



CARLSBAD

STRATEGIC PLAN

2023 - 2027



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INTRODUCTION

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

Covering nearly 40 square miles and home to about 115,000 residents, the City of Carlsbad is governed by a five-person City Council who, along with a dedicated workforce led by a professional City Manager, work toward one key purpose: ***To enhance the lives of all who live, work and play in our city by setting the standard for providing top quality, efficient local government services.***

ABOUT THIS PLAN

The purpose of this strategic plan is to focus city resources to fulfil the Carlsbad community’s vision for the future. For many years, the Carlsbad City Council engaged in an annual goal-setting process to identify high priority projects and initiatives toward this end. In 2021, the City Council decided to instead create a 5-Year Strategic Plan to accomplish several important objectives:



Focus

The City Council understands that if everything is a priority, then nothing is. Choosing five goals for a five-year period allows resources to be focused, increasing results.



Momentum

Provide clear and consistent policy direction to city staff, enabling the momentum needed to achieve major goals important to the Carlsbad community.



Alignment

Create better alignment between City Council policy direction and the operational realities of day to day city operations.



Connection

Connect everything the city does to the fulfilment of the community’s vision, from core services to major construction projects to aspirational policy goals.

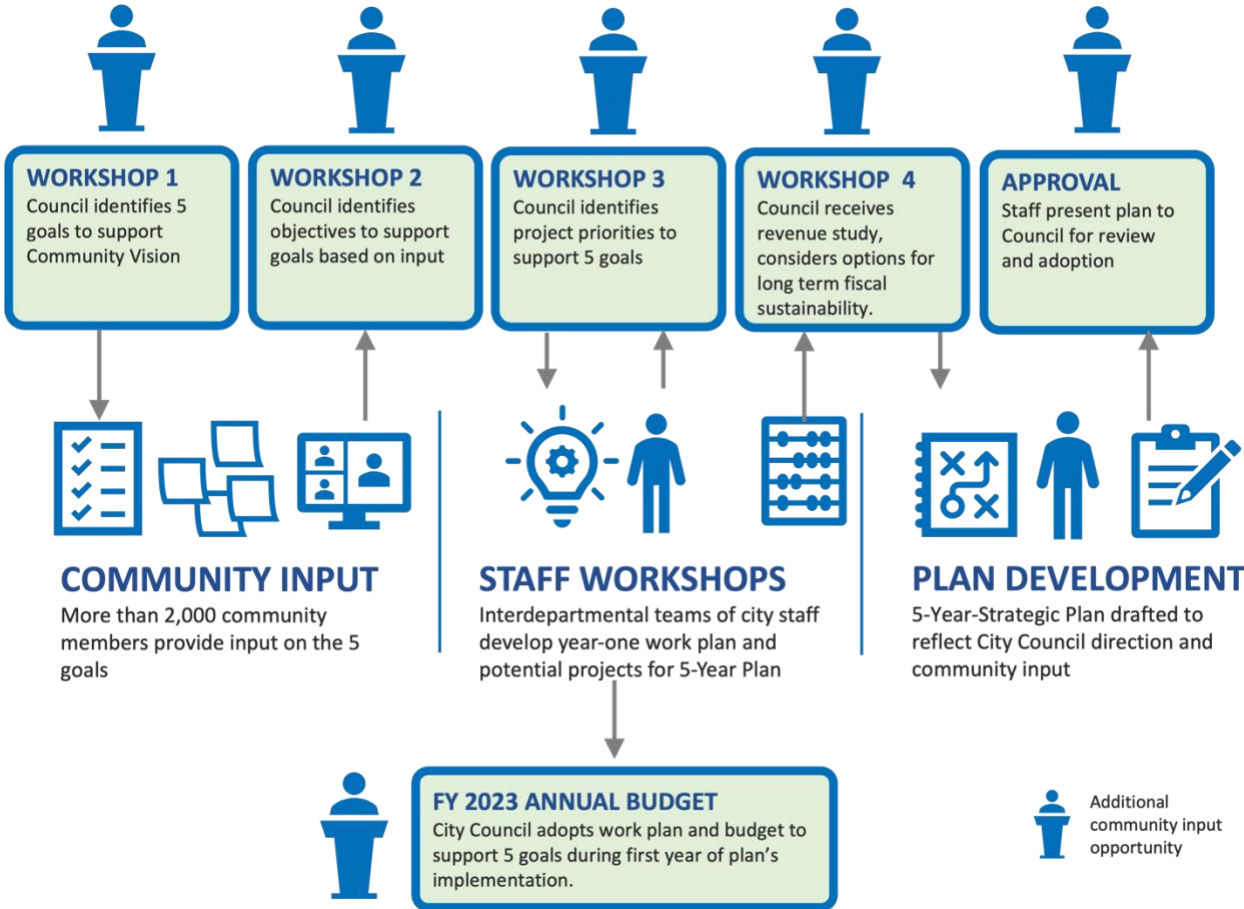


Accountability

Identify key indicators of success that are measurable and transparent.

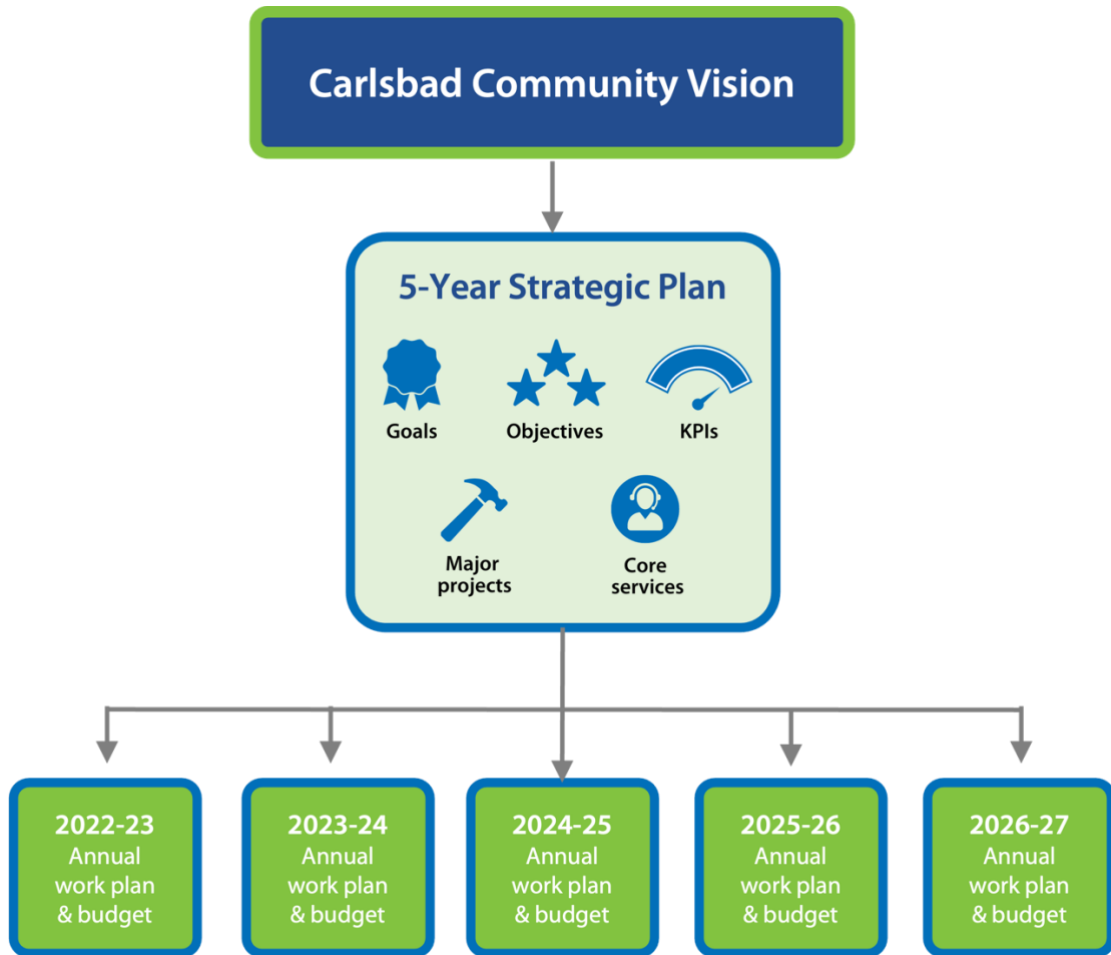
STRATEGIC PLANNING PROCESS

The City of Carlsbad engaged The Centre for Organization Effectiveness to assist with the development of the strategic plan. To create the plan, the city took an inclusive approach by inviting a wide range of stakeholders to provide input at multiple milestones during the process.



PLAN STRUCTURE

The 5-Year Strategic Plan includes high level goals, objectives, projects and service commitments that support the Carlsbad Community Vision. Specific work plans and resource allocations are developed each year and included in the city's annual budget.



 Goals	Aspirational statement that supports one or more of the community values in the Carlsbad Community Vision	 Major projects	Capital Improvement Program (major construction) projects that support goals
 Objectives	Major initiatives/areas of focus to achieve the goal	 Core services	Day to day city services that will continue to be provided at a high level to achieve the goal
 KPIs	Indicators of success. Things that can be measured to show progress		

SUCCESSFUL IMPLEMENTATION

This success of this strategic plan depends on **everyone** involved understanding their roles in realizing the city's goals over the next five years.



City Council

Provides policy direction, allocates sufficient resources, and limits competing direction that could divert attention from the five goals. Adopts annual budget and work plan that supports 5-Year Strategic Plan.



Boards, Commissions & Committees

Understand the five goals of the strategic plan and create and implement annual work plans to support them.



City Manager

Aligns and deploys resources to achieve the goals of the strategic plan. Ensures all city employees understand how their work supports the 5-Year Strategic Plan. Notifies City Council if adjustments are needed due to unforeseen events and resource constraints. Informs the City Council if new direction could interfere with achieving the goals of the 5-Year Strategic Plan. Tracks and reports status of key performance indicators and makes operational adjustments as needed to ensure measures will be achieved.



City workforce

Understands how their day to day work supports the 5-Year Strategic Plan. Alerts supervisors of opportunities to increase alignment with the plan goals and potential roadblocks so they can be overcome.



Community members

Learn about the 5-Year Strategic Plan and provide ongoing feedback that will help ensure the five goals are achieved. Engage in the annual budget process to monitor progress and help guide short term priorities for alignment with five goals.



TRANSPARENCY & ACCOUNTABILITY

Alignment with the City Council 5-Year Strategic Plan will become an integral part of everything the city does, highlighted through the following:



Public dashboard

City staff will develop a digital dashboard to track and display progress on strategic plan goals, with a focus on key performance indicators. This dashboard will be available on an ongoing basis and highlighted during the annual budget process.



Annual budget process

During the annual budget process, the City Council will have an opportunity to review the plan’s progress and provide direction on any adjustments and refinements desired, keeping in mind the importance of remaining focused and building momentum around the goals identified in the plan. City staff will propose a work plan and budget each year that focuses on the goals of the 5-Year Strategic Plan.



Goal visibility

City staff will highlight strategic plan goals in staff reports and presentations to the City Council and its boards, commissions and committees. This will help reinforce alignment between the day to day work and the 5-Year Strategic Plan and demonstrate to the public how city resources are supporting the plan.



Adaptation

The 5-Year Strategic Plan is intended to provide consistent focus on five key goals to build the momentum needed to achieve results. However, the city operates in a dynamic environment and must take into account unanticipated needs, changing community priorities and emergencies, all of which could require a different allocation of resources. As such, the City Council may direct staff to update its strategic plan during the five-year implementation period, with the understanding that city staff will inform the City Council of how any updates could affect the achievement of the five priority goals.



CARLSBAD COMMUNITY VISION

Carlsbad is guided by nine core values that make up the community's vision for the future. These values were identified over 10 years ago through a collaborative process with the community and have been reaffirmed over the years through regular check-ins and ongoing community engagement.



Small town feel, beach community character and connectedness

Enhance Carlsbad's defining attributes—its small town feel and beach community character. Build on the city's culture of civic engagement, volunteerism and philanthropy.



Open space and the natural environment

Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.



Access to recreation and active, healthy lifestyles

Promote active lifestyles and community health by furthering access to trails, parks, beaches and other recreation opportunities.



The local economy, business diversity and tourism

Strengthen the city's strong and diverse economy and its position as an employment hub in north San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.



Walking, biking, public transportation and connectivity

Increase travel options through enhanced walking, bicycling and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.



Sustainability

Build on the city's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling and foods.



History, the arts and cultural resources

Emphasize the arts by promoting a multitude of events and productions year-round, cutting-edge venues to host world-class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.



High quality education and community services

Support quality, comprehensive education and life-long learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.



Neighborhood revitalization, community design and livability

Revitalize neighborhoods and enhance citywide community design and livability. Promote a greater mix of uses citywide, more activities along the coastline and link density to public transportation. Revitalize the downtown Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.

CORE SERVICES

The city fulfills its purpose and supports the Community Vision every day through the collective work and contributions of the city workforce who focus on the core services and functions of municipal government. Even with the best strategic plan, the City of Carlsbad would not be the city it is today without a firm commitment to providing these core services at a very high level of quality. And, from a resource perspective, these ongoing services represent the vast majority of the city’s annual budget.

Even with the best strategic plan, the City of Carlsbad would not be the city it is today without a firm commitment to providing the highest level of service

Without this attention to high quality work and dedicated employees, those who live, work, and play in Carlsbad would not be able to enjoy the parks, trails, open space, libraries, arts, clean and safe water, well-maintained streets, and the peace of mind knowing they are safe.

This plan is focused on achieving five goals over the next five years, and those goals are described in the pages ahead. Ongoing core services and major projects that support the goals are included in each section, along with new initiatives. By including new and ongoing work, this plan helps connect everything the city does, creating more alignment and enabling momentum to build around those things most important to the community.

Being Brilliant at the Basics



100,000
Calls for service received



6,500
People transported to the hospital



1,000
Tons of debris removed from storm drains



4.8 Billion
Gallons of safe drinking water delivered



800,000
Materials checked out



432
Acres of parks maintained



35,000
Meals provided for seniors



18,000
Building inspections conducted



350
Miles of streets maintained



6,200
Acres of habitat protected

*Based on 12 months using 2022 data

2023-2027 STRATEGIC GOALS

The Carlsbad City Council has endorsed the Strategic Goals, Objectives, Capital Improvement Projects and Core Services to be prioritized over the next five years. Progress on specific projects and objectives, ongoing service levels, and a variety of Key Performance Indicators, will be tracked and reported on to demonstrate achievement of the Strategic Goals.



Community Character

Maintain Carlsbad's unique community character and connectedness

In 5 years ...

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

Key performance indicators

- ▶ Resident responses to survey questions related to community character
- ▶ Participation in civic engagement opportunities
- ▶ Participation in city library, arts and recreation programs and events
- ▶ Number of volunteer hours

Strategic objectives

- 1** Work with the community to develop a new approach to maintain quality of life while managing growth in Carlsbad, consistent with state law.
- 2** Develop objective design standards for multifamily housing throughout the city.
- 3** Create opportunities for more affordable housing in Carlsbad by implementing the policies and programs in the 2021-2029 Housing Element.
- 4** Work with the San Diego Association of Governments and the North County Transit District to prioritize, determine costs, and work with state and federal representatives to seek funding for preliminary design and technical studies for lowering the railroad tracks in the Village.
- 5** Develop, implement and promote programs that enhance wellness, socialization, inclusion and active living.

6 Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council:

Age-Friendly Action Plan	Parks & Recreation Master Plan
Arts & Culture Master Plan	Library Strategic Plan
Carlsbad General Plan	Trails Master Plan
Local Coastal Program	Village and Barrio Master Plan
Homeless Goal Work Plan	Homeless Response Plan

Priority Projects

The city expects to complete the following work on Capital Improvement projects to support this goal through 2027:

- Complete design work for the Monroe Street Pool Renovation and Replacement Project
- Complete design and permitting for the South Carlsbad Boulevard Realignment between Manzano Drive and Island Way
- Complete conceptual design for the South Carlsbad Coastline Project
- Complete plans, specifications, bidding and construction of Veterans Memorial Park
- Complete conceptual design/master plan and permitting for Robertson Ranch Community Park
- Complete conceptual design/master plan for Business Park Recreational Facility (Zone 5 Park)
- Complete design and construction of a community garden at Stagecoach Community Park
- Complete the installation of additional pedestrian lighting throughout the Village as part of the Carlsbad Village Lighting Study
- Complete a feasibility study to make Tyler Street in the Barrio one-way
- Complete construction of five new traffic circles and other traffic calming measures in two other intersections in the Barrio
- Complete a feasibility study for turning part of Grand Avenue into a pedestrian only “Grand Promenade”
- Enhance existing crosswalks on Carlsbad Boulevard between Mountain View Drive and Tamarack Avenue
- Begin construction of walking, biking and traffic improvements (includes a roundabout at the intersection of Cannon Road and Carlsbad Boulevard), and a new blufftop gathering area in the Terramar area
- Implement a new intelligent parking program in the Village
- Initiate the installation of new pedestrian lighting along main sidewalks in the Barrio
- Enhance bike lanes by adding green paint to conflict areas at various locations citywide including Carlsbad Boulevard, La Costa Avenue, Cannon Road and Jefferson Street
- Audio-visual upgrade/replacement for Schulman Auditorium and Cannon Gallery

Core services

The city will maintain the following high levels of service annually in support of this goal:

- Maintain 432 acres of community parks and special use areas, and 51 miles of open space trails
- Provide a diverse array of affordable recreation, library and arts programs, classes and events for all ages
- Operate four community centers and a senior center, open a total of approximately 17,000 hours annually
- Operate two aquatic centers with programming for all ages and abilities
- Host special events throughout the year to bring the community together
- Maintain three library locations, open a total of 7,600 hours annually
- Circulate over 800,000 library materials annually
- Manage a rental assistance program serving 600 lower income households
- Provide 35,000 meals via the senior nutrition program annually
- Address approximately 1,200 code enforcement cases annually, including those related to public safety
- Process an average of 4,500 building permits and conduct over 18,000 building inspections each year



Quality of Life & Safety

Prioritize the safety and well-being of the community

In 5 years ...

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

Key performance indicators

- ▶ Resident responses to survey questions related to safety, quality of life, city services and amenities
- ▶ Carlsbad crime statistics
- ▶ Emergency response times
- ▶ Condition of city assets like roads, parks and buildings
- ▶ Indicators to be identified in an updated Homeless Response Plan that show progress addressing homelessness, such as:
 - Number of persons placed in temporary or permanent housing
 - Number of persons who received services

Strategic objectives

- 1** Enhance the quality of life for everyone in Carlsbad by adopting and implementing an updated Homeless Response Plan that addresses the complex needs of individuals experiencing, or at risk of experiencing homelessness in a compassionate and effective manner and reduces the impacts of homelessness on the community.
- 2** Foster strong relationships between community members and members of the Police Department, including the formation of a community-police engagement commission.
- 3** Bring Fire Department up to Standards of Cover to ensure the city is prepared to meet the community's changing fire and emergency medical needs.
- 4** Manage, maintain and enhance the city's roadway to provide a safe, efficient and cost-effective multi-modal transportation system.

5 Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council:

Age-Friendly Action Plan	Parks & Recreation Department Master Plan
Asset Management Master Plan	Public Housing Authority Plan
Carlsbad General Plan	Recycled Water Master Plan
Community Development Block	San Diego County Multi-Jurisdictional Hazard
Drainage Master Plan	Mitigation Plan
Grant Consolidated Plan	SCADA Master Plan
Fire Department Standards of	Urban Water Management Plan
Coverage	Wastewater Master Plan
Homelessness Goal Work Plan	Water Master Plan
Homeless Response Plan	

Priority projects

The city expects to complete the following work on Capital Improvement projects to support this goal through 2027:

- Complete Palomar Airport Road and College Boulevard Improvements
- Complete traffic calming project on Tamarack Avenue from Skyline Avenue to Adams Street
- Complete traffic calming projects at various locations in the city including Victoria Avenue, Monroe Street, Highland Drive, Nueva Castilla, Celinda Drive, Circulo Sequoia, Park Drive, Hummingbird Road and Black Rail Road per the Carlsbad Residential Traffic Management Program
- Complete El Camino Real widening from
 - Poinsettia Lane to Camino Vida Roble
 - Arenal Road to La Costa Avenue
 - Sunny Creek Road to Jackspar Drive
- Complete reconfiguration of right turn lane from northbound El Camino Real to eastbound Alga Road.
- Initiate construction to repair and upgrade beach access stairs and upper sidewalk between Pine and Tamarack avenues
- Initiate projects as part of the Utility Undergrounding Program, in coordination with San Diego Gas & Electric and other utility providers
- Complete Avenida Encinas Coastal Rail Trail and pedestrian improvements
- Complete design of Carlsbad Boulevard and Tamarack Avenue pedestrian improvements
- Initiate project to improve Americans with Disabilities Act beach access from Pine to Tamarack avenues
- Complete Avenida Encinas and Palomar Airport Road pedestrian improvements
- Initiate design of Carlsbad Boulevard pedestrian lighting improvements between Tamarack Avenue and State Street, in coordination with SDG&E
- Complete design of La Costa Avenue traffic improvements
- Complete Melrose Drive right turn lane to westbound Palomar Airport Road
- Complete traffic signal modifications at Maverick Way and Camino De Los Coches
- Evaluate new intersection control at Camino De Los Coches and La Costa Avenue

- Complete improvements to Christiansen Way
- Complete design of Valley Street traffic calming between Magnolia and Chestnut avenues
- Complete design of Chestnut Avenue complete street improvements between Valley Street and Pio Pico Drive
- Complete design of Chestnut Avenue complete street improvements between I-5 and the railroad tracks
- Complete design of street improvements for State Street and Grand Avenue
- Complete construction of Fire Station 2
- Complete construction of temporary Fire Station 7
- Identify site and complete preliminary design for permanent Fire Station 7
- Complete the design of new walking, biking and traffic improvements on Valley Street between Magnolia and Chestnut avenues
- Begin construction of walking, biking and traffic improvements on Kelly and Park drives by Kelly Elementary School and initiate Safe Routes to School program
- Complete Local Roadway Safety Plan and start implementation
- Complete construction of retaining wall, drainage and street improvements on Park Drive from Bayshore Drive to just west of Marina Drive
- Work to expand homeless shelter capacity at La Posada de Guadalupe

Core services

The city will maintain the following high levels of service annually in support of this goal:

- Respond to approximately 100,000 police calls for service annually with a response time for priority one calls that is lower than the national average of six minutes
- Maintain a 24/7 dispatch center that answers approximately 36,000 9-1-1 calls annually
- Complete investigations for violent crimes, property crimes, fraud and financial crimes, auto theft, juvenile crime, elder abuse and child abuse
- Provide canine units, bicycle patrol, crisis negotiations, bilingual services, and mental health assistance teams
- Participate in regional task forces that focus on narcotics and gangs
- Provide school resource officers to middle and high schools
- Provide rangers to protect safety in parks, on beaches and city trails
- Maintain a SWAT capability that assists with high-risk situations
- Support public safety at approximately 30 special events annually
- Inform the community about crime prevention, fire prevention and traffic safety including educating the public on e-bike safety
- Respond to about 14,000 Fire Department incidents and transport about 6,500 patients to local hospitals for care
- Perform over 350 beach rescues annually while also providing about 25,000 actions aimed at preventing beach emergencies to the more than 750,000 visitors to Carlsbad beaches

- Conduct over 3,500 fire inspections to limit the community's risk through preventive actions
- Complete over 750 plan reviews for fire prevention
- Supply and maintain 4,441 fire hydrants citywide
- Provide homeless response services including social worker and housing placement services, hotel vouchers, and encampment cleanups
- Maintain over 450 city-owned fleet vehicles so city services run seamlessly
- Repair over 30,000 square feet of sidewalk and asphalt annually
- Maintain 350 miles of streets
- Maintain 342 acres of community parks and special use areas
- Provide 4.8 billion gallons of drinking water to more than 30,000 homes and businesses each year with 455 miles of pipeline, 17 pressure zones, 71 pressure regulating stations, three pumping stations, 14,369 valves and over 30,000 potable meters
- Manage the recycled water system's three storage tanks, four pump stations, three pressure reducing stations, five pressure zones, 95 miles of pipelines, 815 valves, 961 meters and water recycling plant
- Manage a sewage collection system that includes 11 wastewater lift stations and wet wells, 265 miles of mainlines and 6,056 access holes



Sustainability & the Natural Environment

Protect the environment and natural resources

In 5 years ...

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

Key performance indicators

- ▶ Greenhouse gas emissions
- ▶ Lagoon and ocean water quality
- ▶ Reduction in materials going to the landfill
- ▶ Community compliance with environmental regulations
- ▶ Acres of habitat managed, restored and preserved
- ▶ Percentage of the city fleet powered by hybrid or electric vehicle technology
- ▶ Percentage of energy for city operations using clean sources

Strategic objectives

- 1** Research and evaluate a Climate Adaptation/Sustainability Plan to address the impacts of climate change, including but not limited to extreme heat, drought, erosion, flooding and wildfire.
- 2** Transform roadways and implement programs that provide options to move around Carlsbad, such as walking and biking, that reduce the city's greenhouse gas emissions.
- 3** Increase citywide electric vehicle charging infrastructure and transition all passenger fleet vehicle purchases after FY 2022-23 to be electric vehicles, with the exception of public safety vehicle purchases, which will be electric where feasible.
- 4** Seek grant funding to develop a Sea Level Rise Adaptation Plan (following Coastal Commission approval of the 2021 comprehensive update to the city's Local Coastal Program).
- 5** Develop partnerships with nonprofit, academic and other non-governmental organizations to leverage environmental sustainability efforts and programs.
- 6** Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council:

Carlsbad General Plan
 Climate Action Plan
 Community Forest Management Plan
 Habitat Management Plan
 Integrated Pest Management Plan
 Jurisdictional Urban Runoff
 Management Plan

Local Coastal Program
 Sustainable Materials Management and
 Implementation Plan
 Sustainable Mobility Plan
 Water Quality Improvement Plan
 Preserve Management Plan

Priority projects

The city expects to complete the following work on Capital Improvement projects to support this goal through 2027:

- Meet implementation goals for the Sustainable Mobility Plan
- Complete Maerkle Reservoir Solar Project
- Complete Trash Amendment Compliance Program improvements
- Complete preliminary design and permitting for the South Carlsbad Boulevard Realignment between Manzano Drive to Island Way

Core services

The city will maintain the following high levels of service annually in support of this goal:

- Oversee the management of a 6,200 acre preserve system that protects native species and habitats
- Protect, manage and maintain urban forests and undeveloped open space
- Protect creeks, lagoons, and ocean by implementing the storm water permit, preventing sanitary sewer overflows, and preserving and restoring natural open space
- Ensure areas of open space and the natural environment support sustainable access to recreation and active, healthy lifestyles
- Implement waste reduction and waste diversion programs
- Remove approximately 1,000 tons of debris that otherwise would pollute the city's storm drain system
- Ensure permit compliance through inspections of construction projects and the storm drain system
- Meet all stormwater regulatory requirements with zero violations
- Oversee contracted trash and recycling services for over 30,000 households and over 1,700 businesses in Carlsbad and ensure compliance with organics waste requirements
- Secure final approvals from the California Coastal Commission and implement updated Local Coastal Program



Economic Vitality

Foster a healthy local economy

In 5 years ...

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

Key performance indicators

- ▶ Ratings from local businesses through a scientific survey
- ▶ Carlsbad unemployment rate
- ▶ Size of Carlsbad's GDP
- ▶ Sales and hotel tax revenue
- ▶ Indicators to be identified in a new Economic Development Strategic Plan

Strategic objectives

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

Core services

The city will maintain the following high levels of service annually in support of this goal:

- Support more than 25 business expansion, attraction, and retention projects in Carlsbad's key industries.
- Manage lamp post banner program to beautify seven retail, commercial, and community areas in the city to help create a sense of place and support small businesses.
- Connect talent to local business through the Life in Action campaign featuring more than 240 local companies, and generating around 45,000 views.
- Develop a talent recruitment program that directly connects at least 175 job seekers with local Carlsbad companies.
- Maintain partnerships with local and regional business support organizations, bringing collaborative operations to Carlsbad.



Organizational Excellence & Fiscal Health

Be a model for effective and efficient local government

In 5 years ...

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

Key performance indicators

- ▶ General fund balance and reserves
- ▶ City credit rating
- ▶ Pension funding
- ▶ Customer satisfaction
- ▶ Internal operation standards and measurements
- ▶ Information Technology incidents and outages

Strategic objectives

- 1** Develop and implement a performance tracking, management and reporting program for the 5-Year Strategic Plan.
- 2** Foster a culture of continuous improvement that equips the organization to deliver excellent service to the community.
- 3** Maintain the city's fiscal health and sustainability.
- 4** Model trust, ethics and civility.
- 5** Attract and retain a talented, diverse and engaged workforce.
- 6** Achieve CalPERS funded status of 80% or greater (Council Policy No. 86) in each of the next five years.
- 7** Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council:

Annual City Budget	Diversity, Equity & Inclusion Work Plan
Capital Improvement Program	Real Estate Strategic Plan
City Council Code of Ethics	Strategic Digital Transformation Investment Plan
Connected Carlsbad	

Priority projects

By 2027, the city will accomplish the following in support of this goal as resources allow:

- Complete Fleet Maintenance Facility refurbishment
- Complete design and construction of the Orion Center (centralized public works yard)
- Complete conceptual design for new City Hall and Civic Center
- Complete the Police & Fire Headquarters Renovation including the Emergency Operations Center Reconfiguration
- Initiate design for construction of a new public works storage facility
- Complete feasibility study to identify the need and location for Fire Administration offices
- Research, evaluate and implement a Section 115 Pension Trust
- Core System Consolidation
- Expansion of the Digital Information Network
- Implementation of an Enterprise Asset Management System
- Implementation of cutting edge Computer Aided Dispatch system with a real time crime center
- Implement new tools for citywide project management
- Build a data driven decision making platform and training program

Core services

The city will maintain the following high levels of service annually in support of this goal:

- Prepare a realistic and fiscally sound annual city budget each year that follows all best practices
- Monitor the city's fiscal health and provide regular reports to the City Council and the public
- Process over 40,000 outgoing payments to vendors and service providers annually
- Issue over 10,000 business licenses annually
- Issue over 41,000 payments to employees annually
- Respond to approximately 600 public records act requests
- Conduct biennial review and re-affirm policy commitment to Code of Ethics
- Operate a fraud and abuse reporting system for employees
- Handle scheduling, public noticing and other support for over 170 public meetings
- Maintain the city's website, which includes about 1,000 pages of information about city programs and services
- Create ongoing opportunities for community engagement
- Ensure Carlsbad's interests are represented with our state and federal lawmakers and oversee regional collaboration efforts, such as participation in the Clean Energy Alliance, SANDAG, and NCTD
- Process approximately 6,000 job applications and support leadership in onboarding new staff
- Oversee learning and development opportunities for staff as well as ensure completion of mandatory training

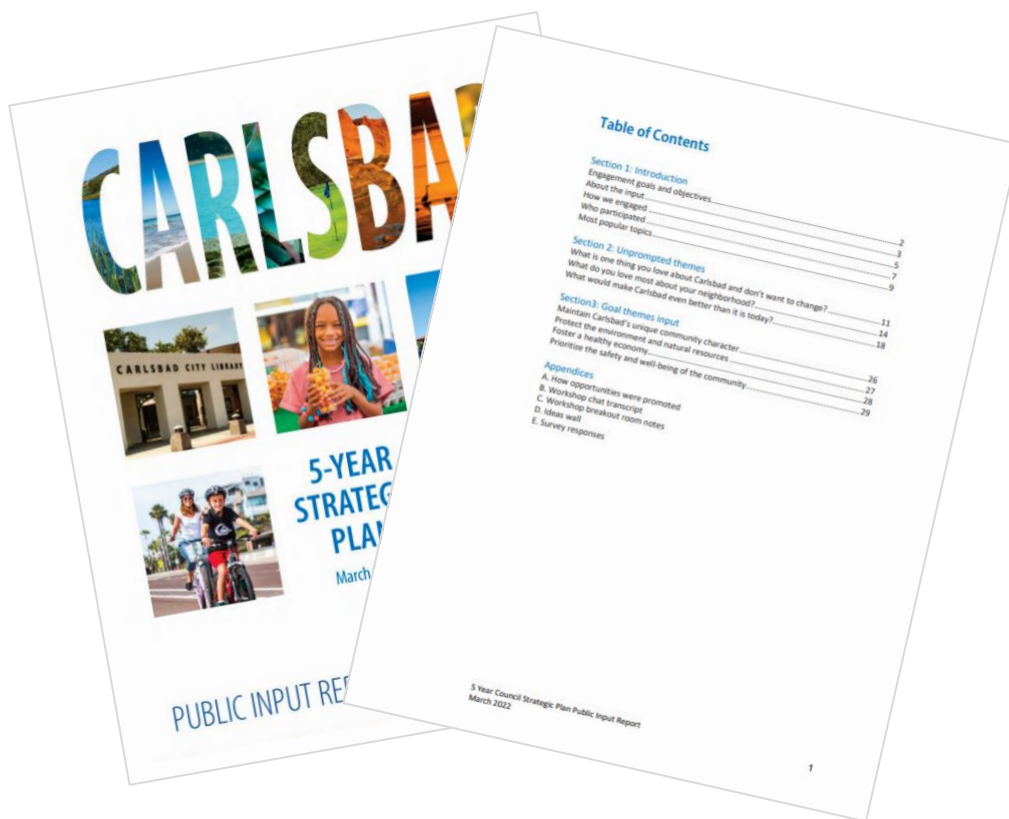
- Deliver technology services to city users including thousands of endpoint devices
- Support digital network services to city staff and guests over a 200 Gb backbone
- Manage the city's cybersecurity risk with cutting edge technology, processes and policies
- Provide effective project management of technology service implementations
- Maintain portfolio of over 200 business applications used to facilitate effective service delivery by city staff
- Manage the city's real estate and properties to maximize taxpayer value

APPENDICES

COMMUNITY INPUT REPORT






For more information on the Community Input Report, please visit the city website:






www.carlsbadca.gov/input



EXISTING POLICIES & PLANS

The City of Carlsbad has a number of policies and plans already in place. Some are required by regulations; others address a previous City Council goal or best practice in the industry. Each plan contains existing actions and timelines, which are not repeated in this strategic plan. Instead, they are referenced below and in each goal section so the reader can gain a fuller appreciation for the breadth of work taking place to support the five key goals of this strategic plan.

	Last update	Next update	RELATED GOALS				
							
Age-Friendly Action Plan	2021	2026	✓	✓	✓	✓	
Annual Operating Budget	2022	Annual	✓	✓	✓	✓	✓
Arts & Culture Master Plan	2018	2028	✓	✓	✓	✓	
Asset Management Master Plan	2019	N/A	✓	✓	✓	✓	✓
Capital Improvement Program	2022	Annual	✓	✓	✓	✓	✓
City Council Code of Ethics	2021	Annual					✓
City Council Homelessness Goal Work Plan	2022	Annual	✓	✓	✓		
Continuity of Operations Plan	2021	2026		✓			✓
Climate Action Plan	2020	2024		✓	✓		
Community Development Block Grant Plan	2020	2025	✓	✓			
Community Forest Management Plan	2019	N/A			✓		
Connected Carlsbad	2020	N/A	✓	✓	✓	✓	✓
Department of Homeland Security Community Resilience Indicator Analysis (2020)	2020	N/A		✓			
Diversity, Equity & Inclusion Workplan	2022	2024	✓				✓
Drainage Master Plan	2008	2024		✓	✓		
Fire Safety Regulations	2019	2025		✓			
Carlsbad General Plan	2015	2023	✓	✓	✓	✓	
Growth Management Plan	1986	2023	✓	✓	✓	✓	✓
Habitat Management Plan	2004	N/A			✓		
Homeless Response Plan	2017	2022	✓	✓	✓		
Housing Element	2021	2029	✓		✓	✓	
HUD Consolidated Five Year Plan	2020	2025	✓	✓			
Integrated Pest Management Plan	2017	N/A			✓		
Jurisdictional Runoff Management Plan	2021	2025			✓		
Library Strategic Plan	2016	2023	✓				✓
Parks & Recreation Department Master Plan	2015	2023	✓		✓		✓
Preserve Management Plan	2022	2027			✓		
Public Housing Authority Administrative Plan	2016	N/A	✓				✓
Real Estate Strategic Plan	2017	2022	✓			✓	✓
Recycled Water Master Plan	2019	2026			✓		
San Diego County Multi-Jurisdictional Hazard Mitigation Plan	2017	2022		✓			

			RELATED GOALS				
	Last update	Next update					
SCADA Master Plan	2019	N/A		✓	✓		✓
Local Coastal Program, Sea Level Rise Analysis	2021	TBD	✓	✓	✓		✓
Standards of Cover (Fire Department)	2020	N/A		✓			✓
Strategic Digital Transformation Investment Plan	2022	Annual				✓	✓
Sustainable Materials Management Plan	2019	Annual			✓		
Sustainable Mobility Plan	2021	2023	✓	✓	✓	✓	
Trails Master Plan	2019	N/A	✓		✓		
Urban Water Management Plan	2020	2025		✓	✓		
Village & Barrio Master Plan	2021	2023	✓		✓	✓	
Wastewater Master Plan	2019	2024		✓	✓		
Water Master Plan	2019	2024		✓	✓		
Carlsbad Watershed Management Area Water Quality Improvement Plan	2021	2025			✓		





PROJECTS recommended to continue



Utilities 63 Projects

Abandon Potable Services (New Recycled Services)	Pressure Reducing Station Program
Agua Hedionda Creek Maintenance	Recycled Water Condition Assessment Program
Agua Hedionda Lift Station Biological Monitoring and Maintenance	Recycled Water Phase 3 - Reservoir Replacement Program
Assessment District 97-1 Maintenance	Recycled Water Valve and Appurtenance Replacement Program
Buena Interceptor Sewer Access Road Improvements	Reservoir Repair and Maintenance Program
Buena Interceptor Sewer Improvements	San Luis Rey Mission Basin Groundwater Supply
Buena Interceptor Sewer Realignment - East Segment	Santa Fe II Inlet Pipeline
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	Santa Fe II Reservoir Site Electrical Improvements
Cannon Road Lift Station Improvements	SCADA Improvements
Carlsbad Boulevard Waterline Replacement at Terramar	Sewer Condition Assessment
Carlsbad Water Recycling Facility Irrigation and Landscape	Sewer Lift Station Repairs and Upgrades
Cathodic Protection Program	Sewer Line Capacity Improvements
Chinquapin Lift Station Improvements	Sewer Modeling
Citywide Drainage Improvement Program	Sewer Monitoring Program (Capacity)
Crestview Drive Transmission Main	Sewer System Rehabilitation and Replacement
Desalinated Water Flow Control Facility No. 5	Storm Drain Condition Assessment
Faraday and El Camino Real Sewer Replacement - Orion to Palomar Airport Road	Storm Drain System Rehab and Repair Program
Fire Flow Capacity System Improvements	Trash Amendment Compliance Program
Headwall Replacement Program	Tri-Agency Water Transmission Pipeline Replacement
Laguna Drive Storm Drain	Vallecitos Interceptor Sewer Cleaning and CCTV
Lake Calavera Outlet Improvements	Villas Sewer Lift Station Replacement
Lake Calavera Reservoir Maintenance	Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-VC13)
Las Palmas Trunk Sewer	Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements
Limited Access Pipeline Relocation Program	Vista Carlsbad Interceptor - Reach VC3
Maerkle Facility Improvements	Vista Carlsbad Interceptor - Rehabilitation (VC1 and VC2)
Maerkle Reservoir Transmission Main	Vista/Carlsbad Interceptor - Point Repair Reaches (VC13 & VC14)
Normally Closed Valve (Install Motorized Valve)	Water Infrastructure Condition Assessment Program
North Batiquitos Access Road Improvement	Water Loss Monitoring Program
North Batiquitos Lift Station Forcemain Rehabilitation	Water Modeling
Odor and Corrosion Prevention Assessment	Water System Rehabilitation and Replacement
Palomar Airport Waterline Realignment	Water Valve Repair/Replacement Program
Poinsettia Lift Station Rehabilitation	

Projects planned for the next five years and are required by law, address an urgent health or safety need, protect a significant infrastructure investment or are already under construction.



Streets and sidewalks 29 Projects

ADA Improvement Program	Left Turn Lane Extensions
Bridge Preventative Maintenance Program	Park Drive Street and Drainage Improvement
Camino Hills and Jackspar Drive Slope Stabilization	Parking Lot Maintenance Program
Carlsbad Boulevard Emergency Repair	Pavement Management Program
Carlsbad Boulevard Lane Reduction and Edge Striping	Poinsettia Lane
Chestnut Underpass Public Art Project	Rancho Santa Fe Trail Slope Improvements
Citywide Street Lighting Program	Retroreflectivity Sign Replacement Program
Concrete Repair/Replacement Program	Roadway Improvements - Coastal Area
Coordinated Traffic Signal Program	Roadway Slope Stabilization
DMP Facility BFB-U (El Camino Real)	Sidewalk/Street Construction Program
Drainage Master Plan Update	Street Lighting Replacement Program
El Camino Real and Agua Hedionda Creek Bridge Railing and Sidewalk	Traffic Control Improvements - Poinsettia Lane and Oriole Court
El Camino Real and Cannon Road Intersection Improvements	Traffic Improvement Program
Intelligent Traffic Control Devices	Traffic Monitoring Program
	Traffic Signal - Tamarack Avenue and Valley Street
	Traffic Signal Operations Modifications



Facilities 11 Projects

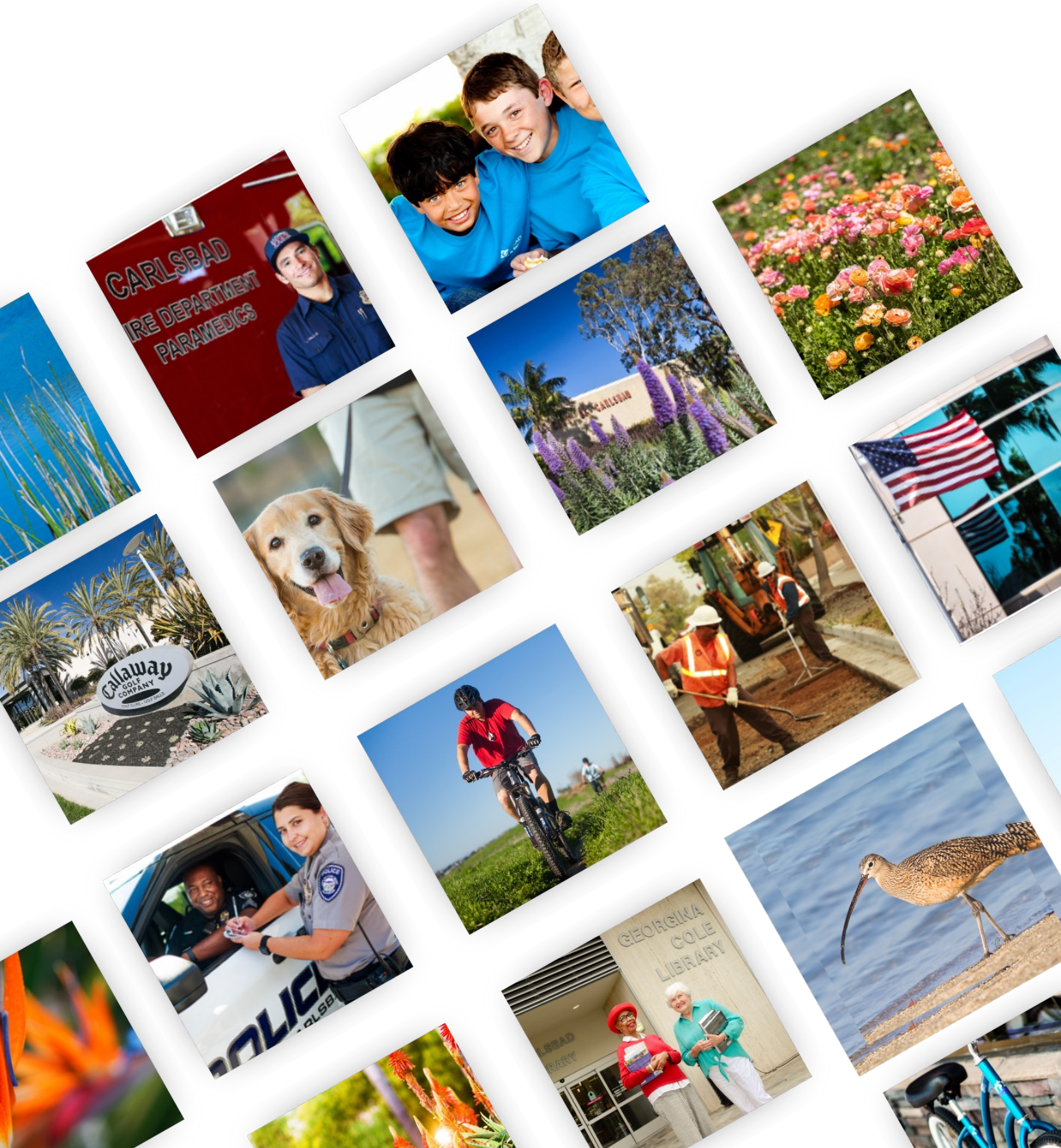
City Facility Accessibility Upgrades	Faraday Center Refurbishment
City Facility Safety and Parking Lot Lighting Assessment	Fire Station No. 2 Replacement
City Fire Stations Wash Water BMPs	Fleet Fuel Island Upgrade
City Hall Complex Refurbishment	Miscellaneous City Building Improvements
City Hall Exterior Refurbishment	Police and Fire Headquarters Renovation
Emergency Operations Center Reconfiguration	Safety Training Center Settlement



Community services 10 Projects

Alga Norte Park Modifications	Library Fire Alarm Panel Upgrades
Cole Library Security Fencing	Poinsettia Dog Park
Dove Library Lighting Improvements	Senior Center Refurbishment
Harding Center Refurbishment	Senior Center Security Fencing
Hosp Grove Park Improvements	South Shore Agua Hedionda Lagoon Trail
Leo Carrillo Ranch Roof Repairs	

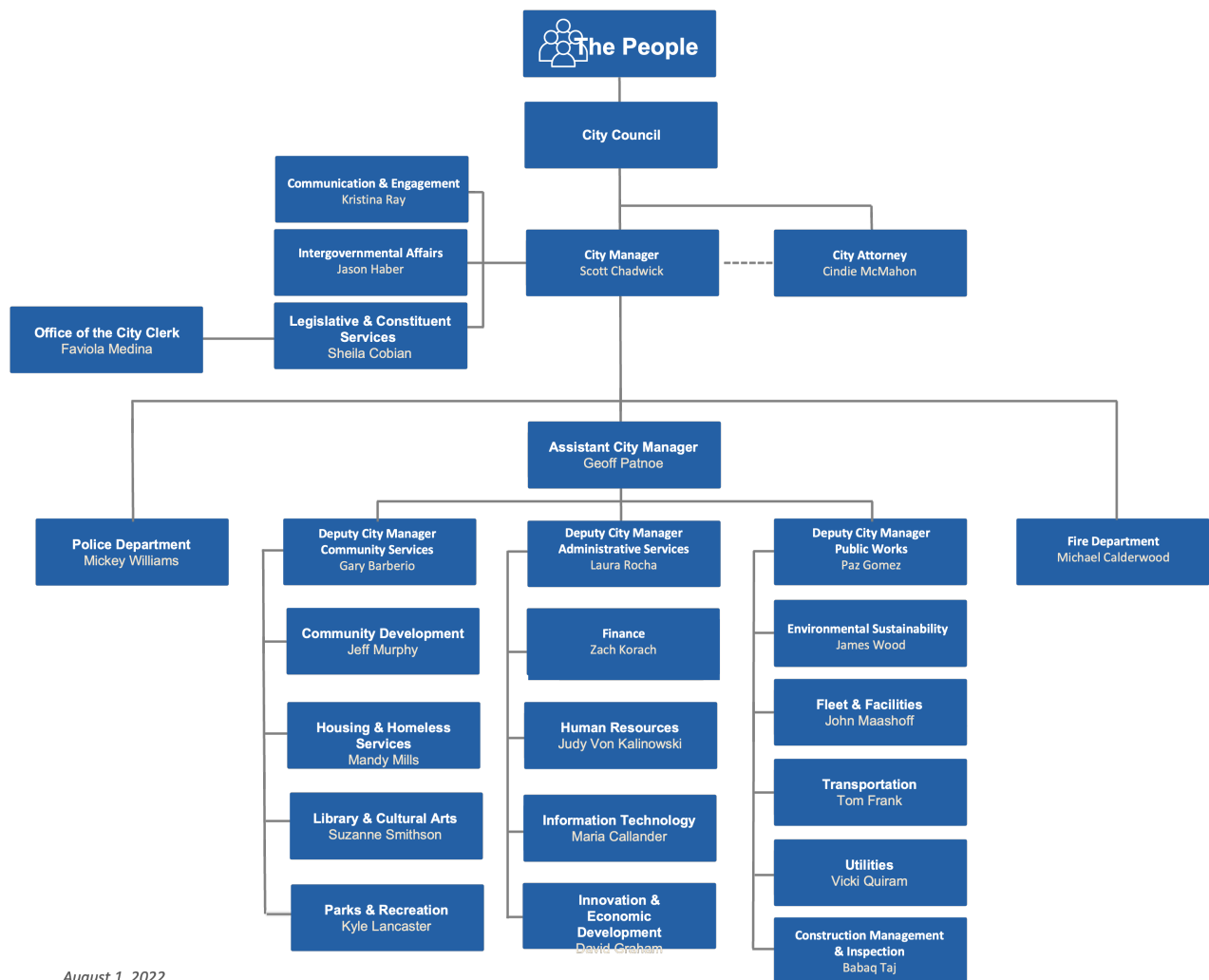
DEPARTMENT OVERVIEWS





Department overviews

City departments do work every day that supports the overall city mission and the City Council’s 5-Year Strategic Plan. The following pages provide an overview of some of the key functions of city departments, key activities, staffing and budgets, based on fiscal year 2022-23.



August 1, 2022

AT A GLANCE

Administrative Services



Human Resources



Finance



Information Technology



Internal Auditor

Administrative services includes departments that handle the day-to-day business functions of the city.

As a steward of the city's assets and liabilities, the Finance Department sets and implements a strategic financial management plan, ensuring the city makes sound financial decisions.

The Information Technology Department supports the technology needs of all city departments to help them meet their goals, builds technology infrastructure and ensures the public has access to digital city systems, such as online permitting and public records. The Human Resources Department helps ensure the city can provide the highest level of service to the public by recruiting and training a nimble, talented and professional workforce.



**Budget Excellence Award
Excellence in Financial
Reporting Award**

Government Finance
Officers Association



\$342.2M

Manage annual budget

40,000

Vendor payments
processed

87

Full-time staff

10,000

Computer help desk
requests fulfilled

6,000

Job applications processed

151

Workforce trainings



ANNUAL BUDGET
\$26.2 million

Administrative Services

1635 Faraday Ave. | Carlsbad, CA 92008 | 442-339-2440

AT A GLANCE



Community Development



Planning



Permits



Code enforcement



Building inspections

Community Development oversees the delivery of land development programs and services complying with adopted codes and engineering standards, maintains and updates the city's land use regulations and ensures new growth and development complies with established regulations, provides guidance and reviews projects for conformance with state and local building standards, and helps maintain safe and healthy living and working conditions for the members of the community through code enforcement



696



Residential housing units approved, including 116 low-income units

Advised by



Carlsbad Planning Commission

52



Professional staff

1,200

Code enforcement cases

1,131



Engineering permits

4,500

Building permits valued at more than \$132M



ANNUAL BUDGET

\$10.4 million

AT A GLANCE

Construction Management & Inspection



Manage city construction projects



Oversee private development project construction

The Construction Management & Inspection Department ensures safe construction of Capital Improvement Program and private development projects in compliance with legal, regulatory and contractual requirements.

TYPES OF CAPITAL IMPROVEMENT PROJECTS



Facilities



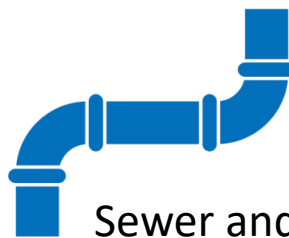
Water



Parks



Transportation



Sewer and drainage



 **16**
Employees



ANNUAL BUDGET
\$3.3 million

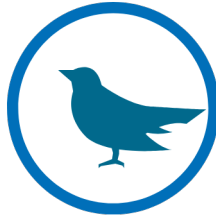
AT A GLANCE



Environmental Sustainability



Trash & recycling



Habitat preservation



Climate Action Plan



Clean oceans & lagoons

The Environmental Sustainability Department is responsible for environmental regulation compliance review and monitoring, implementing the Climate Action Plan, assembling and conserving a citywide habitat preserve system, executing the waste reduction and recycling program, protecting creeks, lagoons, and ocean, and ensuring the use of open space and the natural environment support access to recreation and active, healthy lifestyles.

Manage trash and recycling services contract



30,000 households

1,700 businesses



Surpassed the Climate Action Plan's 2020 target to reduce greenhouse gas emissions 4% below 2012 levels



6,200

Acres of open space preserved

17

Professional staff



ANNUAL BUDGET

\$5.1 million

AT A GLANCE



Fire Department



Fire Operations



Emergency Medical



Fire Prevention



Emergency Preparedness



Lifeguard

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.

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

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



Respond to
14,000
Incidents



Fire stations

3,500
Fire inspections



6,500

Hospital transports



350

Beach rescues

123

Professional staff



ANNUAL BUDGET
\$37.8 million

AT A GLANCE



Fleet & Facilities



Facility maintenance



Vehicle maintenance



The Fleet & Facilities Department maintains city-owned vehicles and facilities. 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 and replacement programs enable departments to achieve their operational mission in a safe, efficient manner.



450
City-owned fleet vehicles

1,539

Facility maintenance jobs completed



Custodian services at all city facilities

Transforming city fleet through electric and hybrid vehicles



 **35**

Professional staff



ANNUAL BUDGET
\$15.6 million



Named Top 50 Leading Fleets nationwide by Government Fleet magazine and the American Public Works Association

AT A GLANCE



Housing & Homeless Services



Housing assistance



Homeless services



Affordable housing



Community assistance

- ▶ Preserve and increase availability of affordable housing units in the community
- ▶ Provide rental assistance and homeownership opportunities to lower income households
- ▶ Devote local resources to prevent and reduce homelessness
- ▶ Maintain quality of life of residents and reduce the impact of homelessness on the community
- ▶ Create critical services for people in need
- ▶ Distribute grants that enhance the community

Advised by



CARLSBAD HOUSING COMMISSION

Formed July 2021

16

Professional staff



ANNUAL BUDGET

\$11 million*

*\$7 million from federal funding



2,800

Affordable housing units built

\$52M

Invested in affordable housing

15%

of new units set aside as affordable

550



Households provided rental assistance



200

Affordable units in progress

SINCE 1993

AT A GLANCE

Innovation & Economic Development



Economic growth



Business attraction



Partnerships



Data-driven decision



240 Companies featured

45,000 views

175 Job seekers connected with local companies

GIS
Mapping



25
Business expansion, attraction and retention projects



Golf Lodging Business Improvement District

Tourism Business Improvement District



Professional staff



ANNUAL BUDGET
\$2.5 million

AT A GLANCE



Library & Cultural Arts



Visual and performing arts

Circulation services

Digital initiatives Adult & teen services

The Library & Cultural Arts Department provides community members with access to high quality resources and services to inform and enrich individual and community life. With three locations, the library provides services such as administration, digital initiatives and special projects, circulation services, adult and teen services, genealogy and Carlsbad history services, children’s services, collections and technical services, outreach, literacy and bilingual services and is the community destination for information, enjoyment of reading, lifelong learning and cultural enrichment.

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 promote a thriving, diverse and creative city.

Advised by



Arts Commission
Library Board of Trustees
Historic Preservation
Commission

800,000

Library materials
circulated

85 Bilingual program
offerings

110,000

Sessions on public
computers

51

Full-time staff



ANNUAL BUDGET
\$14.1 million

4

Cannon art
gallery exhibits

9

TGIF
Concerts in
the Park



AT A GLANCE



Parks & Recreation



Parks & trails



Aquatics



Sports



Classes & camps



Senior services

The Parks & Recreation Department provides community members with access to indoor and outdoor recreational opportunities and conserves open space for resident and visitor use. Through the services provided by the department, community members have access to 41 community parks and special use areas and over 51 miles of open space trails, as well as a variety of programs and services that support health and wellness.



715

Aquatic programs



Community centers open 17,000 hours a year



339

Acres of community parks and special-use areas



35,000 senior nutrition program meals



67+

Miles of trails

3,270

Recreation programs

Advised by



Parks & Recreation Commission,
Beach Preservation Commission
Senior Commission

Two pools



59

Full-time staff



ANNUAL BUDGET
\$21.2 million

Parks & Recreation

1200 Carlsbad Village Drive | Carlsbad, CA 92008 | 442-339-2826 | parksandrec@carlsbadca.gov

AT A GLANCE



Police Department



Patrol



Investigations



Homeless Outreach



SWAT



Crime Prevention

The Carlsbad Police Department is a full-service police department that prides itself on its strong partnership with the community and high service levels. These field services include patrol, traffic, canines, lagoon patrol, and police rangers to respond to emergencies and non-emergencies as well as professionals that make up the following expert teams: Crime Suppression Team, Homeless Outreach Team, SWAT Team, Crisis Negotiation Team, Investigations Division, Family Services, Communications and Records. Through the hard work and dedication of the men and women of the Police Department, and the support of council members and the community, the city continues to be a safe community to live, work and play.



24/7

Dispatch center



5.2

Minutes of response time for highest priority calls



187

Full-time staff



Park ranger program



100,000

Calls for service

36

School crossing guards



ANNUAL BUDGET

\$51.2 million

Police Department

2560 Orion Way | Carlsbad, CA 92010 | 442-339-2100 | police@carlsbadca.gov

AT A GLANCE



Policy & Leadership



Office of the City Council



Office of the City Manager



Office of the City Attorney



Office of the City Clerk



Communication & Engagement

The City of Carlsbad follows a council-manager form of government, in which 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 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.




170

Public meetings

600 
Public records requests fulfilled

 **34**
Professional staff


Legislative affairs

 **550**
Email updates to community


ANNUAL BUDGET
\$8.5 million

Policy & Leadership

City Hall | 1200 Carlsbad Village Drive | Carlsbad, CA 92008 | 442-339-2820 | manager@carlsbadca.gov

AT A GLANCE

Transportation



Transportation and Drainage Engineering



Streets and Storm Drains



Traffic



Transportation Planning and Mobility

The Transportation Department is responsible for maintaining and improving the city's road infrastructure to keep people moving; enhancing mobility and safety citywide through ongoing transportation planning, streets and traffic engineering, streets maintenance and signal operations; providing maintenance and posting of street signs, street legends, striping, graffiti and trash removal, pothole and sidewalk repairs. The department also maintains storm drain infrastructure such as gutters and pipes under city streets.



 **1,000**
Tons of debris removed from streets

350 
Miles of streets maintained

 **272**
Streetlight and electrical maintenance repairs

180 
Traffic signals operated and maintained

Advised by



TRAFFIC & MOBILITY COMMISSION

 **43**
Employees



ANNUAL BUDGET
\$13.1 million

AT A GLANCE

Utilities



Water services



Wastewater services



Drainage system

The Utilities Department provides safe and reliable water and wastewater services while protecting the natural environment and meeting regulatory requirements. The department provides community members with access to safe drinking water, wastewater collections, and recycled water for a greener Carlsbad. The Utilities Department also promotes water conservation and access to diversified and local water sources to supplement imported water.



30,405

Homes and businesses served

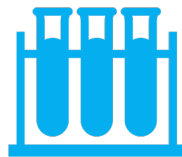
4.8 billion

Gallons of safe water provided



48%

Average water use down since 2008



Meets all state and federal drinking water quality standards

MAINTAINED

434 miles of water pipelines

265 miles of sewer pipelines

83 miles of recycled pipeline



64

Professional staff



ANNUAL BUDGET
\$77.9 million

Utilities Department

5950 El Camino Real | Carlsbad, CA 92008 | 442-339-2722 | water@carlsbadca.gov