignment with the city’s 10-year forecast which has historically included a line item for vacancy savings.

GENERAL FUND				
Personnel Costs				
(In Millions)				
	Budget	Budget	\$	%
	2021-22	2022-23	Change	Change
Salaries and Wages	\$ 79.8	83.3	3.5	4.5%
<i>Salaries and Wages, gross</i>	79.8	85.3	5.5	6.9%
<i>Vacancy Savings</i>	-	(2.0)	(2.0)	0.0%
Retirement Benefits	19.8	23.0	3.2	16.0%
Health Insurance	10.4	10.7	0.3	3.3%
Other Personnel	6.2	7.0	0.8	12.2%
Total	\$ 116.2	\$ 124.0	\$ 7.8	6.6%

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 2022-23 by \$3.5 million or 4.5%. The increase is primarily due to 24.0 new full-time positions and 2.22 full-time equivalent part-time positions proposed for the next fiscal year.

The full-time additions include:

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

The part-time additions include:

- Three Emergency Medical Technicians (Fire)
- Building Maintenance Worker (Fleet & Facilities)
- An Administrative Secretary FTE increase (Administrative Services Administration)

In addition, costs have increased due to contracted and anticipated wage and benefit increases for budgeted positions in fiscal year 2022-23.

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

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.

its strategy to ensure plan sustainability such as investing in assets with the objective of achieving a long-term rate of return that meets or exceeds 7%. While pension costs are increasing, there is some downward pressure on costs as new employees receive lower pension benefits. CalPERS has taken significant steps to ensuring plan sustainability, but still poses a significant risk on the city's cost profile.

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

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

Maintenance and Operations costs represent about 29.9% of the total General Fund budget and include the budgets for all program expenses other than personnel, capital outlay and transfers. Overall, total maintenance and operations costs are projected at \$59.2 million which represents a decrease of about \$1.1 million or 1.8% for fiscal year 2022-23 when compared to fiscal year 2021-22.

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

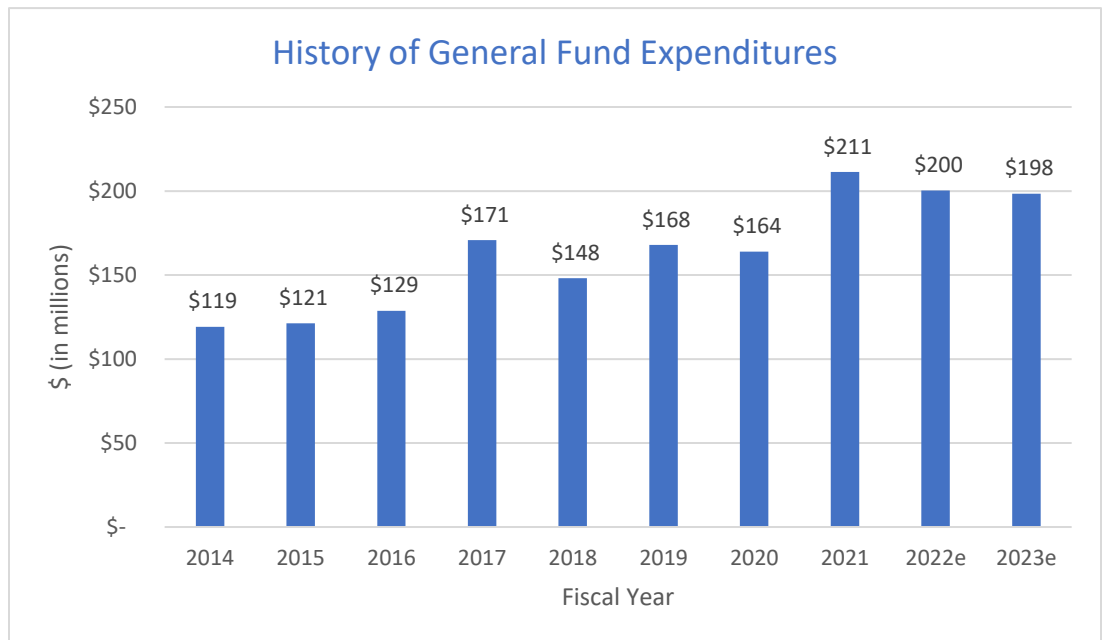
Capital Outlay includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$1.5 million are budgeted in the General Fund for fiscal year 2022-23. The majority is associated with the purchase of a fire engine in the Fire Department and is related to the City Council goal to bring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

Operating Costs Associated with Capital Investments

As the city completes major capital projects, the costs of maintaining and operating the facilities and improvements, including additional personnel if necessary, are added to departmental operating budgets.

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.



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

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

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

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

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

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

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

GENERAL FUND EXPENDITURES

By Department

(In Millions)

	Budget 2021-22	Budget 2022-23	\$ Change	% Change
Policy & Leadership Group	\$ 8.1	\$ 8.5	\$ 0.4	4.2%
Administrative Services - Administration	0.6	0.6	-	31.5%
Administrative Services - Finance	5.6	5.5	(0.1)	-2.8%
Administrative Services - Human Resources	5.0	5.3	0.3	6.2%
Administrative Services - Innovation & Economic Dev.	1.3	2.5	1.2	104.5%
Community Services - Administration	0.7	0.7	-	3.0%
Community Services - Community Development	10.5	10.4	(0.1)	-1.1%
Community Services - Housing & Homeless Services	5.9	3.1	(2.8)	-46.9%
Community Services - Library & Cultural Arts	13.8	14.1	0.3	2.2%
Community Services - Parks & Recreation	19.2	21.2	2.0	10.5%
Public Safety - Fire	33.5	37.8	4.3	12.6%
Public Safety - Police	48.8	51.1	2.3	4.8%
Public Works - Administration	1.9	1.4	(0.5)	-25.8%
Public Works - Construction Mgmt. & Inspection	3.0	3.3	0.3	9.1%
Public Works - Environmental Management	1.3	1.2	(0.1)	-9.6%
Public Works - Facilities	6.6	6.8	0.2	3.3%
Public Works - Transportation	8.4	9.7	1.3	15.5%
Non-Departmental	10.6	15.1	4.5	43.1%
Total	\$ 184.6	\$ 198.3	\$ 13.7	7.4%

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

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

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

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

General Fund Summary

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

Fiscal Year 2022-23 General Fund Operating Surplus

General Fund fiscal year 2022-23 revenue estimates	\$198.8 million
General Fund fiscal year 2022-23 preliminary expenditures	<u>\$198.3 million</u>
Projected operating surplus for fiscal year 2022-23	\$ 0.5 million

General Fund Reserves

Projected unassigned balance at June 30, 2022	\$115.7 million
Plus: projected fiscal year 2022-23 surplus	<u>\$ 0.5 million</u>
Equals: projected unassigned balance at June 30, 2023	\$116.2 million

Changes in Other Funds

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

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

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

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

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



PERSONNEL ALLOCATIONS

Department	Adopted Budget 2019-20	Adopted Budget 2020-21	Adopted Budget 2021-22	Final Budget 2021-22	Preliminary Budget 2022-23
City Attorney	8.00	8.00	8.00	8.00	8.00
City Clerk Services	7.00	7.00	7.00	7.00	7.00
City Council	2.00	2.00	2.00	2.00	2.00
City Manager	12.00	7.00	7.00	7.00	7.00
City Treasurer	1.00	1.00	1.00	1.00	1.00
Communication & Engagement	7.00	7.00	7.00	9.00	9.00
Administrative Services - Administration	0.00	0.00	3.00	3.00	3.00
Finance	31.00	31.00	28.00	28.00	26.00
Human Resources*	17.00	17.00	17.00	18.00	18.00
Information Technology	35.00	37.00	37.00	37.00	43.00
Innovation & Economic Development	2.00	4.00	4.00	4.00	9.00
Community Services - Administration	0.00	3.00	3.00	3.00	3.00
Community Development	63.75	61.75	53.00	52.00	52.00
Housing & Homeless Services	0.00	0.00	14.00	15.00	16.00
Library & Cultural Arts	52.50	52.50	52.50	53.00	51.00
Parks & Recreation	55.00	55.00	55.00	55.00	59.00
Fire	97.75	97.75	111.00	112.00	123.00
Police	184.00	184.00	186.00	186.00	187.00
Public Works	172.75	172.75	177.75	182.75	182.75
Total Full-Time Personnel	747.75	747.75	773.25	782.75	806.75
Hourly Full-Time Equivalent Personnel	199.97	186.59	193.81	185.65	179.72
Total	947.72	934.34	967.06	968.40	986.47

Notes:

Adopted Budget 2019-20 includes reorganizations within Finance, Human Resources, Community Development, and Police; as well as an increase of (2.0) FTE for Police approved by the City Council mid-year.

Adopted Budget 2020-21 includes reorganization of (5.0) FTE from City Manager to Community Services - Administration and Innovation & Economic Development.

Adopted Budget 2021-22 includes reorganization of (1.0) FTE from Human Resources to Fire, (3.0) FTE from Finance to Administrative Services - Administration, (1.0) from Police to Housing & Homeless Services and (9.0) from Community Development to Housing & Homeless Services.

Final Budget 2021-22 includes reorganization of (1.0) FTE from Community Development to Housing & Homeless Services and (1.0) FTE from Utilities to Human Resources; addition of (6.0) FTE for Environmental Management and (1.0) for Fire approved by the City Council mid-year; and conversion from hourly FTE to add (0.50) to Library & Cultural Arts and (2.0) FTE to Communications & Engagement.

Preliminary Budget 2022-23 includes reorganization of (9.0) full-time FTE from various departments to Information Technology and (4.0) FTE from Information Technology to Innovation & Economic Development.

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

*Includes Risk Management and Workers' Compensation



SCHEDULE OF PROJECTED FUND BALANCE

Fund	Beginning Fund Balance July 1, 2021	Estimated Revenues	Estimated Expenditures	Projected Ending Fund Balance June 30, 2022
General Fund	\$ 110,998,762 *	\$ 204,922,372	\$ 200,223,160	\$ 115,697,974 *
Special Revenue Funds				
Affordable Housing	16,702,385	1,815,000	200,000	18,317,385
Agricultural Mitigation Fee	1,025,623	13,000	-	1,038,623
Buena Vista Channel Maintenance District	1,502,960	115,000	106,500	1,511,460
Citizens' Option for Public Safety	304,670	186,034	266,106	224,598
Community Activity Grants	1,125,132	12,000	15,000	1,122,132
Community Development Block Grant	266,637	1,492,368	1,548,299	210,706
Cultural Arts Donations	338,366	51,826	82,491	307,701
Habitat Mitigation Fee	-	65,100	-	65,100
Library and Arts Endowments	270,832	2,800	6,000	267,632
Library Gifts and Bequests	1,654,623	200,816	216,363	1,639,076
Lighting and Landscaping District 2	4,615,763	687,680	398,124	4,905,319
Local Cable Infrastructure	941,429	288,600	467,962	762,067
Median Maintenance District	84,768	1,315,000	1,160,000	239,768
Parking In Lieu Fee	1,200,349	12,000	49,675	1,162,674
Police Asset Forfeiture	259,469	918	20,000	240,387
Public Safety Grants	-	196,696	196,696	-
Recreation Donations	292,508	28,234	45,782	274,960
Rental Assistance	235,713	9,682,700	9,597,000	321,413
Senior Donations	336,216	14,037	19,000	331,253
Street Lighting Maintenance District	2,862,534	927,000	849,000	2,940,534
Street Tree Maintenance District	159,543	910,000	950,000	119,543
Tyler Court Apartments	330,598	641,000	485,000	486,598
Total Special Revenue Funds	34,510,118	18,657,809	16,678,998	36,488,929
Enterprise Funds				
Water Operations	30,390,857	47,723,538	51,321,219	26,793,176
Recycled Water Operations	5,652,330	8,537,611	11,403,789	2,786,152
Wastewater Operations	8,184,603	15,526,500	16,057,474	7,653,629
Solid Waste Management	11,991,468	4,084,447	4,017,239	12,058,676
Golf Course	2,119,080	8,957,000	7,306,826	3,769,254
Total Enterprise Funds	58,338,338	84,829,096	90,106,547	53,060,887
Internal Service Funds				
Workers' Compensation	5,935,084	4,891,730	4,246,463	6,580,351
Risk Management	2,668,730	3,392,080	3,740,520	2,320,290
Vehicle Maintenance	1,026,378	3,356,062	3,510,000	872,440
Vehicle Replacement	19,141,279	3,999,451	4,540,000	18,600,730
Information Technology	8,320,615	14,858,482	13,892,500	9,286,597
Total Internal Service Funds	37,092,086	30,497,805	29,929,483	37,660,408
Successor Agency Housing Trust Fund	1,431,269	1,067,000	1,038,500	1,459,769
Total Operating Funds	\$ 242,370,573	\$ 339,974,082	\$ 337,976,688	\$ 244,367,967

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

SCHEDULE OF PROJECTED FUND BALANCE

Fund	Beginning Fund Balance June 30, 2022	Estimated Revenues	Adopted Budget	Projected Ending Fund Balance June 30, 2023
General Fund	\$ 115,697,974 *	\$ 198,764,175	\$ 198,306,290	\$ 116,155,859 *
Special Revenue Funds				
Affordable Housing	18,317,385	495,000	393,385	18,419,000
Agricultural Mitigation Fee	1,038,623	15,000	-	1,053,623
Buena Vista Channel Maintenance District	1,511,460	116,000	195,245	1,432,215
Citizens' Option for Public Safety	224,598	201,000	265,705	159,893
Community Activity Grants	1,122,132	13,500	30,000	1,105,632
Community Development Block Grant	210,706	527,154	636,728	101,132
Cultural Arts Donations	307,701	25,500	131,750	201,451
Habitat Mitigation Fee	65,100	-	-	65,100
Library and Arts Endowments	267,632	-	6,000	261,632
Library Gifts and Bequests	1,639,076	264,900	394,467	1,509,509
Lighting and Landscaping District 2	4,905,319	730,000	338,070	5,297,249
Local Cable Infrastructure	762,067	260,000	395,006	627,061
Median Maintenance District	239,768	1,315,000	1,329,900	224,868
Parking In Lieu Fee	1,162,674	15,000	53,000	1,124,674
Police Asset Forfeiture	240,387	-	125,000	115,387
Public Safety Grants	-	-	-	-
Recreation Donations	274,960	31,539	81,009	225,490
Rental Assistance	321,413	11,403,180	10,409,089	1,315,504
Senior Donations	331,253	16,000	50,500	296,753
Street Lighting Maintenance District	2,940,534	920,000	1,065,393	2,795,141
Street Tree Maintenance District	119,543	920,000	880,235	159,308
Tyler Court Apartments	486,598	648,637	540,716	594,519
Total Special Revenue Funds	36,488,929	17,917,410	17,321,198	37,085,141
Enterprise Funds				
Water Operations	26,793,176	46,990,138	49,715,832	24,067,482
Recycled Water Operations	2,786,152	8,730,496	11,206,521	310,127
Wastewater Operations	7,653,629	19,276,500	16,999,568	9,930,561
Solid Waste Management	12,058,676	4,999,230	5,801,402	11,256,504
Golf Course	3,769,254	9,574,000	9,195,000	4,148,254
Total Enterprise Funds	53,060,887	89,570,364	92,918,323	49,712,928
Internal Service Funds				
Workers' Compensation	6,580,351	5,314,620	4,507,014	7,387,957
Risk Management	2,320,290	3,993,370	3,780,570	2,533,090
Vehicle Maintenance	872,440	3,297,355	3,506,140	663,655
Vehicle Replacement	18,600,730	3,969,367	5,293,745	17,276,352
Information Technology	9,286,597	16,487,619	15,477,967	10,296,249
Total Internal Service Funds	37,660,408	33,062,331	32,565,436	38,157,303
Successor Agency Housing Trust Fund	1,459,769	510,000	1,068,845	900,924
Total Operating Funds	\$ 244,367,967	\$ 339,824,280	\$ 342,180,092	\$ 242,012,155

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

SCHEDULE OF REVENUE ESTIMATES

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

* Interest is calculated on an amortized cost basis.

SCHEDULE OF REVENUE ESTIMATES

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

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
Special Revenue Funds - Continued					
Library And Arts Endowment Fund					
Interest Income	490	2,800	-	-100.0%	(2,800)
Total Library And Arts Endowment Fund	490	2,800	-	-100.0%	(2,800)
Library Gifts/Bequests					
Gifts and Bequests	243,427	183,232	250,800	36.9%	67,568
Interest Income	3,900	17,584	14,100	-19.8%	(3,484)
Total Library Gifts/Bequests	250,001	200,816	264,900	31.9%	64,084
Lighting And Landscaping District 2					
Assessment Fees	663,794	645,500	680,000	5.3%	34,500
Interest Income	10,257	42,180	50,000	18.5%	7,820
Total Lighting And Landscaping Dist. 2	674,051	687,680	730,000	6.2%	42,320
Local Cable Infrastructure Fund					
Cable Fees	302,404	280,000	260,000	-7.1%	(20,000)
Interest Income	343	8,600	-	-100.0%	(8,600)
Total Local Cable Infrastructure Fund	302,747	288,600	260,000	-9.9%	(28,600)
Median Maintenance					
Assessment Fees	349,925	365,000	365,000	0.0%	-
Other	700,267	950,000	950,000	0.0%	-
Total Median Maintenance	1,050,192	1,315,000	1,315,000	0.0%	-
Parking In Lieu					
Parking In Lieu Fees	44,960	-	-	0.0%	-
Interest Income	2,477	12,000	15,000	25.0%	3,000
Total Parking In Lieu	47,437	12,000	15,000	25.0%	3,000
Police Asset Forfeiture					
Asset Forfeitures	5,751	-	-	0.0%	-
Interest Income	(288)	918	-	-100.0%	(918)
Total Police Asset Forfeiture	5,463	918	-	-100.0%	(918)
Public Safety Grants					
Federal Grant	131,888	196,696	-	-100.0%	(196,696)
Total Police Grants	131,888	196,696	-	-100.0%	(196,696)
Recreation Donations					
Donations	16,444	23,050	31,000	34.5%	7,950
Interest Income	373	5,184	539	-89.6%	(4,645)
Total Recreation Donations	16,817	28,234	31,539	11.7%	3,305

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
Special Revenue Funds - Continued					
Rental Assistance					
Federal Grant	8,745,835	8,984,000	10,072,680	12.1%	1,088,680
Other Revenue	383,582	698,700	1,330,500	90.4%	631,800
Total Rental Assistance	9,129,417	9,682,700	11,403,180	17.8%	1,720,480
Senior Donations					
Donations	3,000	2,000	4,000	100.0%	2,000
Interest Income	568	2,037	2,000	-1.8%	(37)
Other Revenue	-	10,000	10,000	0.0%	-
Total Senior Donations	3,568	14,037	16,000	14.0%	1,963
Street Lighting					
Assessment Fees	686,395	740,000	740,000	0.0%	-
Other Revenue	162,059	157,000	150,000	-4.5%	(7,000)
Interest Income	4,956	30,000	30,000	0.0%	-
Total Street Lighting	853,410	927,000	920,000	-0.8%	(7,000)
Street Tree Maintenance					
Assessment Fees	471,086	470,000	470,000	0.0%	-
Other Revenue	354	440,000	450,000	2.3%	10,000
Total Street Tree Maintenance	471,440	910,000	920,000	1.1%	10,000
Tyler Court Apartments					
Rental Income	604,339	640,000	646,672	1.0%	6,672
Other Revenue	2,127	1,000	1,965	96.5%	965
Interest Income	1	-	-	0.0%	-
Total Tyler Court Apartments	606,467	641,000	648,637	1.2%	7,637
Total Special Revenue Funds	\$ 16,212,299	\$ 18,657,809	\$ 17,917,410	-4.0%	\$ (740,399)

SCHEDULE OF REVENUE ESTIMATES

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

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2020-21 Actuals	2021-22 Estimated Revenue	2022-23 Estimated Revenue	Change as % of 2021-22 Estimated	Difference 2021-22 to 2022-23
Internal Service Funds					
Workers' Compensation					
Interdepartmental Charges	\$ 1,880,304	\$ 4,524,730	\$ 5,174,620	14.4%	\$ 649,890
Interest Income	39,441	142,000	140,000	-1.4%	(2,000)
Other Revenue	2,212,056	225,000	-	-100.0%	(225,000)
Total Workers' Compensation	4,131,801	4,891,730	5,314,620	8.6%	422,890
Risk Management					
Interdepartmental Charges	2,308,836	3,306,080	3,946,370	19.4%	640,290
Interest Income	1,928	46,000	47,000	2.2%	1,000
Other Revenue	59,053	40,000	-	-100.0%	(40,000)
Total Risk Management	2,369,817	3,392,080	3,993,370	17.7%	601,290
Vehicle Maintenance					
Interdepartmental Charges	3,207,532	3,291,562	3,272,355	-0.6%	(19,207)
Interest Income	839	6,500	5,000	-23.1%	(1,500)
Other Revenue	33,250	58,000	20,000	-65.5%	(38,000)
Total Vehicle Maintenance	3,241,621	3,356,062	3,297,355	-1.8%	(58,707)
Vehicle Replacement					
Interdepartmental Charges	2,872,200	3,574,451	3,575,367	0.0%	916
Interest Income	49,260	200,000	194,000	-3.0%	(6,000)
Other Revenue	1,522,556	225,000	200,000	-11.1%	(25,000)
Total Vehicle Replacement	4,444,016	3,999,451	3,969,367	-0.8%	(30,084)
Information Technology					
Interdepartmental Charges	12,530,344	14,752,389	16,408,619	11.2%	1,656,230
Interest Income	(28,270)	59,393	79,000	33.0%	19,607
Other Revenue	1,243,014	46,700	-	-100.0%	(46,700)
Total Information Technology	13,745,088	14,858,482	16,487,619	11.0%	1,629,137
Total Internal Service Funds	\$ 27,932,343	\$ 30,497,805	\$ 33,062,331	8.4%	\$ 2,564,526
Trust Funds					
Successor Agency Housing Fund					
Property Tax Increment	3,013,484	1,060,000	500,000	-52.8%	(560,000)
Interest Income	768,871	7,000	10,000	42.9%	3,000
Total Successor Agency Housing Fund	3,782,355	1,067,000	510,000	-52.2%	(557,000)
Total Trust Funds	\$ 3,782,355	\$ 1,067,000	\$ 510,000	-52.2%	\$ (557,000)
Total Operating Funds	\$ 371,178,729	\$ 339,974,082	\$ 339,824,280	0.0%	\$ (149,820)

SCHEDULE OF BUDGET EXPENDITURES

Department	2019-20	2020-21	2021-22	2021-22	2022-23	Change as %
	Actuals	Actuals	Estimated Expenditures	Budget	Budget	of 2021-22 Budget
General Fund						
Policy And Leadership Group						
City Council	\$ 466,528	\$ 487,977	\$ 632,975	\$ 649,975	\$ 652,220	0.3%
City Attorney	1,910,060	2,036,466	2,033,136	2,037,136	2,033,508	-0.2%
City Clerk	1,126,417	1,207,035	1,436,264	1,300,469	1,394,162	7.2%
City Manager	2,574,961	1,939,537	2,042,542	2,112,097	2,156,145	2.1%
City Treasurer	215,784	235,400	278,000	250,752	249,945	-0.3%
Communication & Engagement	1,651,700	1,493,938	2,031,550	1,771,173	1,979,186	11.7%
Total Policy And Leadership Group	7,945,450	7,400,353	8,454,467	8,121,602	8,465,166	4.2%
Administrative Services						
Administration	-	-	525,745	568,883	747,797	31%
Finance	5,617,702	5,810,863	5,950,000	5,632,387	5,472,176	-2.8%
Human Resources	4,302,513	4,359,159	4,542,911	4,959,011	5,264,775	6.2%
Innovation & Economic Development	1,097,395	1,427,603	1,252,000	1,264,626	2,585,951	104.5%
Total Administrative Services	11,017,610	11,597,625	12,270,656	12,424,907	14,070,699	13.2%
Community Services						
Community Services Administration	-	654,001	862,511	656,221	675,917	3.0%
Community Development	10,328,444	10,715,350	9,893,000	10,502,061	10,384,700	-1.1%
Housing & Homeless Services	-	-	1,488,217	5,901,431	3,134,115	-47%
Library & Cultural Arts	13,030,148	12,344,689	14,030,250	13,780,555	14,088,425	2.2%
Parks & Recreation	17,584,182	16,786,632	20,629,095	19,159,380	21,167,014	10.5%
Total Community Services	40,942,774	40,500,672	46,903,073	49,999,648	49,450,171	-1.1%
Public Safety						
Fire	25,620,353	30,712,871	34,651,000	33,521,412	37,756,943	12.6%
Police	44,841,600	47,615,546	48,936,163	48,756,017	51,102,152	4.8%
Total Public Safety	70,461,953	78,328,417	83,587,163	82,277,429	88,859,095	8.0%
Public Works						
Public Works Administration	1,768,613	1,808,997	1,800,000	1,941,613	1,440,649	-25.8%
Construction Management & Inspection	2,944,509	2,728,545	2,760,000	2,990,665	3,262,768	9.1%
Environmental Management	758,852	1,030,453	844,297	1,282,225	1,159,789	-9.5%
Fleet & Facilities	5,537,243	5,341,736	5,830,000	6,555,934	6,768,736	3.2%
Transportation	7,583,250	7,553,800	9,230,700	8,405,466	9,707,559	15.5%
Total Public Works	18,592,467	18,463,531	20,464,997	21,175,903	22,339,501	5.5%
Miscellaneous Non-Departmental Expenditures						
Community Contributions	7,983	2,595	-	-	-	-
Dues & Subscriptions	71,519	72,714	75,000	80,000	80,000	0.0%
Legal Services	697,114	755,312	500,000	1,200,000	1,000,000	-16.7%
Professional Services	39,195	34,194	35,000	42,000	41,658	-0.8%
Other Miscellaneous Expenditures	3,860,320	1,055,650	55,000	-	100,000	-
Personnel Related	152,582	184,337	200,000	850,000	1,050,000	23.5%
COVID-related	910,211	245,579	150,000	-	-	-
Vacancy savings	-	-	-	-	(2,000,000)	-
Property Tax & Other Administration	658,895	759,165	750,000	750,000	750,000	0.0%
Total Miscellaneous Non-Departmental Expenditures	6,397,819	3,109,546	1,765,000	2,922,000	1,021,658	-65.0%

SCHEDULE OF BUDGET EXPENDITURES

Department	2019-20 Actuals	2020-21 Actuals	2021-22 Estimated Expenditures	2021-22 Budget	2022-23 Budget	Change as % of 2021-22 Budget
General Fund - Continued						
Transfers						
Transfer to General Capital Construction Fund	\$ 5,111,500	\$ 4,500,000	\$ 13,133,056	\$ 5,353,000	\$ 3,956,000	-59.2%
Transfer to Infrastructure Replacement Fund	5,111,500	4,500,000	\$ 5,353,000	\$ 5,353,000	\$ 3,956,000	0.0%
Transfer from Infrastructure Replacement Fund	-	-	\$ (5,070,000)	\$ (5,070,000)	\$ -	0.0%
Transfer to Strategic Digital Transformation Investment Program	-	-	\$ 10,656,000	\$ -	\$ 3,956,000	
Transfer To LLD#1 (Medians & Trees)	950,000	700,000	\$ 1,390,000	\$ 1,190,000	\$ 1,400,000	-14.4%
Transfer To Storm Water Program	303,052	281,040	\$ 322,000	\$ 322,000	\$ 332,000	0.0%
Other Miscellaneous Transfers	2,090,114	47,031,506	\$ 993,748	\$ -	\$ -	-100.0%
Total Transfers	13,566,166	57,012,546	26,777,804	7,148,000	13,600,000	90.3%
Total Miscellaneous Non-Departmental	19,963,985	60,122,092	28,542,804	10,070,000	14,621,658	45.2%
Subtotal General Fund	168,924,239	216,412,690	200,223,160	184,069,489	197,806,290	7.5%
Contingencies	-	-	-	500,000	500,000	0.0%
Total General Fund	\$ 168,924,239	\$ 216,412,690	\$ 200,223,160	\$ 184,569,489	\$ 198,306,290	7.4%
Special Revenue Funds						
Affordable Housing	\$ 868,053	\$ 4,674,625	\$ 200,000	\$ 811,197	\$ 393,385	-51.5%
Agricultural Mitigation Fee	-	-	-	-	-	-
Buena Vista Channel Maintenance	71,738	80,982	106,500	195,245	195,245	0.0%
Citizens' Option For Public Safety	247,072	263,590	266,106	266,106	265,705	-0.2%
Community Activity Grants	-	-	15,000	30,000	30,000	0.0%
Community Development Block Grant	324,153	936,783	1,548,299	638,299	636,728	-0.2%
Cultural Arts Donations	29,510	25,447	82,491	131,750	131,750	0.0%
Flower Fields Grant Program	943,272	-	-	-	-	-
Habitat Mitigation Fee	1,115,129	16,961	-	-	-	-
Library And Arts Endowment Fund	-	-	6,000	6,000	6,000	0.0%
Library Gifts/Bequests	217,268	144,279	216,363	384,270	394,467	2.7%
Lighting And Landscaping District 2	353,503	287,307	398,124	376,001	338,070	-10.1%
Local Cable Infrastructure Fund	207,119	336,001	467,962	345,000	395,006	14.5%
Median Maintenance	1,077,147	1,036,374	1,160,000	1,369,415	1,329,900	-2.9%
Parking In Lieu	47,547	48,244	49,675	50,000	53,000	6.0%
Police Asset Forfeiture	122,365	54,225	20,000	170,000	125,000	-26.5%
Public Safety Grants	126,353	117,267	196,696	-	-	-
Recreation Donations	28,289	26,165	45,782	82,591	81,009	-1.9%
Rental Assistance	7,832,253	9,024,886	9,597,000	7,898,443	10,409,089	31.8%
Senior Donations	20,592	5,367	19,000	79,600	50,500	-36.6%
Street Lighting	633,162	777,332	849,000	971,246	1,065,393	9.7%
Street Tree Maintenance	575,205	750,272	950,000	943,555	880,235	-6.7%
Tyler Court Apartments	497,143	474,209	485,000	640,987	540,716	-15.6%
Total Special Revenue Funds	15,336,873	19,080,316	16,678,998	15,389,705	17,321,198	12.6%

SCHEDULE OF BUDGET EXPENDITURES

Department	2019-20 Actuals	2020-21 Actuals	2021-22 Estimated Expenditures	2021-22 Budget	2022-23 Budget	Change as % of 2021-22 Budget
Enterprise Funds						
Water Operations	\$ 45,018,846	\$ 47,685,382	\$ 51,321,219	\$ 47,821,220	\$ 49,715,832	4.0%
Recycled Water Operations	8,103,913	7,603,103	11,403,789	10,103,790	11,206,521	10.9%
Wastewater Operations	13,504,660	13,053,207	16,057,474	16,057,473	16,999,568	5.9%
Solid Waste Management	4,508,618	5,003,349	4,017,239	5,183,474	5,801,402	11.9%
Golf Course Operations	7,033,434	6,718,515	7,306,826	7,231,000	9,195,000	27.2%
Total Enterprise Funds	78,169,471	80,063,556	90,106,547	86,396,957	92,918,323	7.5%
Internal Service Funds						
Workers' Compensation	3,714,494	3,408,864	4,246,463	3,933,699	4,507,014	14.6%
Risk Management	2,515,711	2,675,135	3,740,520	3,207,702	3,780,570	17.9%
Self-Insured Benefits	66,103	1,834,163	-	-	-	-
Vehicle Maintenance	2,951,752	3,239,389	3,510,000	3,516,373	3,506,140	-0.3%
Vehicle Replacement	2,165,563	2,342,065	4,540,000	4,546,033	5,293,745	16.4%
Information Technology	10,153,198	13,917,753	13,892,500	14,369,778	15,477,967	7.7%
Total Internal Service Funds	21,566,821	27,417,369	29,929,483	29,573,585	32,565,436	10.1%
Trust Funds						
Successor Agency Housing Fund	398,597	239,902	1,038,500	1,067,495	1,068,845	0.1%
Total Trust Funds	398,597	239,902	1,038,500	1,067,495	1,068,845	0.1%
Total Operating Funds	\$ 284,396,001	\$ 343,213,833	\$ 337,976,688	\$ 316,997,231	\$ 342,180,092	7.9%

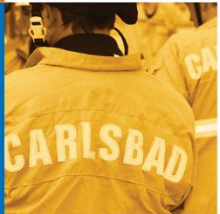
PUBLIC SAFETY

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

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

Michael Calderwood
Fire Chief

442-339-2141
FireMail@carlsbadca.gov



Mickey Williams
Chief of Police

442-339-2100
police@carlsbadca.gov

PUBLIC SAFETY SERVICES

Public Safety

Police

Fire

5750

CITY OF CARLSBAD
SAFETY TRAINING CENTER



PUBLIC SAFETY |
FIRE DEPARTMENT: SUMMARY

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

FIRE

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

PUBLIC SAFETY |
FIRE DEPARTMENT: ADMINISTRATION

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

PUBLIC SAFETY | FIRE DEPARTMENT: EMERGENCY OPERATIONS

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

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

PUBLIC SAFETY |

FIRE DEPARTMENT: COMMUNITY RISK REDUCTION & RESILIENCY

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

Account: 0012240-0012243 Fund: General

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

PUBLIC SAFETY |
POLICE DEPARTMENT: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages	\$ 22,752,120	\$ 23,442,173	\$ 24,974,039	\$ 25,724,596
Retirement Benefits	7,281,652	10,176,003	7,408,450	8,346,822
Health Insurance	2,403,416	2,533,373	2,948,776	2,942,923
Other Personnel Expenses	1,954,328	1,494,433	3,084,193	3,590,703
Personnel Services Subtotal	34,391,516	37,645,982	38,415,458	40,605,044
Operating Expenses				
Professional & Contract Services	1,882,137	2,209,244	1,824,038	1,816,720
Supplies & Materials	773,126	454,203	479,273	469,405
Repair & Maintenance	223,380	185,356	291,920	260,425
Interdepartmental Charges	6,648,956	6,548,607	7,730,391	7,723,463
Other Operating Expenses	523,438	319,389	447,893	614,600
Capital Outlay	894,837	601,499	3,150	3,200
Operating Expenses Subtotal	10,945,874	10,318,298	10,776,665	10,887,813
TOTAL EXPENDITURES	\$ 45,337,390	\$ 47,964,280	\$ 49,192,123	\$ 51,492,857
General Fund	\$ 44,841,600	\$ 47,615,546	\$ 48,756,017	\$ 51,102,152
Special Revenue Fund	495,790	435,082	436,106	390,705
TOTAL FUNDING	\$ 45,337,390	\$ 48,050,628	\$ 49,192,123	\$ 51,492,857
Full Time Positions	184.00	184.00	186.00	187.00
Hourly/FTE Positions	2.00	2.00	2.00	2.00

POLICE

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

PUBLIC SAFETY |
POLICE DEPARTMENT: ADMINISTRATION

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

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

PUBLIC SAFETY |
POLICE DEPARTMENT: FIELD OPERATIONS

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

ABOUT

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

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

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

PUBLIC SAFETY |
POLICE DEPARTMENT: SUPPORT OPERATIONS

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages \$	8,770,923	\$ 9,094,750	\$ 9,421,936	\$ 10,208,608
Retirement Benefits	2,484,212	3,649,345	2,596,604	3,196,904
Health Insurance	1,006,231	1,036,172	1,134,731	1,234,234
Other Personnel Expenses	760,993	590,381	1,225,238	1,492,553
Personnel Services Subtotal	13,022,359	14,370,648	14,378,509	16,132,299
Operating Expenses				
Professional & Contract Services	333,919	701,550	219,584	158,100
Supplies & Materials	188,682	131,782	101,685	106,225
Repair & Maintenance	152,667	123,598	210,155	184,750
Interdepartmental Charges	627,478	661,781	739,416	688,898
Other Operating Expenses	89,170	24,218	41,050	91,100
Capital Outlay	9,538	44,857	-	-
Operating Expenses Subtotal	1,401,454	1,687,786	1,311,890	1,229,073
TOTAL EXPENDITURES	\$ 14,423,813	\$ 16,058,434	\$ 15,690,399	\$ 17,361,372
Full Time Positions	77.00	73.50	73.00	78.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00
<i>Account: 0012126-2138 Fund: General</i> <i>0012142-2145</i>				

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

PUBLIC SAFETY |
POLICE DEPARTMENT: PROFESSIONAL SERVICES

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

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

GOALS

- Eliminate personnel vacancies in the police department

PUBLIC SAFETY |

POLICE DEPARTMENT: POLICE GRANTS & ASSET FORFEITURE

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

- Continue to seek grant funding for necessary equipment



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PUBLIC WORKS

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

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

Paz Gomez
Deputy City Manager, Public Works

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PUBLIC WORKS BRANCH

Public Works

Administration

Facilities & Fleet

Environmental
Management

Transportation

Construction Management
& Inspection

Utilities



PUBLIC WORKS | ADMINISTRATION

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

Account: 0018310 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

PUBLIC WORKS | CONSTRUCTION MANAGEMENT & INSPECTION

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

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

GOALS

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

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

PUBLIC WORKS | ENVIRONMENTAL SUSTAINABILITY: SUMMARY

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

ENVIRONMENTAL SUSTAINABILITY

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

ABOUT

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

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

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

PUBLIC WORKS |
ENVIRONMENTAL SUSTAINABILITY: SUSTAINABLE MATERIALS
MANAGEMENT

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

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

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

PUBLIC WORKS |

ENVIRONMENTAL SUSTAINABILITY: WATERSHED PROTECTION

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages	\$ 531,641	\$ 547,421	\$ 564,090	\$ 523,007
Retirement Benefits	113,251	181,536	131,943	125,878
Health Insurance	88,546	94,579	103,757	94,632
Other Personnel Expenses	60,097	(44,639)	23,627	21,574
Personnel Services Subtotal	793,535	778,897	823,417	765,091
Operating Expenses				
Professional & Contract Services	496,406	391,192	593,094	511,014
Supplies & Materials	4,821	5,360	18,841	18,341
Repair & Maintenance	10	9	530	30
Interdepartmental Charges	342,693	358,670	405,904	422,093
Other Operating Expenses	13,125	5,361	10,020	9,520
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	857,055	760,592	1,028,389	960,998
TOTAL EXPENDITURES	\$ 1,650,590	\$ 1,539,489	\$ 1,851,806	\$ 1,726,089
Full Time Positions	5.70	6.50	6.50	5.40
Hourly/FTE Positions	0.50	0.50	0.50	0.50
<i>Account: 5215110</i>		<i>Fund: Enterprise</i>		

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

PUBLIC WORKS |
FLEET & FACILITIES: SUMMARY

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

FLEET & FACILITIES

- Facilities
- Fleet Maintenance & Replacement

PUBLIC WORKS |
FLEET & FACILITIES: FACILITIES

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

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

PUBLIC WORKS |

FLEET & FACILITIES: FLEET MAINTENANCE & REPLACEMENT

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

ABOUT

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

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

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

PUBLIC WORKS |
TRANSPORTATION: SUMMARY

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages	\$ 3,342,066	\$ 3,507,800	\$ 3,862,555	\$ 4,066,074
Retirement Benefits	844,103	1,283,466	912,785	1,037,649
Health Insurance	552,389	582,340	721,562	671,050
Other Personnel Expenses	190,282	111,136	158,902	170,886
Personnel Services Subtotal	4,928,840	5,484,742	5,655,804	5,945,659
Operating Expenses				
Professional & Contract Services	1,192,636	1,052,886	1,414,487	1,970,070
Supplies & Materials	310,005	315,273	493,520	488,520
Repair & Maintenance	1,523,237	1,545,047	1,461,074	1,573,574
Interdepartmental Charges	1,809,816	1,656,409	2,078,913	2,426,231
Other Operating Expenses	601,699	597,981	693,495	738,515
Capital Outlay	20,431	37,838	-	-
Operating Expenses Subtotal	5,457,824	5,205,434	6,141,489	7,196,910
TOTAL EXPENDITURES	\$ 10,386,664	\$ 10,690,176	\$ 11,797,293	\$ 13,142,569
TOTAL FUNDING				
General Fund	7,583,250	7,553,800	8,405,466	9,707,559
Enterprise Fund	1,745,011	1,990,755	1,849,335	1,836,302
Special Revenue Fund	1,058,403	1,145,621	1,542,492	1,598,708
TOTAL FUNDING	\$ 10,386,664	\$ 10,690,176	\$ 11,797,293	\$ 13,142,569
Full Time Positions	44.15	43.90	43.70	43.60
Hourly/FTE Positions	1.50	1.50	1.94	1.50

TRANSPORTATION

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

PUBLIC WORKS |

TRANSPORTATION: STORM DRAIN MAINTENANCE & ENGINEERING

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Completed construction of the Segovia Way Drainage Improvements Project
- Completed engineering design and advertised for construction bids of the Phase I - Magnolia Avenue Storm Drain Improvements Project
- Completed engineering design of the Highland-Hoover Storm Drain Realignment Project
- Investigated maintenance responsibilities for the drainage channel near the Omni La Costa Golf Course
- Studied Lanakai Lane ponding issue

- Inspected 34,000 linear feet of storm drain pipeline with CCTV technologies
- Inspected 100% of high-priority storm drain inlets, removing an estimated 17 tons of sediment and debris
- Completed approximately 1,800 lane miles of street sweeping monthly, removing an estimated 1,100 tons of debris that otherwise would pollute the city’s storm drain system
- Completed 72 storm drain maintenance requests and 35 storm drain emergency responses
- Completed 307 litter removal requests

GOALS

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

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

PUBLIC WORKS |

TRANSPORTATION: TRAFFIC, MOBILITY, TRANSPORTATION
ENGINEERING & STREETS MAINTENANCE

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

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

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

PUBLIC WORKS | UTILITIES: SUMMARY

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

UTILITIES

- Potable Water Operations
- Recycled Water Operations
- Wastewater Operations

PUBLIC WORKS | UTILITIES: POTABLE WATER OPERATIONS

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages	\$ 2,459,473	\$ 2,456,258	\$ 2,906,467	\$ 3,020,543
Retirement Benefits	569,526	853,829	635,085	707,921
Health Insurance	515,622	532,524	508,263	456,572
Other Personnel Expenses	111,934	932,144	128,488	142,351
Personnel Services Subtotal	3,656,555	4,774,755	4,178,303	4,327,387
Operating Expenses				
Professional & Contract Services	7,345,483	7,339,768	8,534,600	8,568,654
Supplies & Materials	23,299,719	25,652,887	27,412,700	28,010,084
Repair & Maintenance	185,173	299,762	452,050	361,250
Interdepartmental Charges	2,663,442	2,722,945	2,969,197	3,161,356
Other Operating Expenses	8,581,187	6,479,626	4,274,370	5,267,601
Capital Outlay	20,567	415,639	-	19,500
Operating Expenses Subtotal	42,095,571	42,910,627	43,642,917	45,388,445
TOTAL EXPENDITURES	\$ 45,752,126	\$ 47,685,382	\$ 47,821,220	\$ 49,715,832
Full Time Positions	30.30	29.50	30.55	30.95
Hourly/FTE Positions	0.50	0.45	0.20	0.00
	<i>Account: 5016310</i>	<i>Fund: Enterprise</i>		

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

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

PUBLIC WORKS |
UTILITIES: RECYCLED WATER OPERATIONS

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

ABOUT

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

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

PUBLIC WORKS |
UTILITIES: WASTEWATER OPERATIONS

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

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES

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

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

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

Gary Barberio
Deputy City Manager, Community Services

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COMMUNITY SERVICES BRANCH



COMMUNITY SERVICES | ADMINISTRATION

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

Account: 0012410 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

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

GOALS

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

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: SUMMARY

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

COMMUNITY DEVELOPMENT

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

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: ADMINISTRATION

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

Account: 0013010-0013012 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

COMMUNITY SERVICES |

COMMUNITY DEVELOPMENT: LAND DEVELOPMENT ENGINEERING

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: PLANNING

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages	\$ 1,762,833	\$ 1,835,246	\$ 1,965,737	\$ 2,041,387
Retirement Benefits	430,218	650,335	457,191	493,486
Health Insurance	208,537	219,870	261,994	268,185
Other Personnel Expenses	68,473	54,340	79,500	86,973
Personnel Services Subtotal	2,470,061	2,759,791	2,764,422	2,890,031
Operating Expenses				
Professional & Contract Services	511,134	552,889	216,000	201,000
Supplies & Materials	49,774	36,511	36,282	32,650
Repair & Maintenance	20	5	-	-
Interdepartmental Charges	299,619	260,976	313,059	360,431
Other Operating Expenses	977,793	21,284	11,400	11,400
Capital Outlay	1,104,114	-	-	-
Operating Expenses Subtotal	2,942,454	871,665	576,741	605,481
TOTAL EXPENDITURES	\$ 5,412,515	\$ 3,631,456	\$ 3,341,163	\$ 3,495,512
General Fund	\$ 3,354,114	\$ 3,614,495	\$ 3,341,163	\$ 3,495,512
Special Revenue	2,058,401	16,961	-	-
TOTAL FUNDING	\$ 5,412,515	\$ 3,631,456	\$ 3,341,163	\$ 3,495,512
Full Time Positions	20.00	20.00	20.00	20.00
Hourly/FTE Positions	0.50	1.00	1.00	1.50
<i>Account: 00132XX Fund: General</i>				

ABOUT

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

SERVICES

- Maintain and modify plans, ordinances, and policies for the long-range development and sustainability of the city
- Ensure new development adheres to all applicable land use codes, policies, and regulations

- Complete environmental review of all private and public projects for compliance with the California Environmental Quality Act and the city’s Environmental Protection Procedures
- Respond to questions and inquiries related to permit processing and development standards
- Provide technical support to the Planning Commission and the City Council
- Continuously enhance permit review process for efficiencies and implement streamlined permitting processes

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: BUILDING

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: CODE ENFORCEMENT

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages	\$ 370,344	\$ 487,360	\$ 550,212	\$ 489,447
Retirement Benefits	70,183	131,233	101,427	51,136
Health Insurance	41,740	62,771	86,158	82,587
Other Personnel Expenses	20,546	15,270	23,889	13,537
Personnel Services Subtotal	502,813	696,634	761,686	636,707
Operating Expenses				
Professional & Contract Services	11,049	17,416	67,000	50,500
Supplies & Materials	3,910	7,048	22,450	11,550
Repair & Maintenance	35	14	100	100
Interdepartmental Charges	17,998	23,641	122,117	137,317
Other Operating Expenses	16,076	4,526	5,550	2,950
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	49,068	52,645	217,217	202,417
TOTAL EXPENDITURES	\$ 551,881	\$ 749,279	\$ 978,903	\$ 839,124
Full Time Positions	2.00	5.00	5.00	4.00
Hourly/FTE Positions	1.00	3.50	3.50	3.50
<i>Account: 0012530</i>		<i>Fund: General</i>		

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

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

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: SUMMARY

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

HOUSING & HOMELESS SERVICES

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

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: HOUSING SERVICES

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

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: HOMELESS SERVICES

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

Account: 0012540 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

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

COMMUNITY SERVICES |

HOUSING & HOMELESS SERVICES: AFFORDABLE HOUSING PROGRAMS

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

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

ABOUT

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

SERVICES

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

- Achieve and maintain a lease rate that fully utilizes Section 8 program funding allocation
- Enable unemployed, under-employed, or under-educated low-income families to achieve economic independence from welfare
- Administer the CDBG program representing federal funds provided to the city
- Prepare and implement a five-year consolidated plan and Annual Action Plan for submittal to U.S. Department of Housing and Urban Development
- Provide staff support to the CDBG Funding Advisory Committee and the City Council in the selection process for activities to be included in the CDBG Program
- Ensure that documentation is maintained to meet compliance with HUD established guidelines for continued CDBG funding
- Monitor activities of grant sub-recipients to ensure proper use of funds
- Prepare the Consolidated Annual Performance and Evaluation Report for public review and comment and final submission to HUD
- Partner with a non-profit legal advisor to provide fair housing and tenant-landlord dispute counseling and education program

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

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

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: SUCCESSOR AGENCY

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

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: SUMMARY

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

LIBRARY & CULTURAL ARTS

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

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

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages	\$ 1,186,404	\$ 1,033,474	\$ 1,242,852	\$ 1,120,970
Retirement Benefits	273,527	378,464	272,779	282,520
Health Insurance	121,529	129,096	166,532	146,018
Other Personnel Expenses	48,244	29,224	46,208	43,950
Personnel Services Subtotal	1,629,704	1,570,258	1,728,371	1,593,458
Operating Expenses				
Professional & Contract Services	152,110	70,370	44,550	18,000
Supplies & Materials	108,870	105,168	99,756	83,895
Repair & Maintenance	41,821	38,967	7,053	4,155
Interdepartmental Charges	551,754	689,278	756,339	997,493
Other Operating Expenses	517,854	408,610	518,996	452,630
Capital Outlay	78,354	14,333	-	-
Operating Expenses Subtotal	1,450,763	1,326,726	1,426,694	1,556,173
TOTAL EXPENDITURES	\$ 3,080,467	\$ 2,896,984	\$ 3,155,065	\$ 3,149,631
Full Time Positions	12.00	12.00	12.00	10.00
Hourly/FTE Positions	3.82	3.82	3.82	3.37
<i>Account: 0014010 Fund: General</i>				

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CIRCULATION SERVICES

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages \$	934,856	\$ 885,675	\$ 948,762	\$ 1,006,963
Retirement Benefits	109,433	133,425	93,502	99,025
Health Insurance	54,158	53,797	59,454	66,574
Other Personnel Expenses	50,810	24,572	38,161	41,484
Personnel Services Subtotal	1,149,257	1,097,469	1,139,879	1,214,046
Operating Expenses				
Professional & Contract Services	-	-	-	-
Supplies & Materials	4,978	7,206	12,500	12,500
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	205,512	113,364	143,328	185,231
Other Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	210,490	120,570	155,828	197,731
TOTAL EXPENDITURES \$	\$ 1,359,747	\$ 1,218,039	\$ 1,295,707	\$ 1,411,777
Full Time Positions	4.50	4.50	4.50	5.00
Hourly/FTE Positions	20.68	20.68	20.68	20.68
<i>Account: 0014015</i>		<i>Fund: General</i>		

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Created a library-specific GIS dashboard in collaboration with Business Systems and City GIS
- Converted two part-time Circulation Supervisor positions to full-time

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

GOALS

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

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

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

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

ABOUT

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

SERVICES

- Respond to in-person, telephone, email and text reference questions; provide instruction, classes and tours; assist the public with access to digital resources; and administer services to homebound patrons; provide library programs for adults and teens
- Provide community outreach activities such as visits to schools, senior centers, farmers' markets and other community groups

- Manage the selection and organization of print and digital genealogy and Carlsbad history resources, preserve archival collections and provide instruction and assistance to patrons of all ages researching genealogy or local history
- Coordinate with the North San Diego County Genealogical Society to schedule and provide free educational genealogy programs
- Support the work of the city’s Historic Preservation Commission and city staff through research, digitization and programming

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

**no outreach during COVID-19 pandemic*

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

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

ABOUT

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

SERVICES

- Develop and present educational programs for children year-round, including weekly early literacy and educational programs, as well as special reading programs such as the annual Summer Reading Adventure
- Promote literacy and the enjoyment of reading by connecting children with books through personal interactions, programs and development of an age-appropriate collection
- Support digital literacy for children by providing computers with early literacy programs, internet access and educational games as well as remote access to digital databases for homework assistance
- Answer reference questions and assist in using the collection and internet computers for research and homework
- Provide library instruction and tours for children and youth-related groups

- Build community connections through story times, book talks and instructional sessions at local schools and special events throughout the city
- Provide leadership opportunities and community service volunteer hours for teens

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES |

LIBRARY & CULTURAL ARTS: COLLECTIONS & TECHNICAL SERVICES

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

ABOUT

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

SERVICES

- Manage the selection of library materials in accordance with collection development policies and industry practices to continue to meet the educational, lifelong learning and entertainment needs of the community
- Source and purchase library materials, in physical and electronic format

- Track the ordering and invoicing of materials, working with department and city staff to ensure timely payment to vendors
- Keep the catalog and collection organized, current, accurate and accessible
- Optimize the location of library materials for the best user experience
- Broaden access to material outside the city’s collection via Interlibrary Loan
- Maintain, track and assess patron use of electronic and physical content to guide purchasing decisions

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

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

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

ABOUT

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

SERVICES

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

- Manage an accredited Career Online High School diploma program and support students
- Provide learning assistance in reading, writing and comprehension to students in partnership with Carlsbad High School
- Develop partnerships with local stakeholders to promote community connections and improve services systemwide

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CULTURAL ARTS

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

ABOUT

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

SERVICES

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

- Implement programs featuring guest artist residencies and STEAM with schools reaching 7,000 students annually
- Present performing arts series, including TGIF Concerts in the Parks
- Maintain partnership with Carlsbad Friends of the Arts
- Seek out artist collaborations throughout Carlsbad and the North County

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES | PARKS & RECREATION: SUMMARY

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

PARKS & RECREATION

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

COMMUNITY SERVICES | PARKS & RECREATION: ADMINISTRATION

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

ABOUT

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

SERVICES

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

- Administer recreation program scholarships to low-income residents
- Update and implement master and strategic planning efforts
- Develop, monitor and support the department's information technology
- Liaise with Parks & Recreation, Senior and Beach Preservation Commissions

RECENT ACCOMPLISHMENTS

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

GOALS

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

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

COMMUNITY SERVICES | PARKS & RECREATION: RECREATION

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

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES |

PARKS & RECREATION: PARKS & TRAIL MAINTENANCE

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

Account: 00146XX Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

COMMUNITY SERVICES | PARKS & RECREATION: STREET TREE & MEDIAN MAINTENANCE

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

ABOUT

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

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

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

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

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

GOALS

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

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



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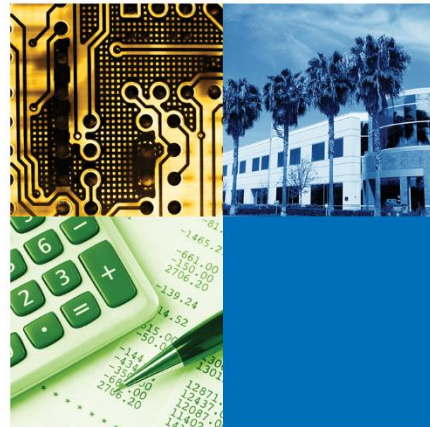
ADMINISTRATIVE SERVICES

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

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

Laura Rocha
Deputy City Manager, Administrative Services

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ADMINISTRATIVE SERVICES BRANCH

Administrative Services

Administration

Finance

Human Resources

Information Technology

Innovation &
Economic Development



ADMINISTRATIVE SERVICES | ADMINISTRATION

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

Account: 0011110 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

ADMINISTRATIVE SERVICES | FINANCE

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

Account: 0011310 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: SUMMARY

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

HUMAN RESOURCES

- Human Resources
- Risk Management
- Workers' Compensation

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: HUMAN RESOURCES

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages \$	1,588,487	\$ 1,537,269	\$ 1,653,928	\$ 1,924,419
Retirement Benefits	319,916	492,744	349,629	446,332
Health Insurance	144,408	131,789	159,292	163,101
Other Personnel Expenses	51,042	38,766	51,900	61,483
Personnel Services Subtotal	2,103,853	2,200,568	2,214,749	2,595,335
Operating Expenses				
Professional & Contract Services	1,379,795	1,385,821	1,749,780	1,707,864
Supplies & Materials	87,230	101,202	88,774	95,174
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	233,256	238,056	331,524	315,252
Other Operating Expenses	498,379	433,512	570,350	551,150
Capital Outlay	-	-	3,834	-
Operating Expenses Subtotal	2,198,660	2,158,591	2,744,262	2,669,440
TOTAL EXPENDITURES \$	4,302,513	\$ 4,359,159	\$ 4,959,011	\$ 5,264,775
Full Time Positions	14.00	14.00	14.00	15.00
Hourly/FTE Positions	2.20	2.20	2.20	2.20
<i>Account: 00115XX</i>		<i>Fund: General</i>		

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: RISK MANAGEMENT

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages \$	205,024	\$ 208,192	\$ 199,626	\$ 211,880
Retirement Benefits	49,807	72,127	48,212	53,373
Health Insurance	23,304	31,011	33,628	33,442
Other Personnel Expenses	14,431	6,980	6,726	7,208
Personnel Services Subtotal	292,566	318,310	288,192	305,903
Operating Expenses				
Professional & Contract Services	1,405,177	1,672,661	2,041,500	2,516,000
Supplies & Materials	7,675	4,489	5,103	5,000
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	24,324	10,632	23,207	23,967
Other Operating Expenses	785,969	669,043	849,700	929,700
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	2,223,145	2,356,825	2,919,510	3,474,667
TOTAL EXPENDITURES \$	2,515,711	\$ 2,675,135	\$ 3,207,702	\$ 3,780,570
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account: 6121930</i>		<i>Fund: Internal Service</i>		

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

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

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: WORKERS' COMPENSATION

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

Account: 6111520 Fund: Internal Service

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

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

ADMINISTRATIVE SERVICES | INFORMATION TECHNOLOGY

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

Account: 640, 641 Fund: Internal Service

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

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

ADMINISTRATIVE SERVICES | INNOVATION & ECONOMIC DEVELOPMENT

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

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

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

ADMINISTRATIVE SERVICES | MISCELLANEOUS NON-DEPARTMENTAL

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

Account: 00190XX Fund: General

ABOUT

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

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

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

POLICY & LEADERSHIP

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

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

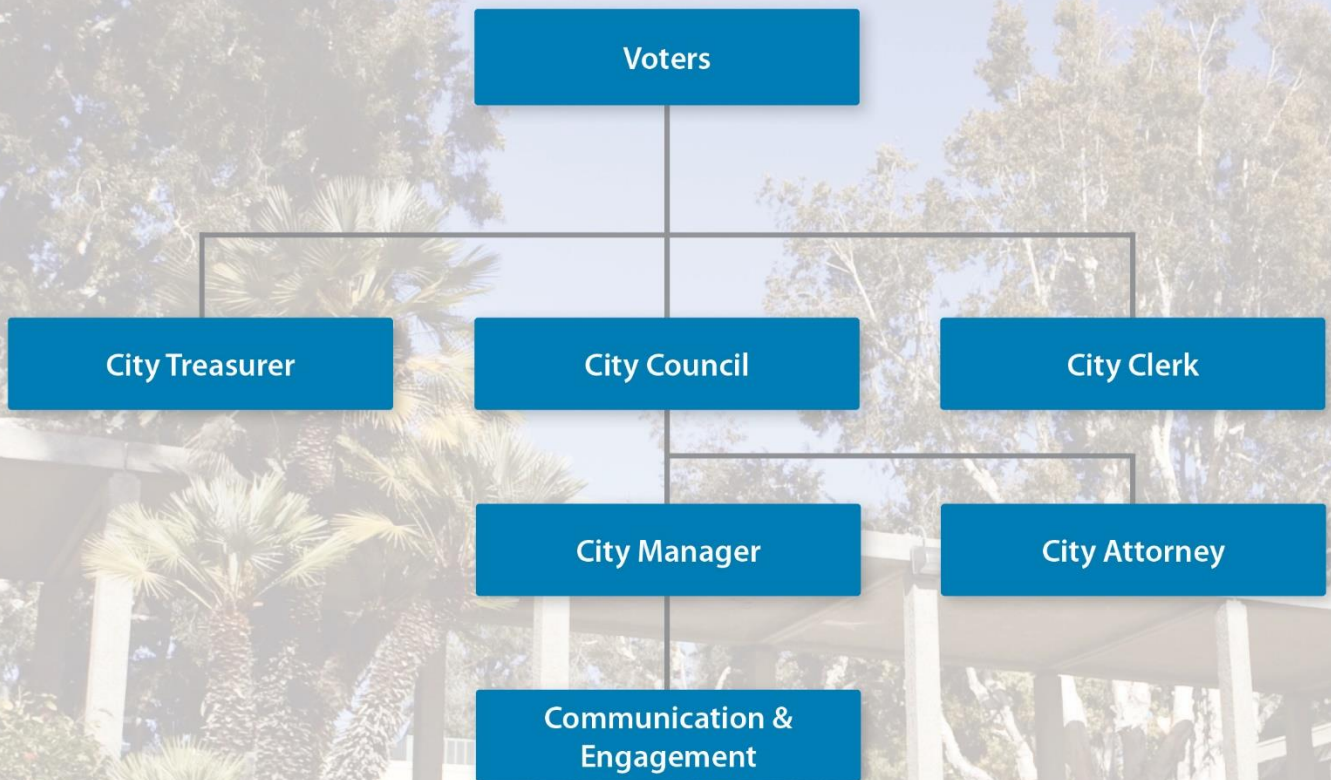
The City Council appoints the city manager, city attorney and members of the city's boards, commissions and committees. The Office of the City Manager handles administration and oversight of the city organization, including hiring the city workforce, supervising city departments and ensuring the City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

Scott Chadwick
City Manager

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POLICY & LEADERSHIP BRANCH



POLICY AND LEADERSHIP |
OFFICE OF THE CITY COUNCIL

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

Account: 0011010 Fund: General

ABOUT

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

SERVICES

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

GOALS

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

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

Specifically, the current goals are targeted at:

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

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

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

POLICY AND LEADERSHIP |
OFFICE OF THE CITY TREASURER

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

Account: 0010310 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

POLICY AND LEADERSHIP |
OFFICE OF THE CITY MANAGER

	2019-20 Actual	2020-21 Actual	2021-22 Adopted Budget	2022-23 Preliminary Budget
Personnel Services				
Salaries & Wages \$	1,608,369	\$ 1,061,278	\$ 1,097,959	\$ 1,167,148
Retirement Benefits	387,446	475,362	282,128	316,038
Health Insurance	175,974	133,336	144,821	143,953
Other Personnel Expenses	46,837	28,167	32,234	34,078
Personnel Services Subtotal	2,218,626	1,698,143	1,557,142	1,661,217
Operating Expenses				
Professional & Contract Services	154,796	115,652	377,365	305,240
Supplies & Materials	37,432	22,318	43,129	55,179
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	135,204	98,460	104,918	95,891
Other Operating Expenses	32,175	4,423	29,543	38,618
Capital Outlay	(3,272)	541	-	-
Operating Expenses Subtotal	356,335	241,394	554,955	494,928
TOTAL EXPENDITURES \$	2,574,961	\$ 1,939,537	\$ 2,112,097	\$ 2,156,145
Full Time Positions	12.00	7.00	7.00	7.00
Hourly/FTE Positions	0.50	0.00	0.00	0.00
<i>Account: 0011010</i>		<i>Fund: General</i>		

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

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

GOALS

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

POLICY AND LEADERSHIP |
OFFICE OF THE CITY ATTORNEY

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

Account: 0011210 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

POLICY AND LEADERSHIP |
OFFICE OF THE CITY CLERK

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

Account: 0010210, 0011610 Fund: General

ABOUT

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

SERVICES

- Prepare City Council agendas
- Prepare minutes
- Complete legal noticing and publishing
- Maintain Fair Political Practices Commission filings
- Maintain Carlsbad Municipal Code
- Maintain, preserve and provide access to all legislative documents
- Administer elections
- Notarize documents
- Provide proofs of life certifications
- Assist City Attorney's Office with citywide ethics training

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

POLICY & LEADERSHIP | COMMUNICATION & ENGAGEMENT

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

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

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

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

GOALS

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

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