

# FY 2023-24 PRELIMINARY BUDGET

Operating Budget  
Capital Improvements Program  
Strategic Digital Transformation Investment Program

Laura Rocha, Deputy City Manager  
Administrative Services

Zach Korach, Finance Director



# TONIGHT'S PRESENTATION

- Budget priorities
- Budgets by service area
- Citywide revenues and expenditures
- Personnel reductions
- Fee update
- Investing in infrastructure



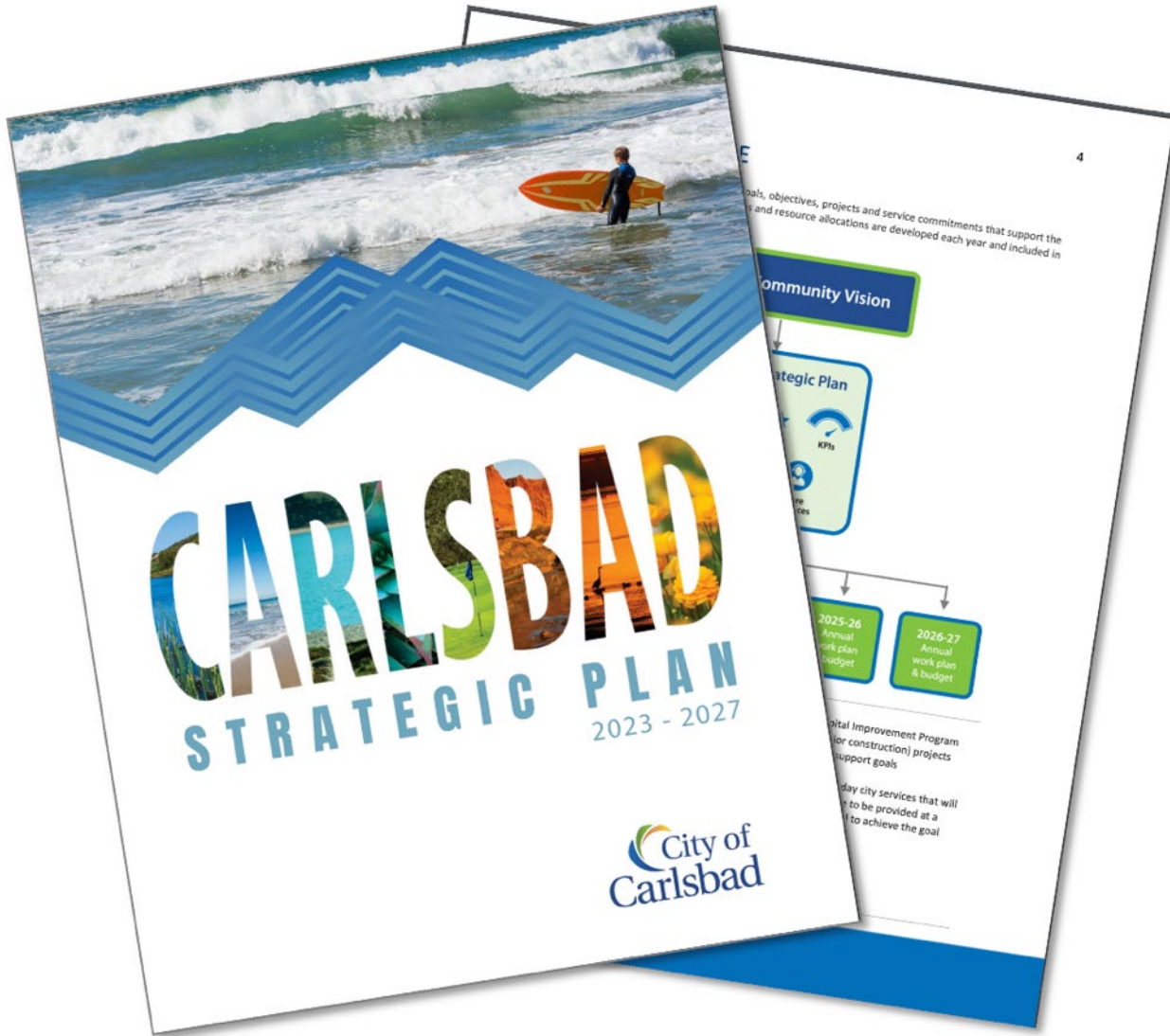
# KEY DATES



# 2023-24 PROPOSED BUDGET

- Focuses resources on City Council priorities
- New efficiencies and spending reductions
- Invests in infrastructure (digital and physical)
- Grows city's reserves
- Continues focus on long-term fiscal sustainability





# Carlsbad Community Vision

## 5-Year Strategic Plan



Goals



Objectives



KPIs



Major projects



Core services

2022-23  
Annual  
work plan  
& budget

2023-24  
Annual  
work plan  
& budget

2024-25  
Annual  
work plan  
& budget

2025-26  
Annual  
work plan  
& budget

2026-27  
Annual  
work plan  
& budget

# FIVE YEAR STRATEGIC PLAN



Community Character



Quality of Life & Safety



Sustainability & Natural Environment



Economic Vitality



Organizational Excellence & Fiscal Health

## Community Vision

Thousands of community members have participated in the city-sponsored Envision Carlsbad program to create a community vision for Carlsbad's future. The core values and vision statements emerging from this process serve as a guide for city leaders as they carry out their service to all who live, work and play in the City of Carlsbad.

- 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.



\$250,000



\$700,000



\$82,231



\$112,000



\$4.1 M



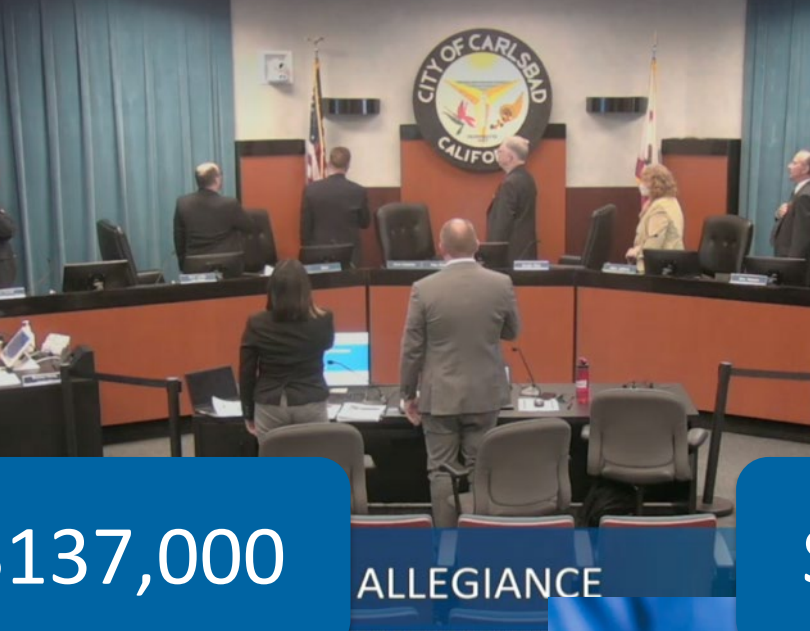
\$214,225

# SAFETY INVESTMENTS





\$352,500



\$137,000

ALLEGIANCE



\$280,821



\$162,000



\$2.1 M



\$428,164

# CITY COUNCIL PRIORITIES



\$537,375



\$10,000



\$400,000



\$140,000

MANDATES



\$730,000



\$45,000



\$115,000



\$472,000

OTHER AGENCIES

# BUDGET REFORMS



**No annual  
increases**



**No  
rollovers**



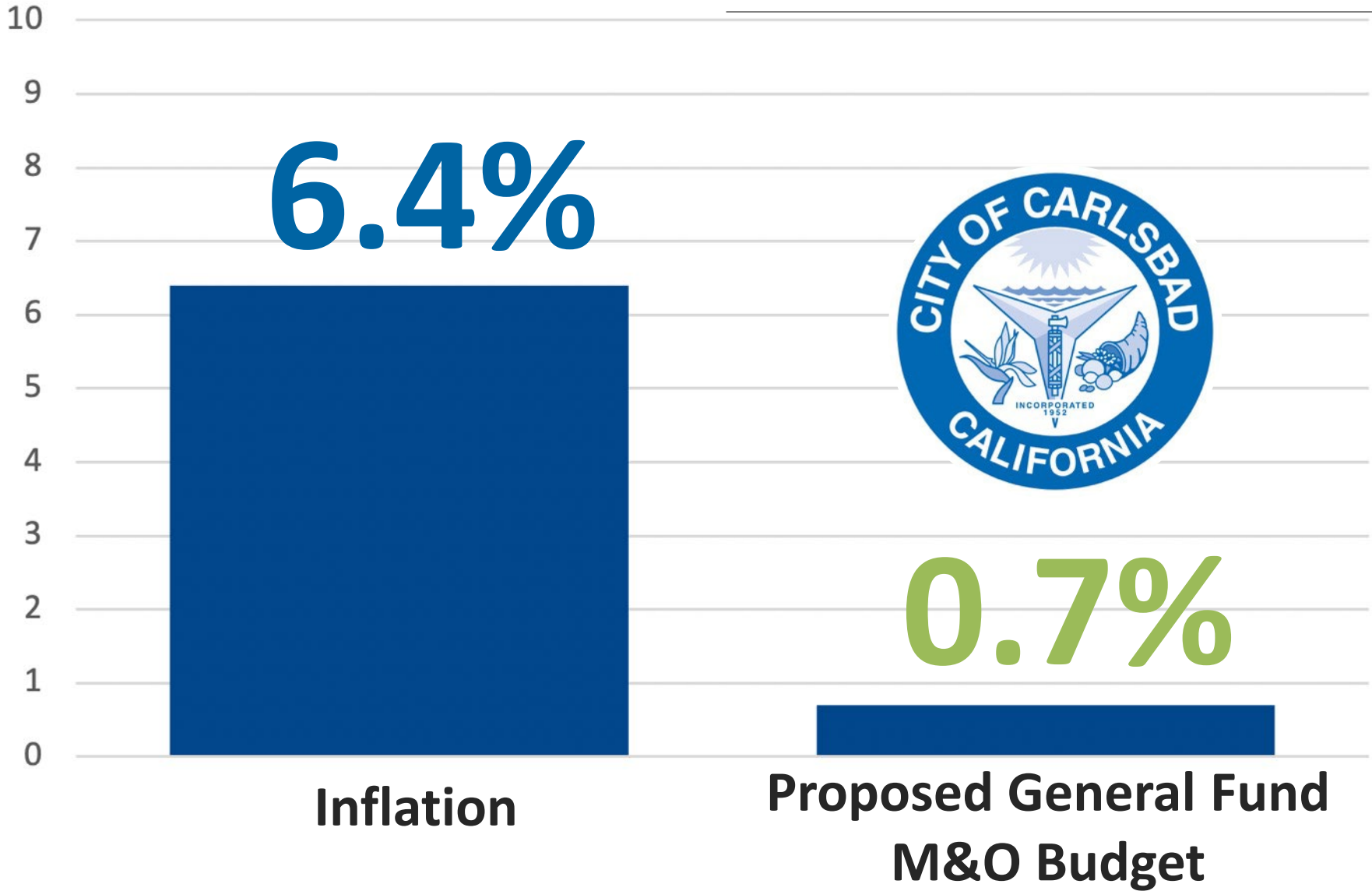
**Data driven  
decisions**



**Internal  
audits**



**Tighter  
policies**



**\$51k**

IT support



**\$328k**

Admin, printing

**\$69k**

Animal control



Travel and training



Public computers

City cell phone charges



**\$90k**

Maintenance



**\$480k**

**\$856k**

Reduce use of consultants



# BUDGET SAVINGS



**Citywide**

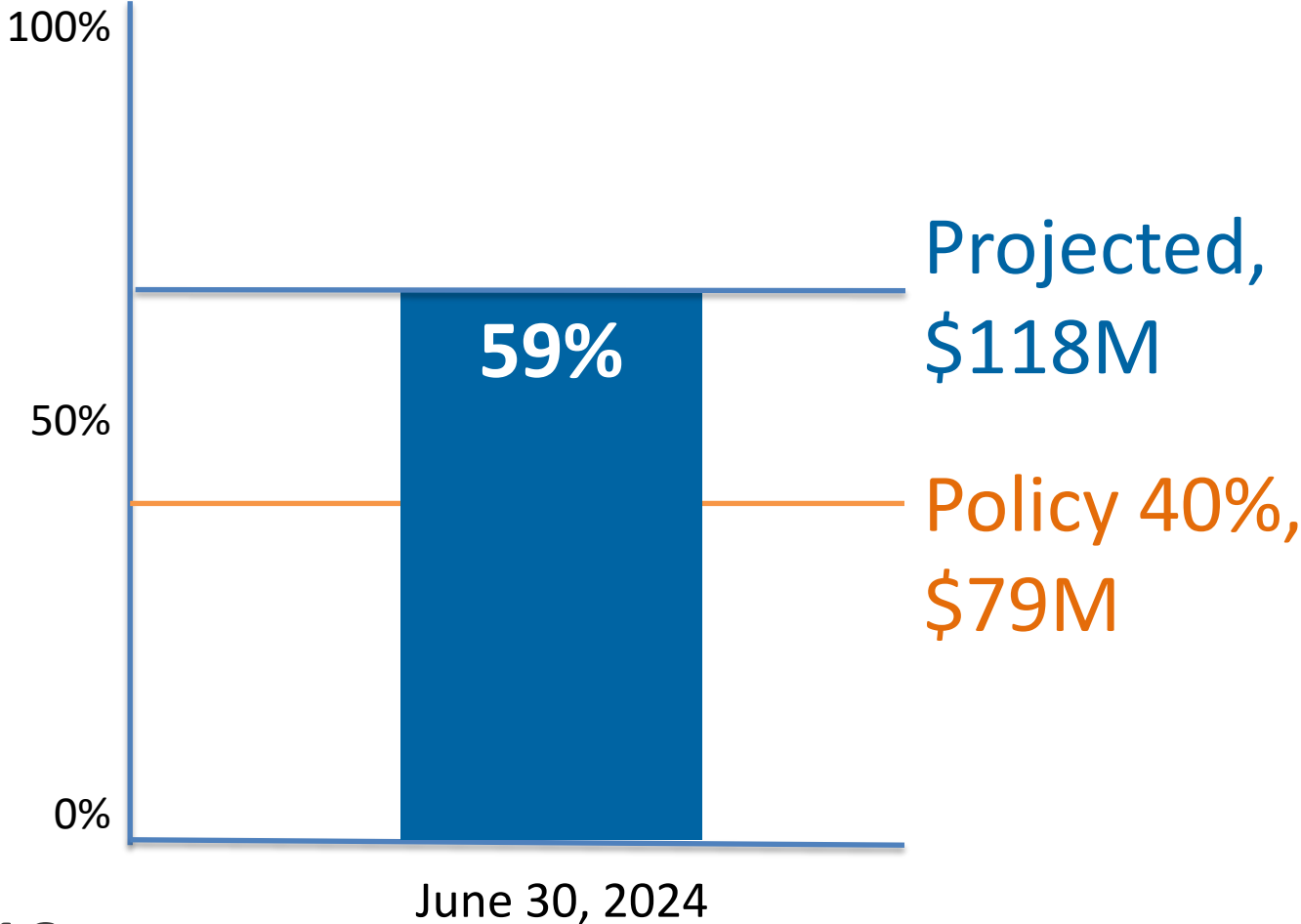


**General Fund**



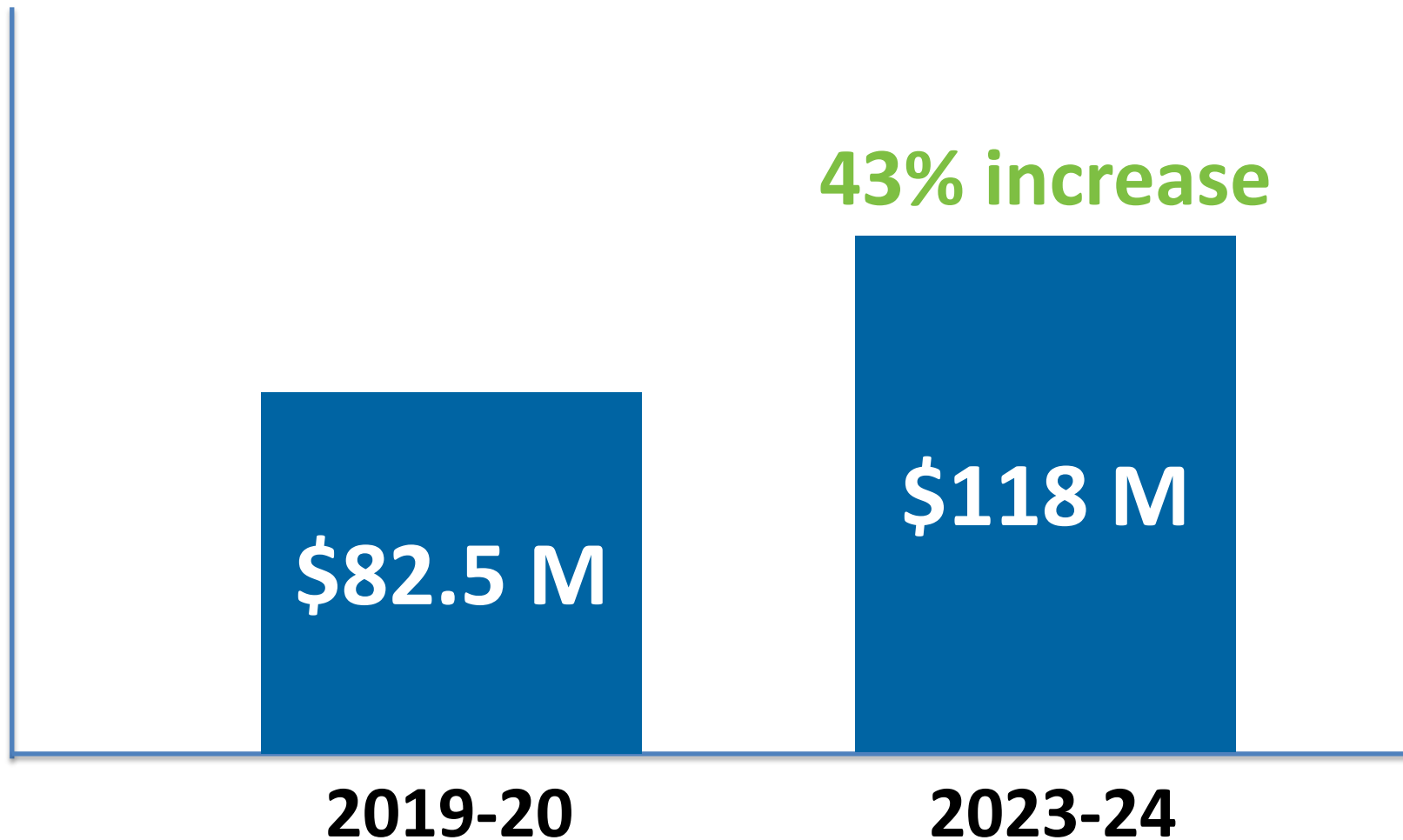
**New revenues**

# PROJECTED GENERAL FUND RESERVES

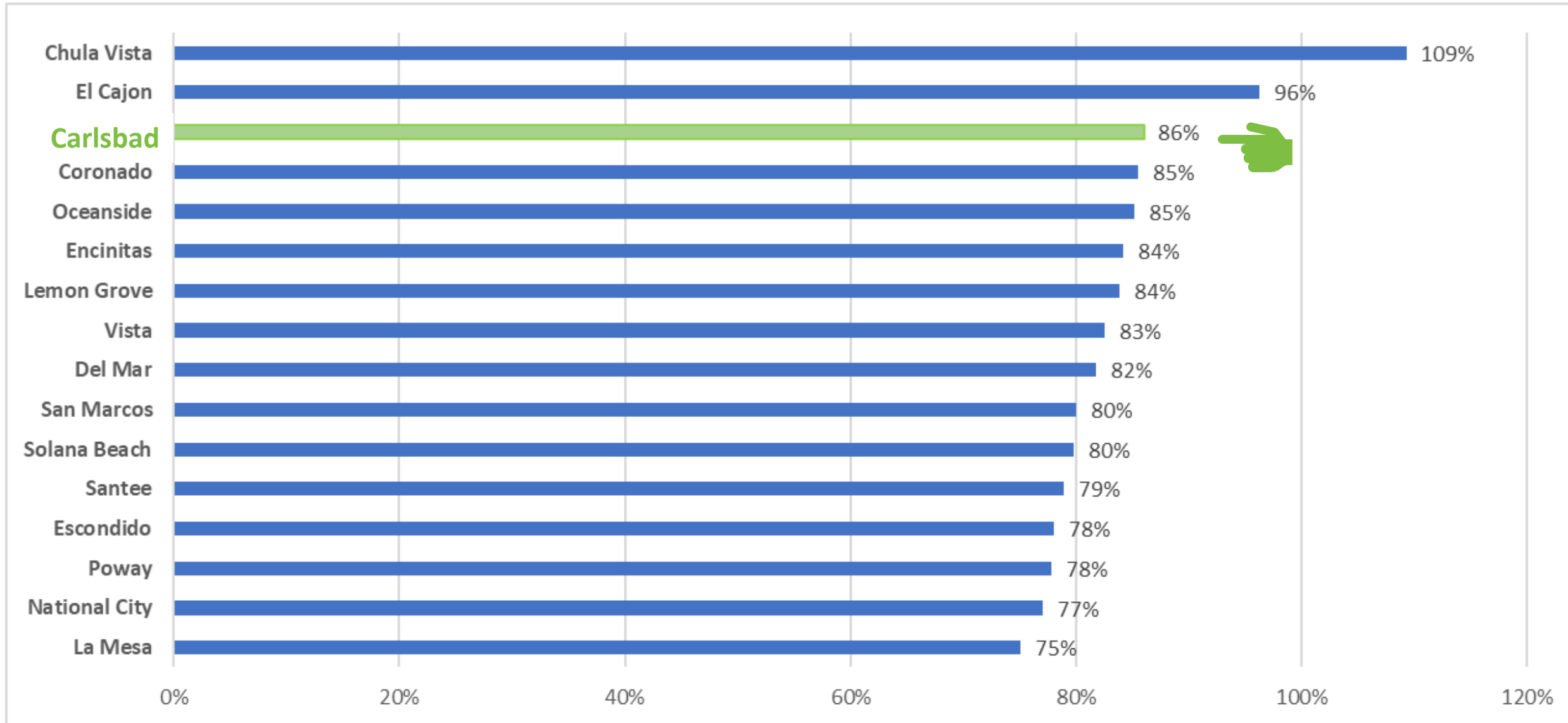




# PROJECTED GENERAL FUND RESERVES



# PENSION PERCENT FUNDED



# PROJECTED REVENUES AND PROPOSED EXPENDITURES

Zach Korach  
Finance Director



	Adopted 2023	Preliminary 2024	Change (\$)	Change (%)
Personnel	\$ 6,583,649	\$ 6,684,240	\$ 100,591	2%
M&O	\$ 1,625,266	\$ 1,478,603	\$ (146,663)	-9%
Interdept	\$ 651,257	\$ 790,312	\$ 139,055	21%
<b>TOTAL</b>	<b>\$ 8,860,172</b>	<b>\$ 8,953,155</b>	<b>\$ 92,983</b>	<b>1%</b>
Full-Time Personnel	34.00	34.00	0.0	0%
Part-Time Personnel	2.50	2.50	0.0	0%
General Fund	\$ 8,465,166	\$ 8,414,199	\$ (50,967)	-1%
Special Revenue Fund	\$ 395,005	\$ 538,956	\$ 143,950	36%
<b>TOTAL</b>	<b>\$ 8,860,172</b>	<b>\$ 8,953,155</b>	<b>\$ 92,983</b>	<b>1%</b>

	Adopted 2023	Preliminary 2024	Change (\$)	Change (%)
Personnel	\$ 15,990,283	\$ 16,407,104	\$ 416,821	3%
M&O	\$ 20,479,791	\$ 24,416,449	\$ 3,936,658	19%
Interdept	\$ 1,366,176	\$ 1,416,005	\$ 49,829	4%
<b>TOTAL</b>	<b>\$ 37,836,250</b>	<b>\$ 42,239,558</b>	<b>\$ 4,403,308</b>	<b>12%</b>
Full-Time Personnel	99.00	99.00	0.00	0%
Part-Time Personnel	6.89	6.40	-0.49	-7%
General Fund	\$ 14,070,669	\$ 13,725,959	\$ (344,740)	-2%
Internal Service Fund	\$ 23,765,551	\$ 28,513,599	\$ 4,748,048	20%
<b>TOTAL</b>	<b>\$ 37,836,250</b>	<b>\$ 42,239,558</b>	<b>\$ 4,403,308</b>	<b>12%</b>

# POLICE DEPARTMENT

	Adopted 2023	Preliminary 2024	Change (\$)	Change (%)
Personnel	\$ 40,743,776	\$ 44,269,167	\$ 3,525,391	9%
M&O	\$ 3,164,350	\$ 3,038,282	\$ (126,068)	-4%
Interdept	\$ 7,723,463	\$ 8,678,004	\$ 954,541	12%
<b>TOTAL</b>	<b>\$ 51,631,589</b>	<b>\$ 55,985,453</b>	<b>\$ 4,353,864</b>	<b>8%</b>
Full-Time Personnel	187.00	187.00	0.0	0%
Part-Time Personnel	3.18	2.18	-1.0	-31%
General Fund	\$ 51,240,884	\$ 55,615,155	\$ 4,374,271	9%
Special Revenue Fund	\$ 390,705	\$ 370,705	\$ (20,407)	-5%
<b>TOTAL</b>	<b>\$ 51,631,589</b>	<b>\$ 55,985,453</b>	<b>\$ 4,353,864</b>	<b>8%</b>

	Adopted	2023 Preliminary	2024	Change (\$)	Change (%)
Personnel	\$ 28,535,003	\$ 30,052,510	\$ 1,517,507	5%	
M&O	\$ 4,860,083	\$ 3,263,733	\$ (1,596,350)	-33%	
Interdept	\$ 4,361,857	\$ 4,448,981	\$ 87,124	2%	
<b>TOTAL</b>	<b>\$ 37,756,943</b>	<b>\$ 37,765,224</b>	<b>\$ 8,281</b>	<b>0%</b>	
Full-Time Personnel	123.00	124.00	1.00	1%	
Part-Time Personnel	11.50	10.50	-1.00	-9%	

	Adopted 2023	Preliminary 2024	Change (\$)	Change (%)
Personnel	\$ 25,522,951	\$ 26,698,517	\$ 1,175,566	5%
M&O	\$ 80,673,048	\$ 85,126,415	\$ 4,453,367	6%
Interdept	\$ 10,318,418	\$ 13,514,781	\$ 3,196,363	31%
<b>TOTAL</b>	<b>\$ 116,514,417</b>	<b>\$ 125,339,713</b>	<b>\$ 8,825,296</b>	<b>8%</b>
Full-Time Personnel	182.75	181.75	-1.00	0%
Part-Time Personnel	12.50	14.00	1.50	12%
General Fund	\$ 22,339,501	\$ 23,228,291	\$ 888,790	4%
Special Revenue Fund	\$ 1,651,708	\$ 1,718,822	\$ 67,114	4%
Enterprise Fund	\$ 83,723,323	\$ 95,627,697	\$ 11,904,374	14%
Internal Service Fund	\$ 8,799,885	\$ 4,764,902	\$ (4,034,982)	-46%
<b>TOTAL</b>	<b>\$ 116,514,417</b>	<b>\$ 125,339,713</b>	<b>\$ 8,825,296</b>	<b>8%</b>

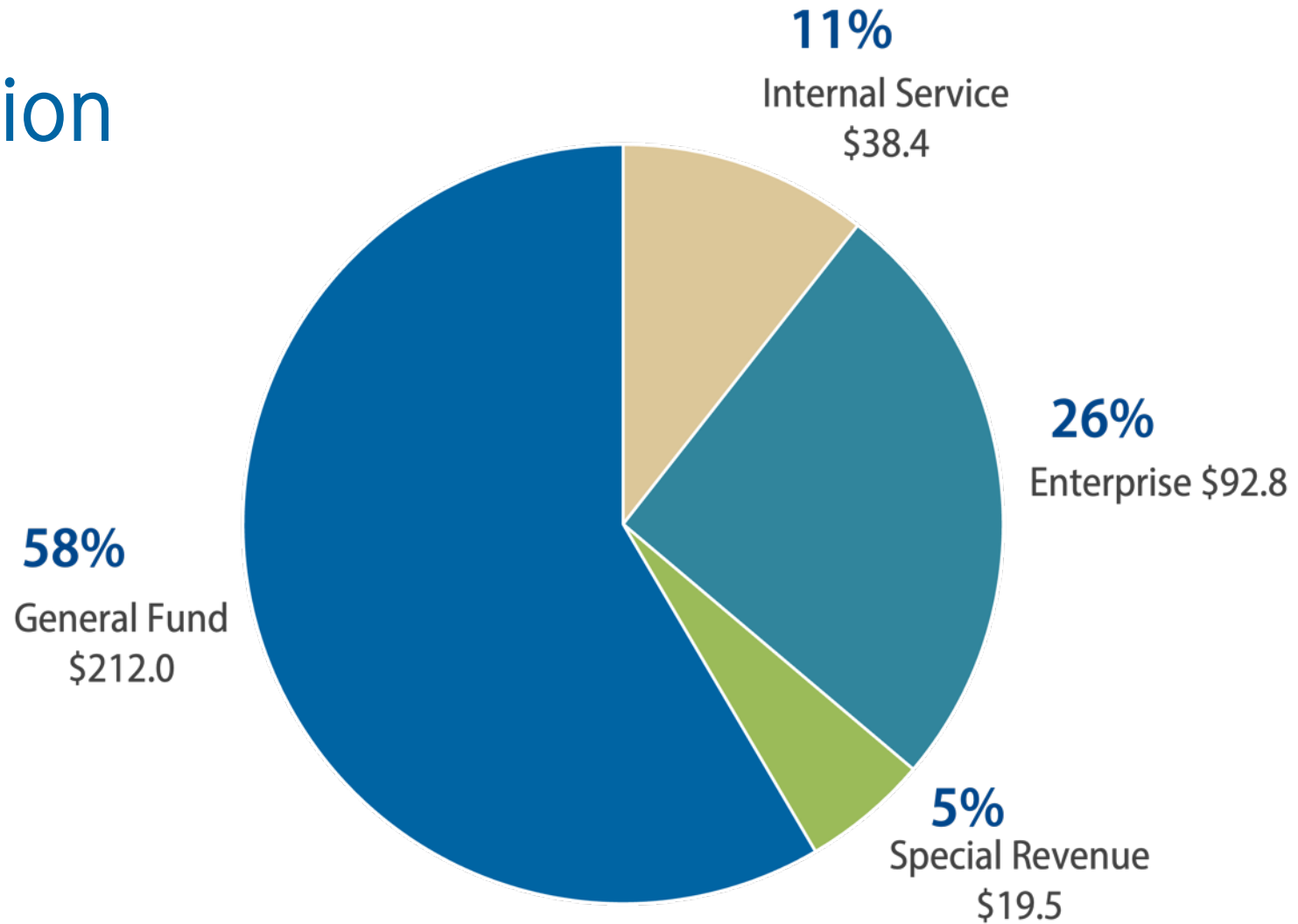


	Adopted 2023	Preliminary 2024	Change (\$)	Change (%)
Personnel	\$ 29,750,478	\$ 29,875,661	\$ 125,183	0%
M&O	\$ 37,544,099	\$ 40,391,793	\$ 2,847,694	8%
Interdept	\$ 7,303,218	\$ 7,567,222	\$ 264,004	4%
<b>TOTAL</b>	<b>\$ 74,597,795</b>	<b>\$ 77,834,676</b>	<b>\$ 3,236,881</b>	<b>4%</b>
Full-Time Personnel	181.00	182.00	1.00	0%
Part-Time Personnel	144.32	132.27	-12.05	-8%
General Fund	\$ 49,450,171	\$ 49,056,414	\$ (393,757)	0%
Special Revenue Fund	\$ 14,883,779	\$ 17,597,762	\$ 2,713,983	18%
Trust Fund	\$ 1,068,548	\$ 1,059,500	\$ (9,345)	0%
Enterprise Fund	\$ 9,195,000	\$ 10,059,500	\$ 926,000	10%
<b>TOTAL</b>	<b>\$ 74,597,795</b>	<b>\$ 77,834,676</b>	<b>\$ 3,236,881</b>	<b>4%</b>

<b>DEPARTMENT</b>	<b>2022-23</b>	<b>2023-24</b>	<b>Change</b>	<b>Change</b>
Administrative Services - Administration	\$0.6	\$0.8	\$0.2	4.9%
Administrative Services - Finance	5.5	5.3	-0.2	-2.7%
Administrative Services - Human Resources	5.3	5	-0.3	-4.5%
Administrative Services - Innovation & Econ Dev	2.5	2.6	0.1	0.1%
Community Services - Administration	0.7	0.6	-0.1	-13.4%
Community Services - Community Development	10.4	11	0.6	6.1%
Community Services - Housing & Homeless Svs	3.1	2.8	-0.3	-11.8%
Community Services - Library & Cultural Arts	14.1	13.6	-0.5	-3.2%
Community Services - Parks & Recreation	21.2	21.1	-0.1	-0.5%
Policy & Leadership Group	8.5	8.4	-0.1	-0.6%
Public Safety - Fire	37.8	37.7	-0.1	-0.0%
Public Safety - Police	51.2	55.6	4.4	8.5%
Public Works - Administration	1.4	1.6	0.2	8.4%
Public Works - Construction Mgmt. & Inspection	3.3	3.3	0	-0.2%
Public Works - Environmental Sustainability	1.2	1.2	0	1.6%
Public Works - Facilities	6.8	7.5	0.7	10.8%
Public Works - Transportation	9.7	9.7	0	0.3%
Non-Departmental	15.1	23.7	8.6	56.9%
Total	\$198.4	\$211.5	\$13.1	6.6%

# CITYWIDE REVENUES

\$362.8 million

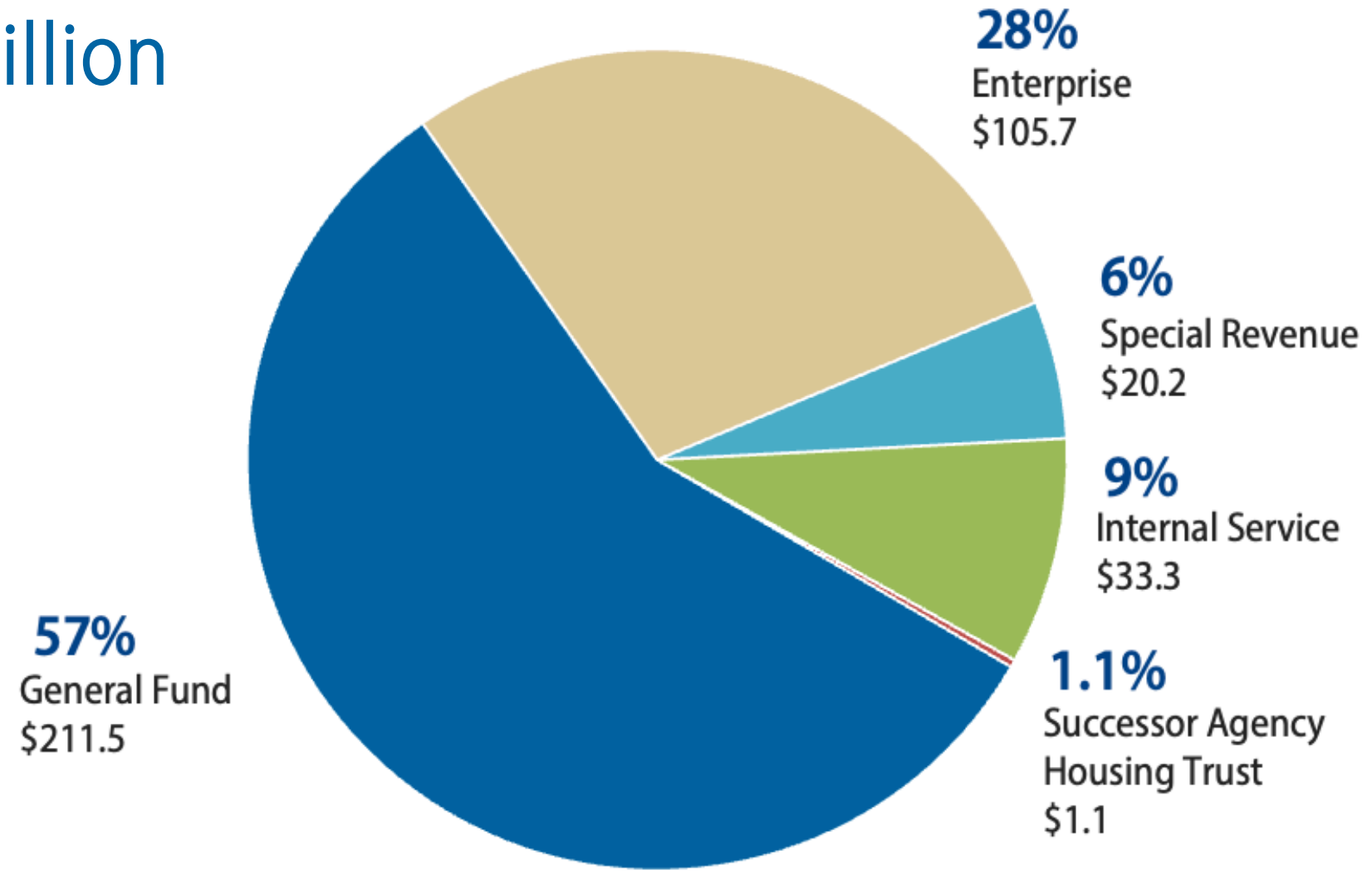


# CITYWIDE REVENUES

Fund	Estimated	Budgeted	\$	%
	2022-23	2023-24	Change	Change
General Fund	\$ 207.8	\$ 212.0	\$ 4.2	2.0%
Special Revenue	18.7	19.5	0.8	4.5%
Enterprise	89.1	92.8	3.7	4.2%
Internal Service	44.2	38.4	(5.8)	-13.3%
Successor Agency Housing Trust	1.0	0.0	(1.0)	-100%
<b>Total</b>	<b>\$ 360.8</b>	<b>\$ 362.8</b>	<b>\$ 1.9</b>	<b>0.5%</b>

# CITYWIDE EXPENSES

\$371.8 million



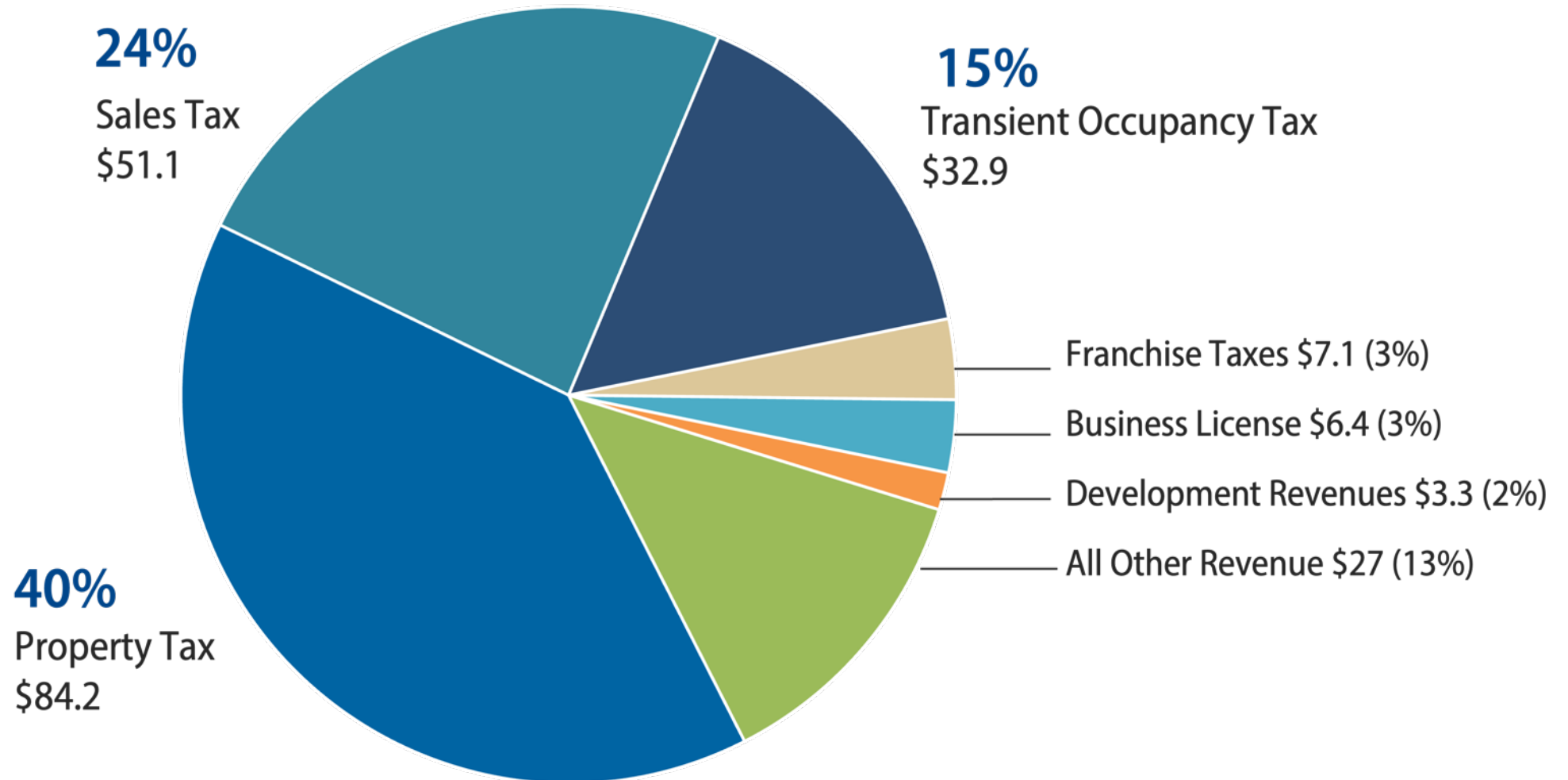
# CITYWIDE EXPENSES

## By Fund Type (In Millions)

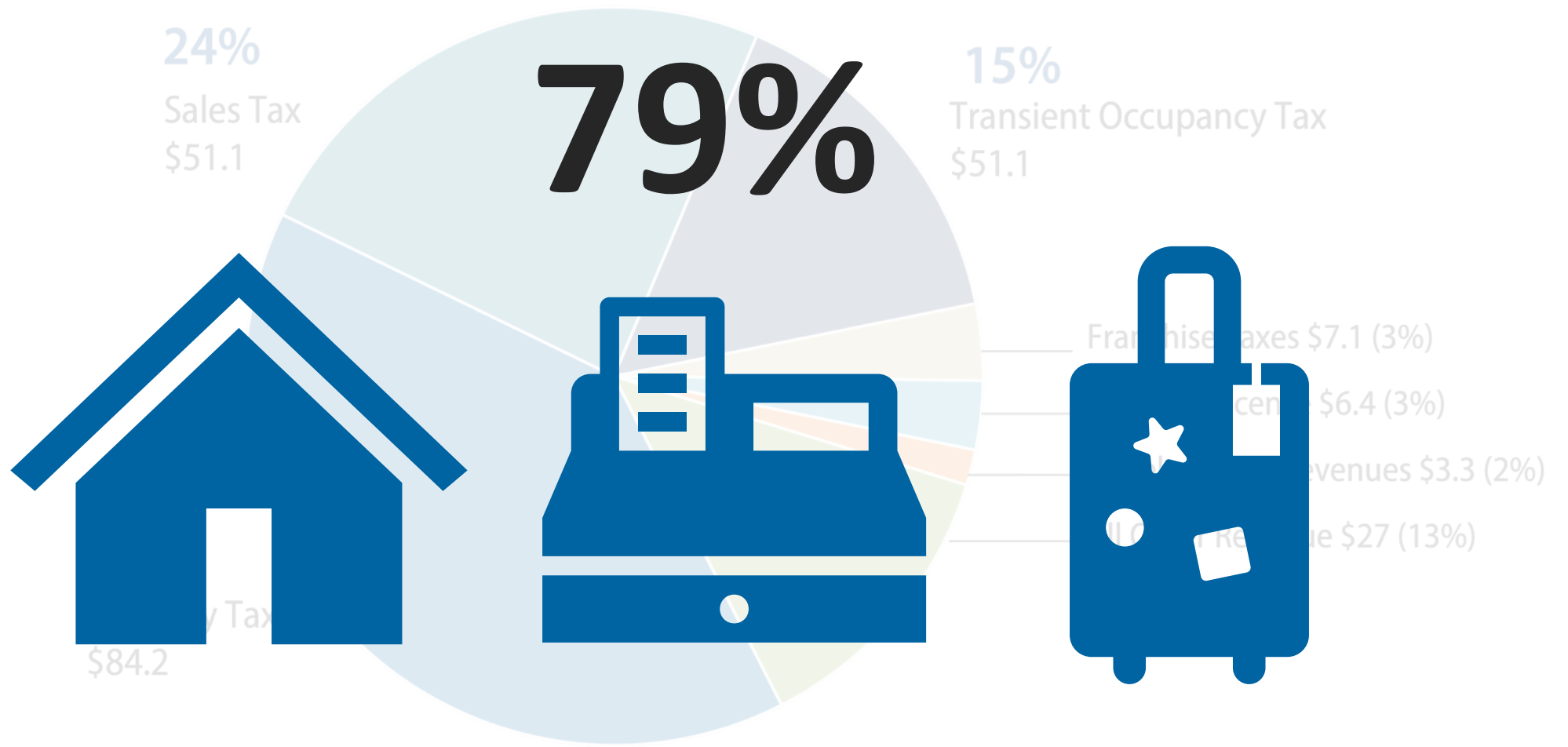
	Budget 2022-23	Budget 2023-24	\$ Change	% Change
General Fund	\$ 198.4	\$ 211.5	\$ 13.1	6.6%
Special Revenue	17.3	20.2	2.9	16.8%
Enterprise	92.9	105.6	12.8	13.8%
Internal Service	32.6	33.3	0.7	2.2%
Successor Agency Housing Trust	1.1	1.1	-	0.0%
<b>Total</b>	<b>\$ 342.3</b>	<b>\$ 371.8</b>	<b>\$ 29.5</b>	<b>8.6%</b>

# GENERAL FUND REVENUE SOURCES

\$212 million



# GENERAL FUND REVENUE SOURCES

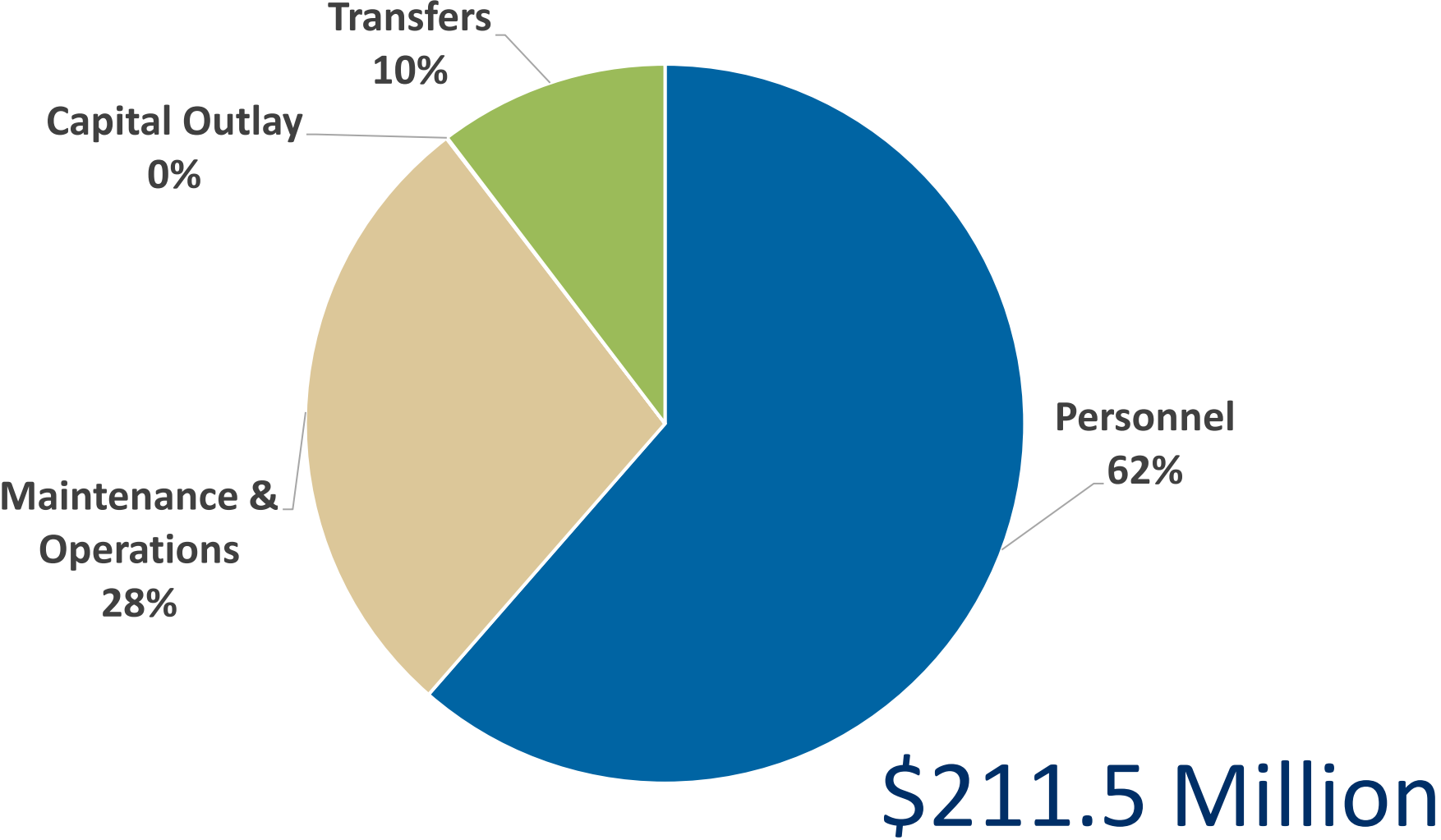




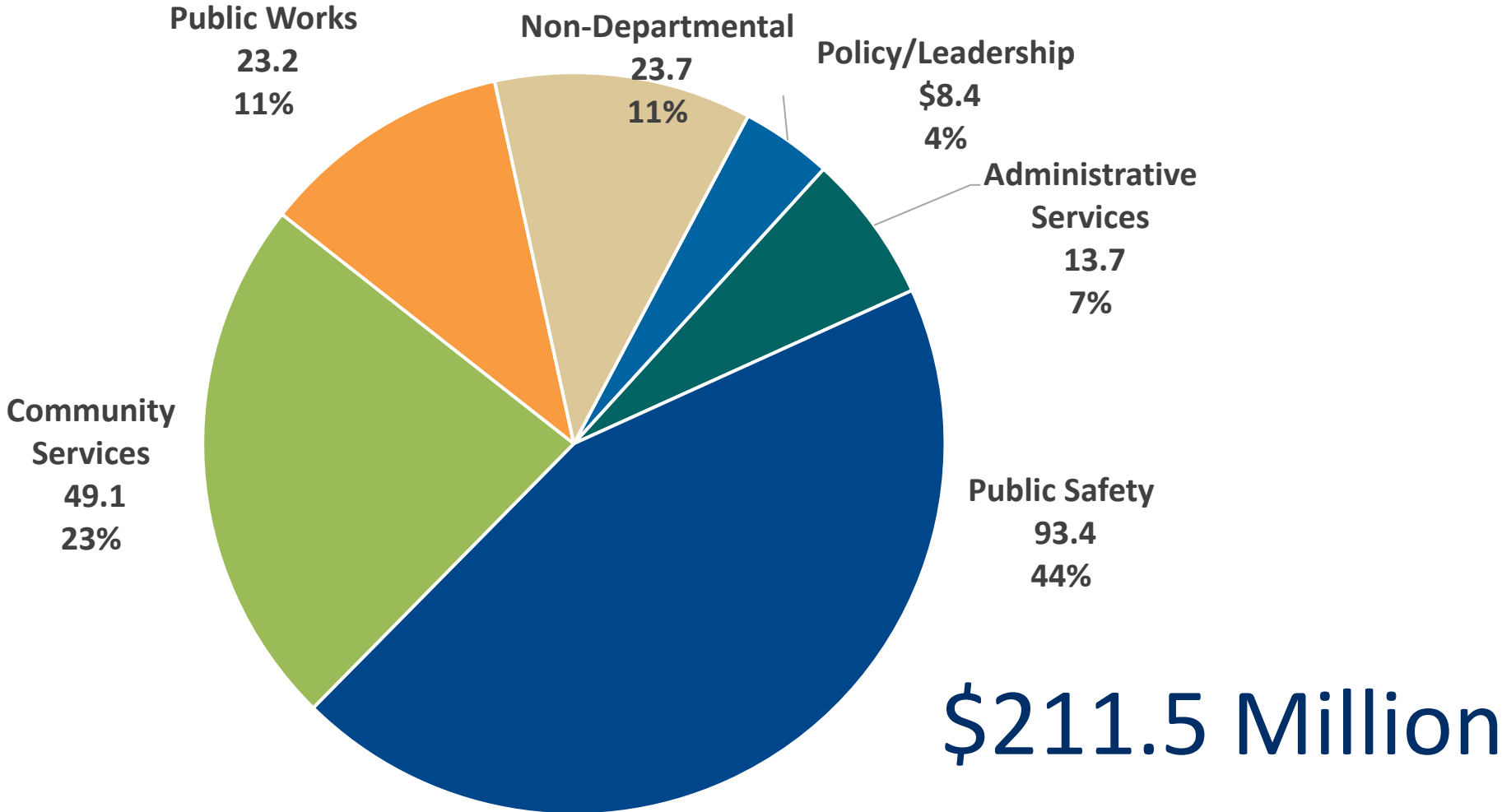
# GENERAL FUND REVENUES

	Estimated 2022-23	Budgeted 2023-24	\$ Change	% Change
Property Tax	\$ 81.5	\$ 84.2	\$ 2.7	3.4%
Sales Tax	51.4	51.1	(0.3)	-0.6%
Transient Occupancy Tax	32.5	32.9	0.4	1.1%
Franchise Taxes	7.0	7.1	0.1	1.6%
Business License Tax	6.2	6.4	0.2	3.1%
Development Revenues	4.2	3.3	(0.9)	-21.1%
All Other Revenue	25.0	27.0	2.0	8.0%
<b>Total</b>	<b>\$ 207.8</b>	<b>\$ 212.0</b>	<b>\$ 4.2</b>	<b>2.0%</b>

# GENERAL FUND EXPENDITURES BY TYPE



# GENERAL FUND EXPENDITURES BY AREA



# GENERAL FUND EXPENDITURES

## By Expenditure Type

(In Millions)

	Budget 2022-23	Budget 2023-24	\$ Change	% Change
<i>Personnel, gross</i>	\$ 126.1	\$ 131.9	\$ 5.8	4.6%
<i>Vacancy Savings</i>	(2.0)	(2.0)	0.0	0.0%
Personnel	124.1	129.9	5.8	4.7%
Maintenance & Operations	59.2	59.6	0.4	0.7%
Capital Outlay	1.5	0.1	(1.4)	-94.7%
Transfers	13.6	21.9	8.3	61.1%
<b>Subtotal</b>	<b>\$ 198.4</b>	<b>\$ 211.5</b>	<b>\$ 13.1</b>	<b>6.6%</b>

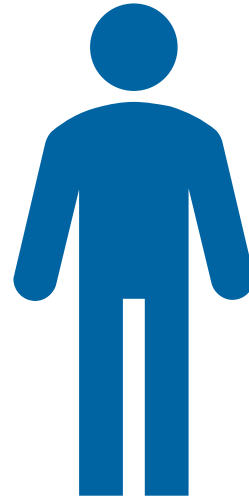
# FULL TIME EQUIVALENT DECREASE

**Adopted 2022-23**

987.65

**Proposed 2023-24**

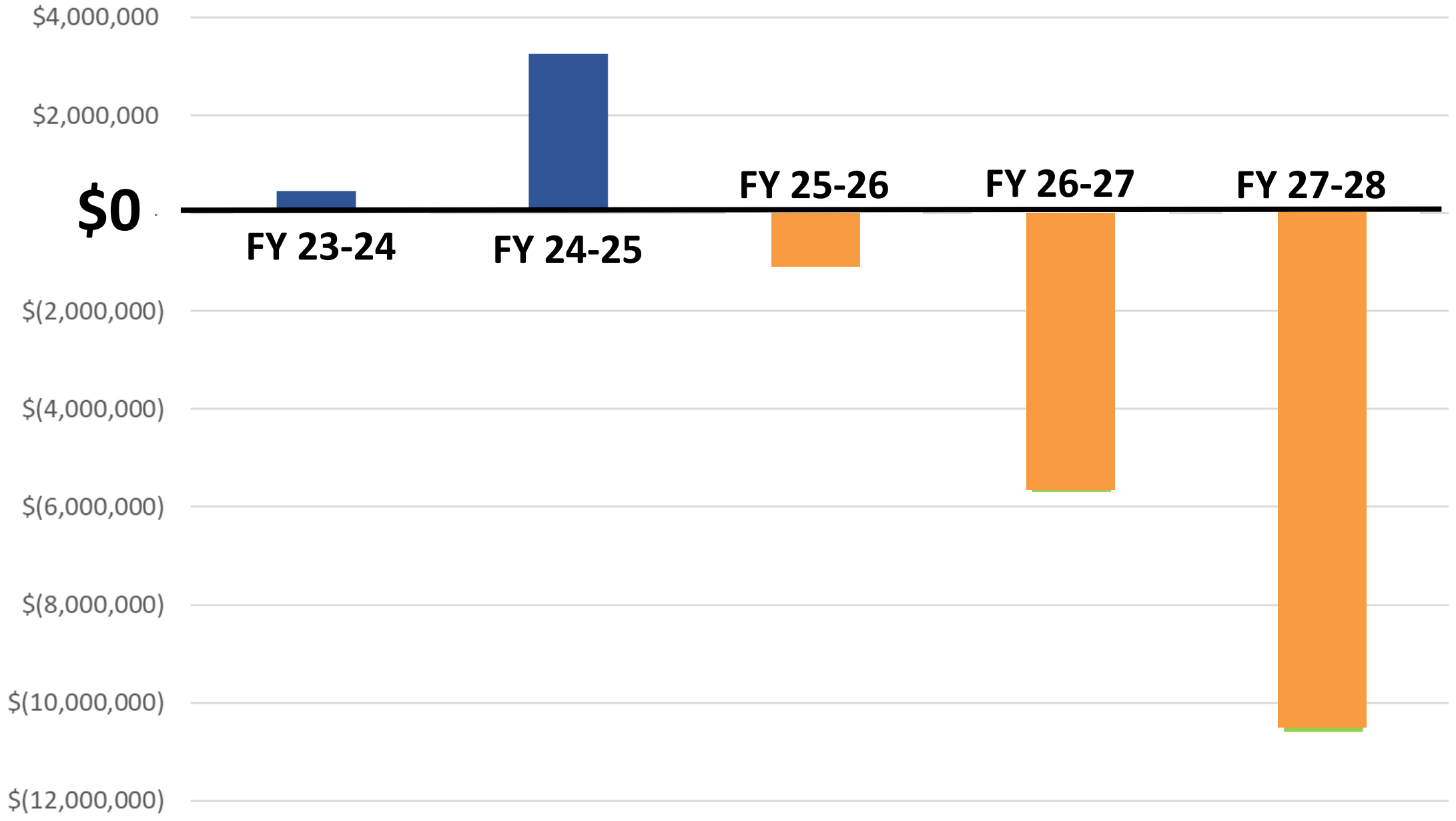
975.59



**12.06**



# GENERAL FUND FORECAST



# Questions & Feedback

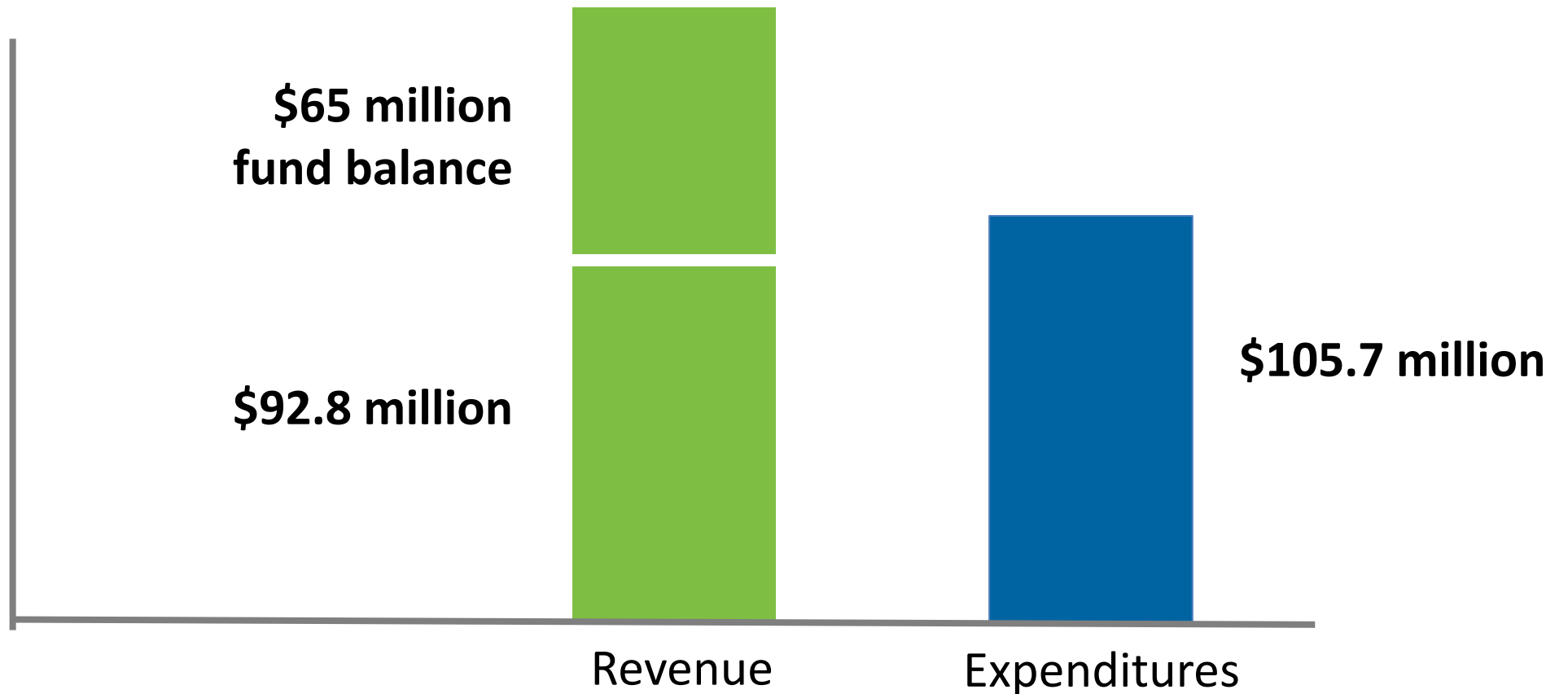
# ENTERPRISE FUNDS

- Water, sewer, solid waste, golf course
- Different revenue sources (fees)
- Less volatility
- Ability to use fund balances

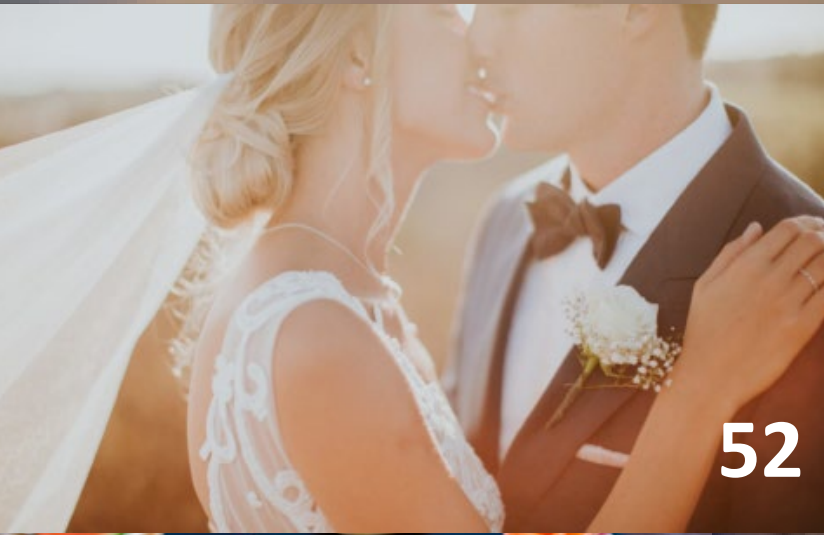




# ENTERPRISE FUND OVERVIEW



# CROSSINGS AT CARLSBAD GOLF COURSE





## Habitat Protection

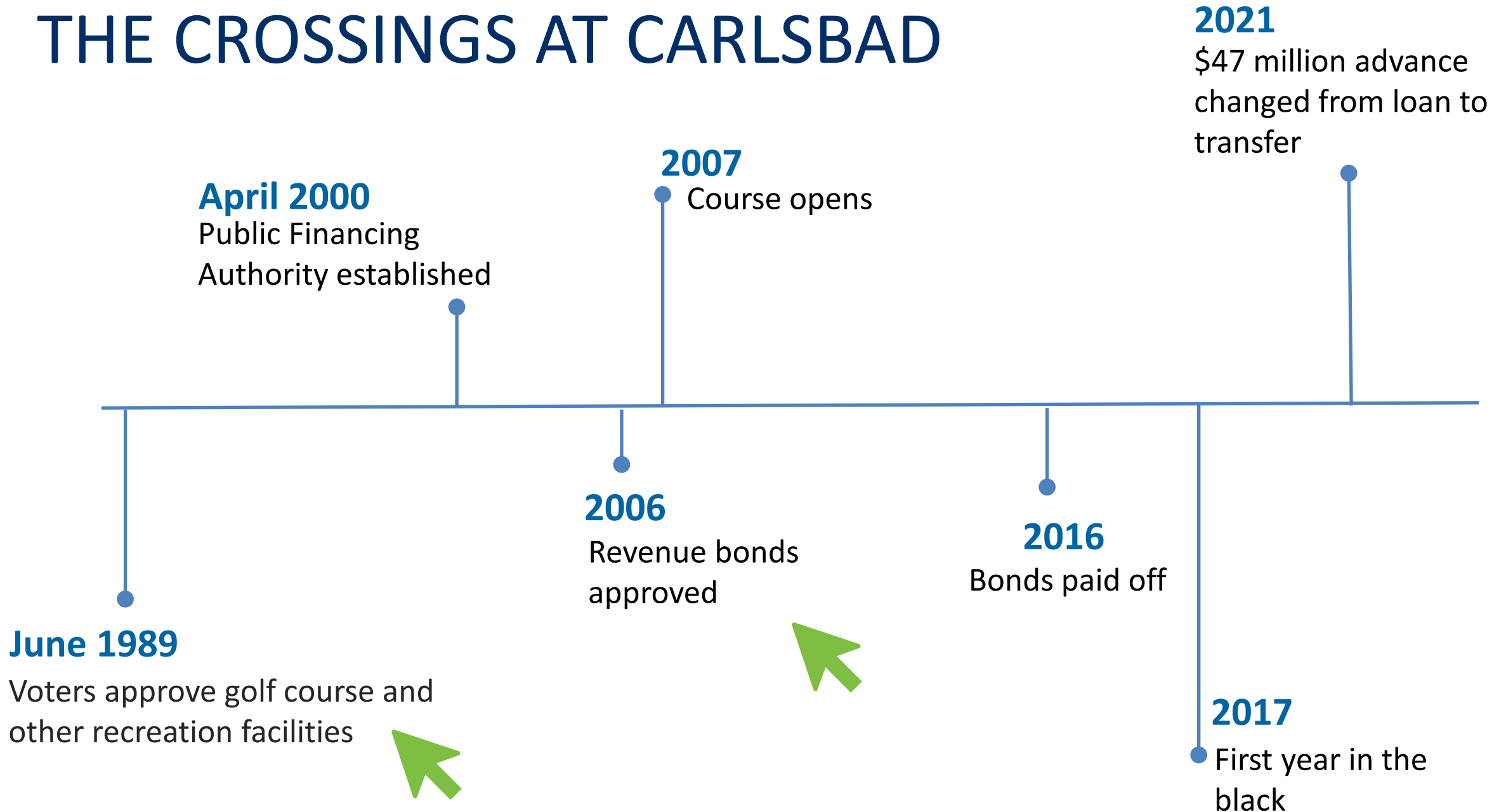


43

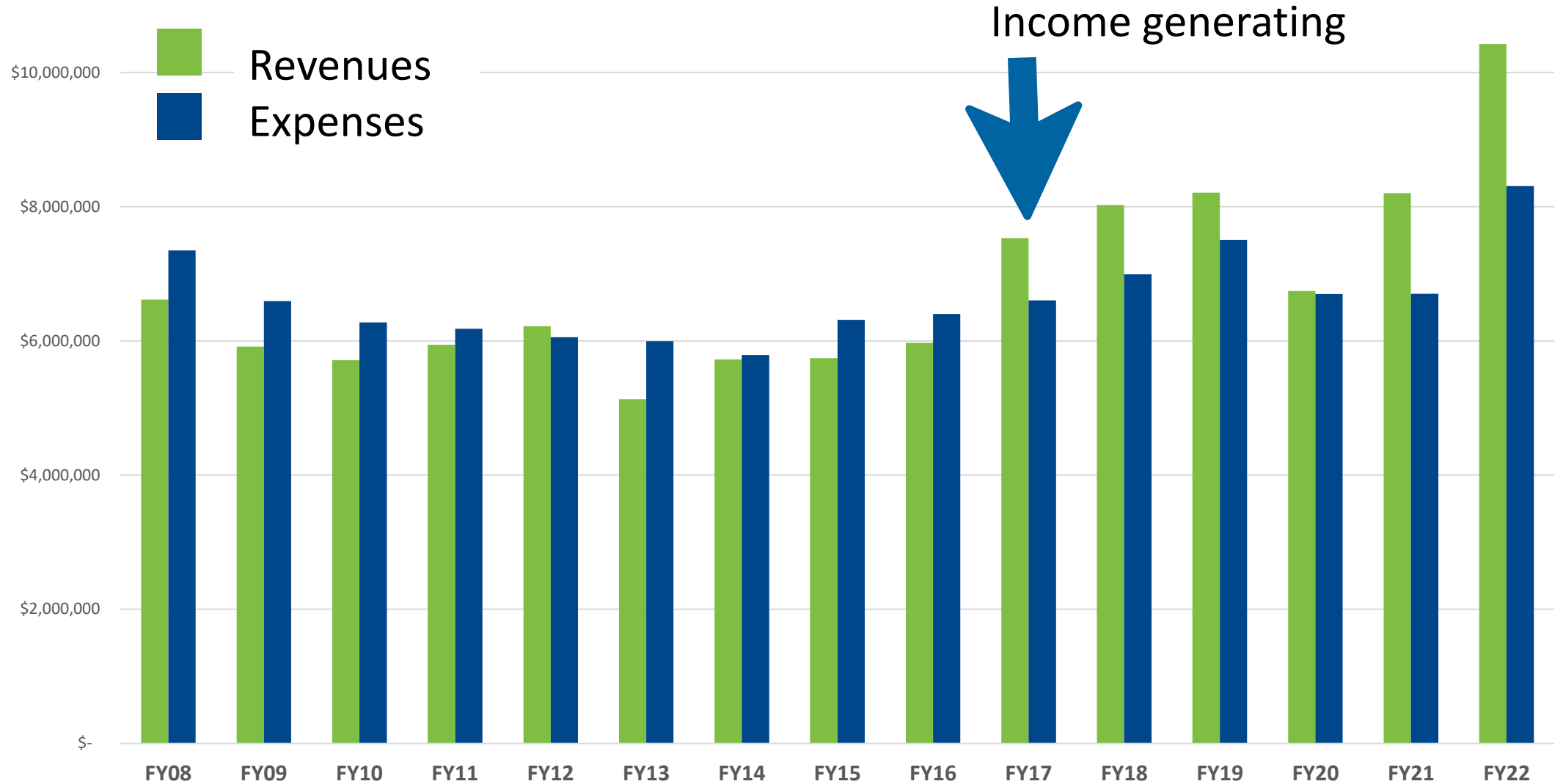


## Public Trails

# THE CROSSINGS AT CARLSBAD



# CROSSINGS AT CARLSBAD GOLF COURSE



# GOLF COURSE RESERVE POLICY

- Golf course construction funded from revenue bonds and General Fund resources
- Audit recommendation that repayment in the near future was unlikely
- \$47 million advance was “written off” but continues to be tracked
- Proposed repayment strategy



# GOLF COURSE RESERVE POLICY

1. Operations and maintenance
2. Capital reserve (10% of gross revenues)
3. Capital reserve replenishment
4. General Fund transfer (3% of gross revenues)
5. Operations and maintenance



# FEE UPDATES

- Fee increases based on index
- Fee increase based on cost recovery policy
- Fee study updates and new fees





Categories	Index	Source	21-22	22-23	23-24
Most General City and Development Related Service Fees	West Region Urban CPI	Bureau of Labor Statistics	1.40%	7.70%	<b>6.30%</b>
Habitat Mitigation Fees, Safety Training Center Facility Rental Fees	San Diego Area CPI	Bureau of Labor Statistics	2.40%	8.20%	<b>6.40%</b>
All Development Impact Fees	Los Angeles ENR CCI	Engineering News Record	0.00%	7.60%	<b>7.60%</b>
Traffic Impact Fees (increase by greater of Caltrans CCI or 2%; Caltrans CCI is 31.63%)	Caltrans CCI	California Department of Transportation	2.00%	2.00%	<b>31.63%</b>

*Index date: Jan 2023*

# COST RECOVERY POLICY

- City is currently recovering 43% of cost of providing services
- State law: city fees cannot exceed the reasonable cost of providing services
- City performs periodic reviews to evaluate fees against cost of service
- Goal of policy is to balance cost recovery and public benefit



## INFLUENTIAL FACTORS IN COST RECOVERY

- Community-wide vs. individual benefit
- Effect of pricing on demand for services
- Comparability with other communities
  
- Low cost recovery: 0% - 30%
- Mid cost recovery: 31% - 80%
- High cost recovery: 81% - 100%



## COST RECOVERY CHANGES

- 236 fees outside policy range
- 168 fees increasing to policy range
- 12% median cost recovery increase
- 74 fees increasing 15% or more
- 51 fees decreasing to policy range



## NEW FEES

- Environmental impact assessment fee
- Storm Water Quality Management plan fee
- Special third-party, multiple or recurring inspection fee
- Complex plumbing permits for private utilities fee
- Sign collection fee
- Streetlight engineering fee

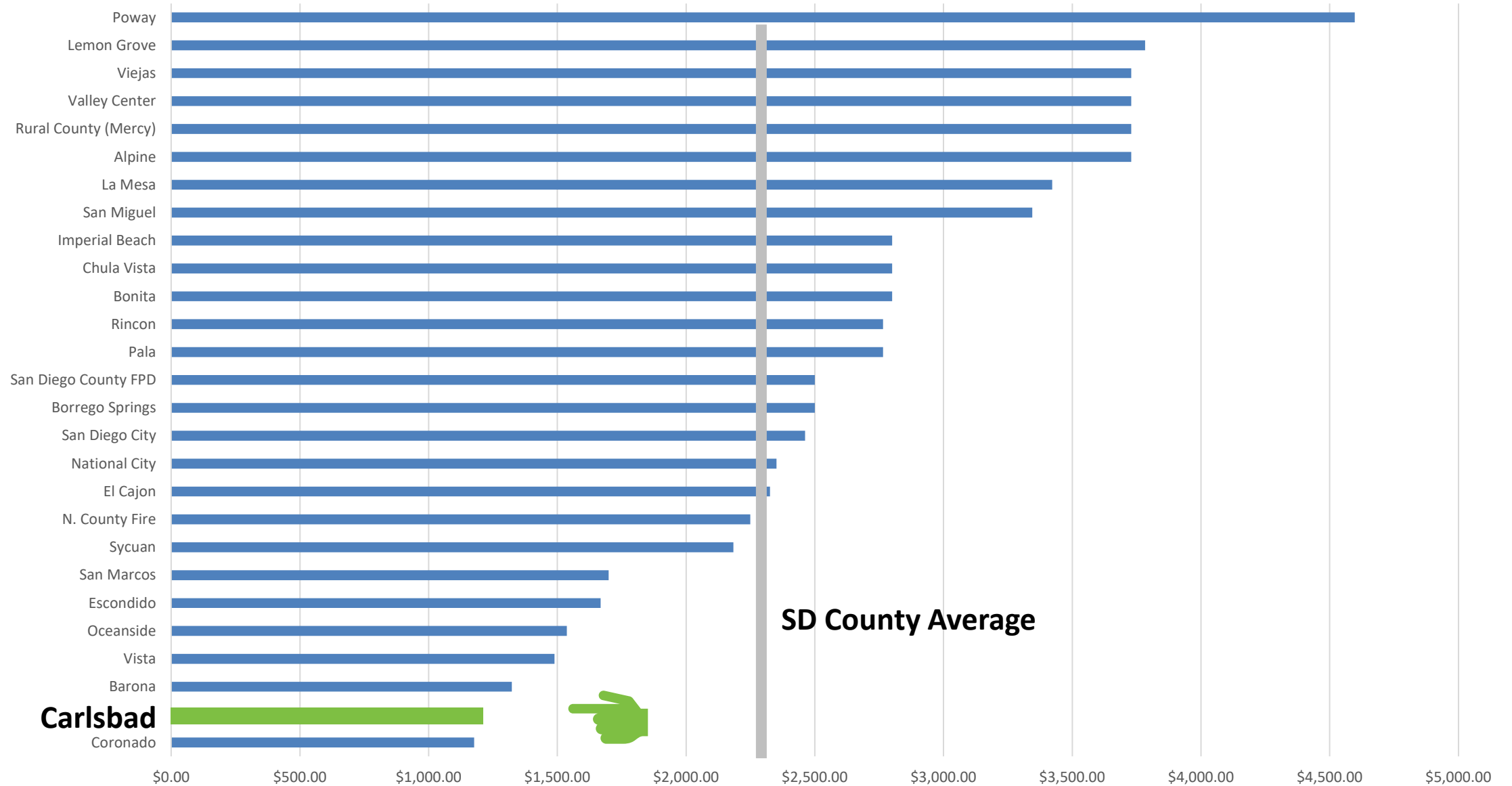


# AMBULANCE FEE STUDY

- City Council received informational report on May 16, 2023
- Study completed and finalized in May 2023
- Compliant with Proposition 26
- Proposes single flat rate of \$2,600 for Advanced and Basic Life Support services
- Proposed increases make Carlsbad slightly above regional average



# AMBULANCE FEE COMPARISON – CY22



# STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM





# 5-YEAR PLAN

Total 44 Projects  
\$33.71 million

The logo for the City of Carlsbad, featuring a stylized white wave icon to the left of the text "City of Carlsbad" in a white serif font.

City of  
Carlsbad

## OBJECTIVES

- Plan for technology investment like investment in physical infrastructure
- Rolling five-year program
- Comprehensive and transparent
- Update based Council approvals, goals and priorities
- Ability to respond to ever changing technology with continuous improvement and evaluation



# REVIEW PROCESS



PROJECT  
SUBMITTAL



IT REVIEW



DEVELOPMENT  
TEAM REVIEW



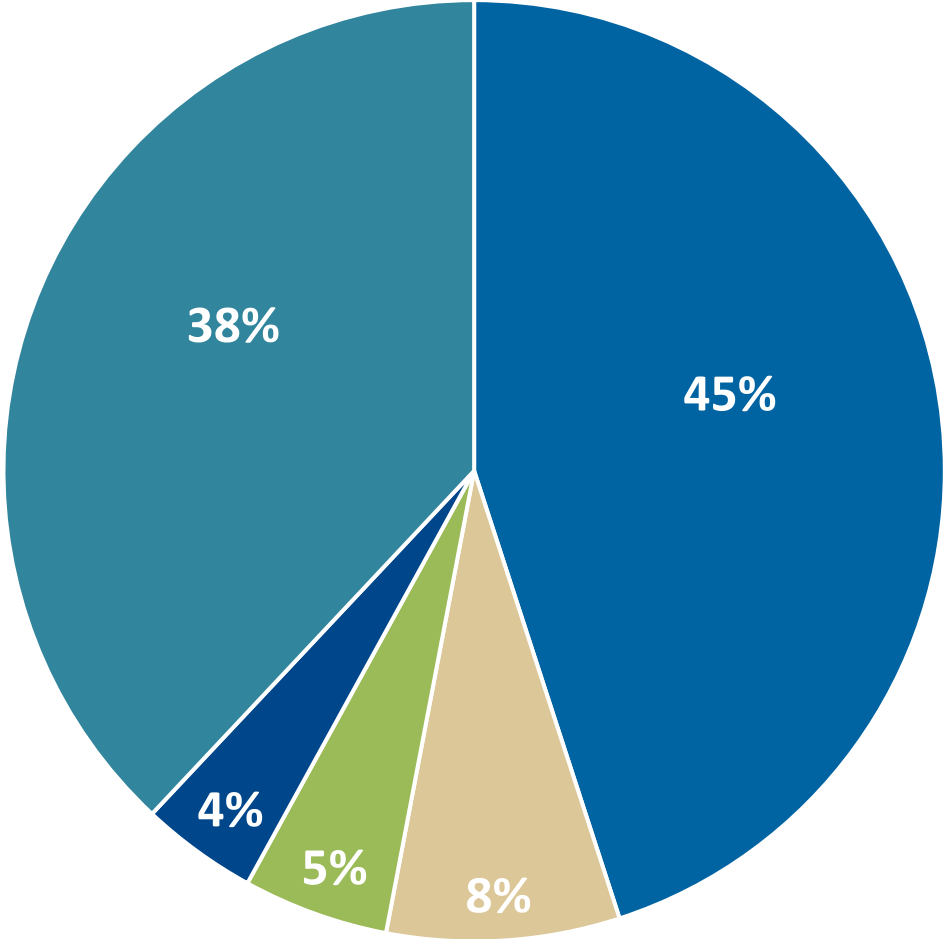
EXECUTIVE  
REVIEW



CITY COUNCIL  
CONSIDERATION

# PROJECTS BY GOAL

- Data-driven decision making ●
- Access and transparency ●
- Civic engagement ●
- Security and sustainability ●
- Communitywide digital transformation ●



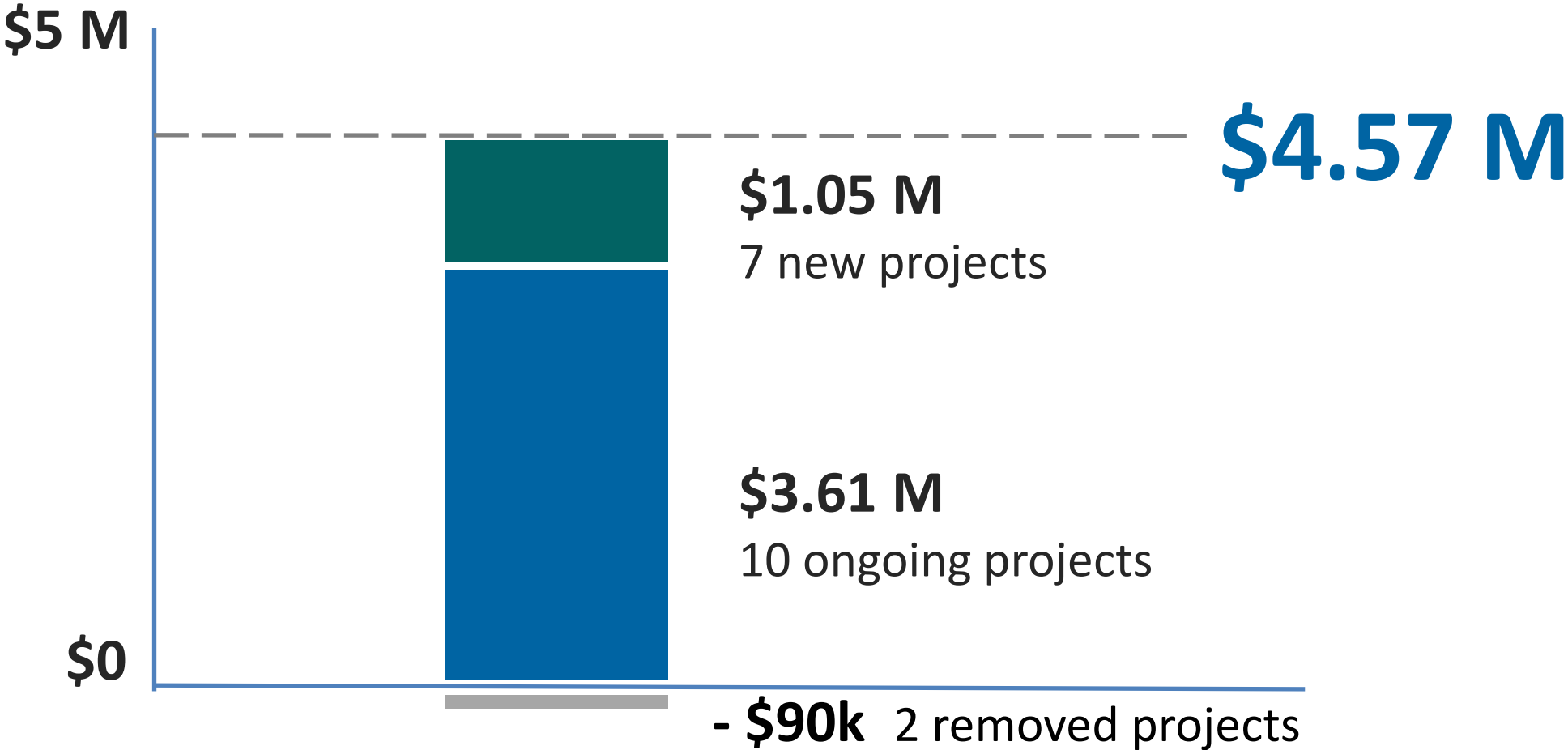
# HOW FUNDING WORKS

City Council “appropriates”  
this funding



City Council approves this schedule of funding when  
approving the program each year

# FY 24 FUNDING REQUEST



# COMPLETED PROJECTS

Business process documentation

Exploration Hub A/V upgrade

ServiceNow service portal

Timekeeping system upgrade\*

Digital engagement and analytics pilot program

---

**TOTAL COST: \$637,000**

\*Estimated for completion before fiscal year end 2022-23



## REMOVED PROJECTS

Next generation online catalog

Returning funded amount of \$40,000

Electronic patient care reporting

Fire will continue using existing solution

Returning funded amount of \$50,000

---

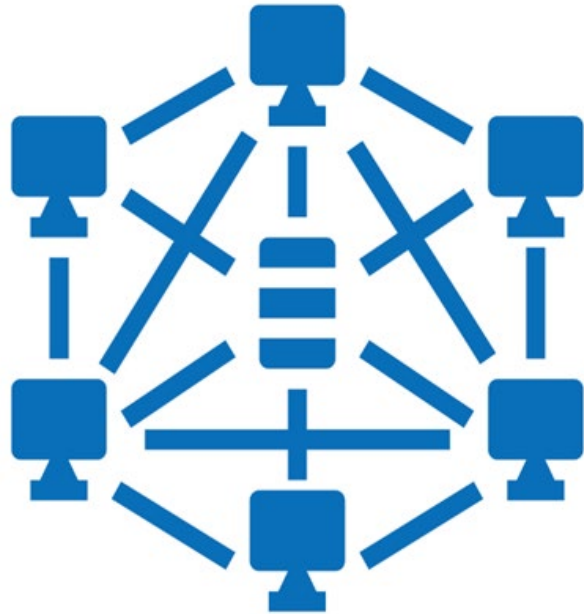
**TOTAL SAVED: \$90,000**





<b>Projects</b>	<b>Prior Years</b>	<b>FY 2023-24</b>	<b>FY 2025-28</b>	<b>Total</b>
Consolidation & Replacement of Core Systems	\$ 900,000	\$ 1,500,000	\$ 2,000,000	\$ 4,400,000
Digital Information Network	5,025,584	500,000	500,000	6,025,584
Fleet Telematics	45,916	130,000	-	175,916
Business Process Automation	150,000	150,000	-	300,000
Regulatory Water Usage Analytics (Operating Funds)	50,000	15,353	-	65,353
Facility Security Master Plan	200,000	-	1,692,000	1,892,000
Patron Print/Copy Management	18,000	70,000	-	88,000
Audio Visual Upgrades	725,000	100,000	400,000	1,225,000
Annual Hardware and Infrastructure Replacement	790,000	978,142	5,135,000	6,903,142
Professional Technical Services for Data Project Delivery	70,000	70,000	280,000	420,000
Cyber Security Program Development	450,000	100,000	400,000	950,000
Utility Billing Automation	-	-	75,000	75,000
Data Governance and Operational Analytics	405,000	-	100,000	505,000
Discovery Management Assessment	30,000	-	140,000	170,000
Meter Data Management/Utility Analytics	-	-	550,000	550,000
Civic Engagement with Open Data	198,000	-	50,000	248,000
Virtual Permitting Counter (OpenCounter)	61,000	-	23,000	84,000
<b>Total - Additional Funding Requested</b>	<b>\$ 9,118,500</b>	<b>\$ 3,613,495</b>	<b>\$ 11,345,000</b>	<b>\$ 24,076,995</b>

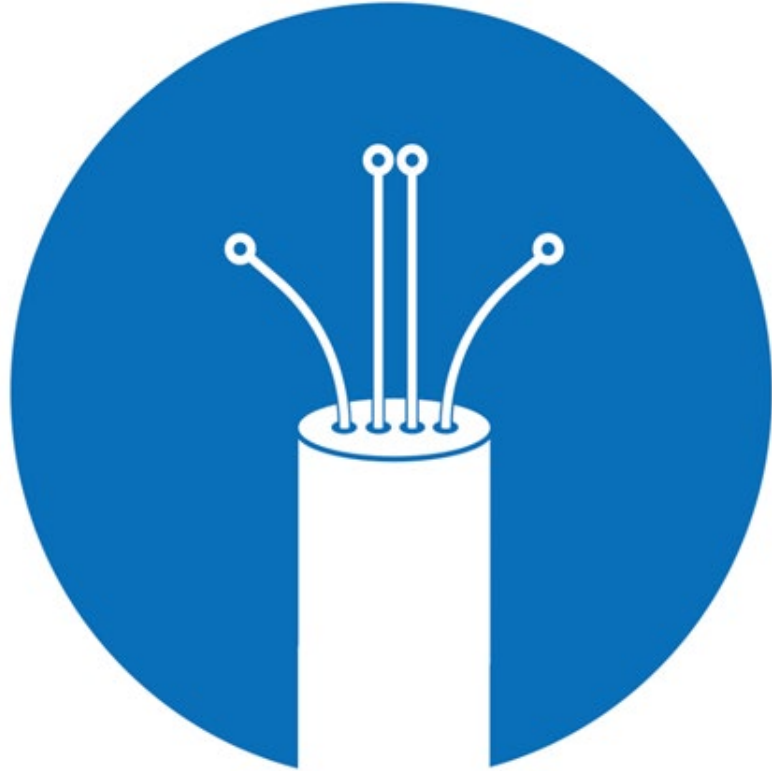
# CONSOLIDATION & REPLACEMENT OF CORE SYSTEMS



- Multi-year project
- Consolidate 20 core systems
- Completed in-depth requirements gathering
- Request for proposal in progress
- FY24 request \$1,500,000
- FY24-27 request \$2,000,00 (estimated)

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
TIC Fund	\$ 900,000	\$ 1,500,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 4,400,000

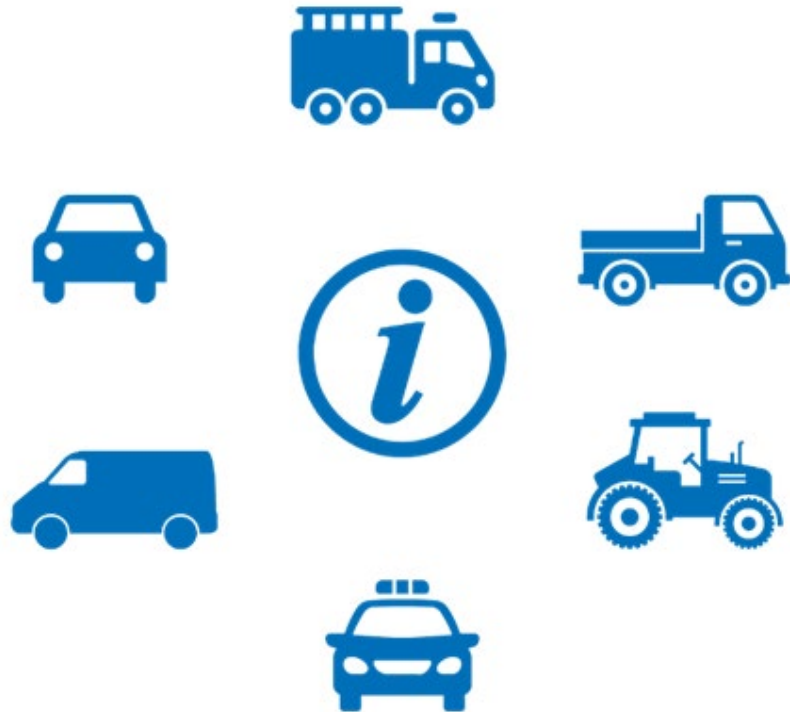
# DIGITAL INFORMATION NETWORK



- Council approval Dec 2019
- Expansion to support Traffic and SCADA networks
- FY24 request \$500,000
- FY24-27 request \$500,000

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
TIC Fund	\$ 5,025,584	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 6,025,584

# FLEET TELEMATICS



- Solution to provide real-time information about the operation of city fleet vehicles
- Ensure safety, track vehicle health, and improve security
- FY24 request \$130,000

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
TIC Fund	\$ 45,916	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 175,916

# NEW PROJECTS

Projects	FY 2023-24	FY 2025-28	Total
Exploration Hub Upgrade	\$ 43,600	\$ -	\$ 43,600
RFID Replacement	-	600,000	600,000
Staff Managed Print	700,000	800,000	1,500,000
Past Perfect Upgrade/Migration	5,000	-	5,000
Tightrope	-	35,000	35,000
Facility Monitoring and Analytics	100,000	150,000	250,000
Permit Process Automation	-	400,000	400,000
Record Digitization	100,000	100,000	200,000
Expansion of Yardi	30,000	-	30,000
Remote Hold Pickup Locker	-	40,000	40,000
Command Central A/V Infrastructure	-	200,000	200,000
Payment Works	68,600	-	68,600
Police Body Camera Replacement	-	500,000	500,000
Police In-car Video Replacement	-	550,000	550,000
Police Records Management Migration	-	200,000	200,000
Major Incident/Special Event Management System	-	20,000	20,000
Police Mobile Device IOS Transition	-	5,000	5,000
<b>Total New Projects</b>	<b>\$ 1,047,200</b>	<b>\$ 3,600,000</b>	<b>\$ 4,647,200</b>
New Projects - TICF	\$ 1,003,600	\$ 3,600,000	\$ 4,603,600
New Projects - IT Replacement Fund	43,600	-	43,600
<b>Total New Projects</b>	<b>\$ 1,047,200</b>	<b>\$ 3,600,000</b>	<b>\$ 4,647,200</b>

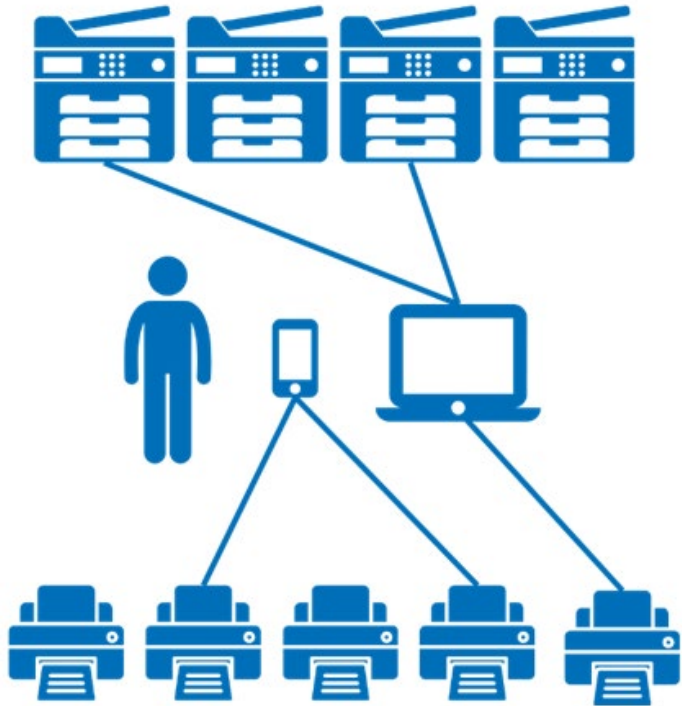
# FACILITY MONITORING/ANALYTICS



- Software to monitor conditions and space utilization at city facilities.
- FY24 request \$100,000
- FY25-27 request \$150,000 (estimated)

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
TIC Fund	\$ -	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 250,000

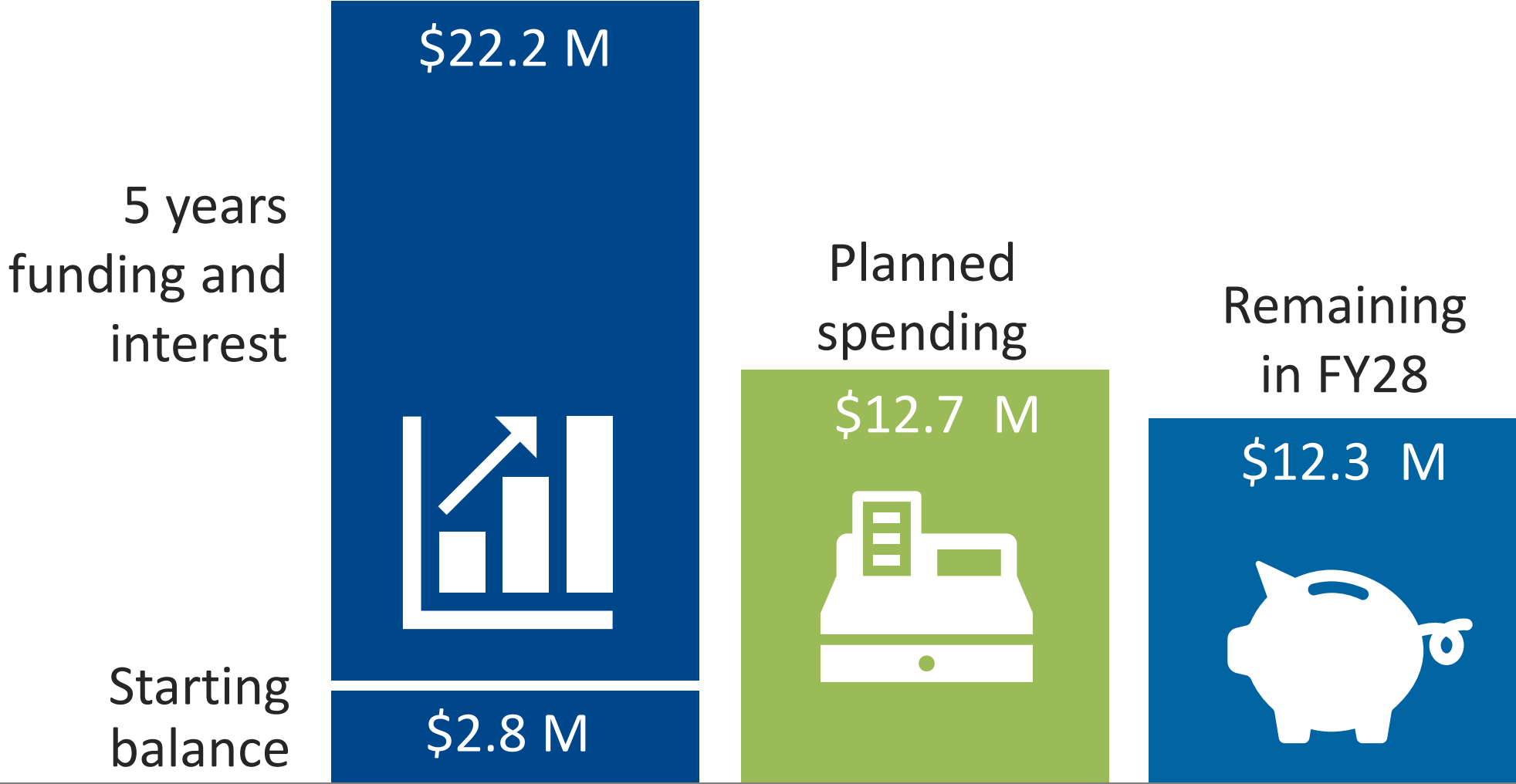
# STAFF MANAGED PRINT



- Replace existing leased printers that are beyond end of life
- Reduce overall number of printers
- \$80,000 annual savings
- FY24 request \$700,000
- FY25 -28 request \$800,000 (estimated)

	Prior Year	Req FY23-24	Est FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Total
TIC Fund	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ 800,000	\$ 1,500,000

# BALANCE PROJECTION





# CAPITAL IMPROVEMENT PROGRAM



# CAPITAL IMPROVEMENT PROGRAM

- Focus on maintaining high quality infrastructure to improve quality of life
- Includes major infrastructure assets
- Construction, rehabilitation or replacement above and below ground
- 15-year funding plan
- Budget appropriated by fiscal year



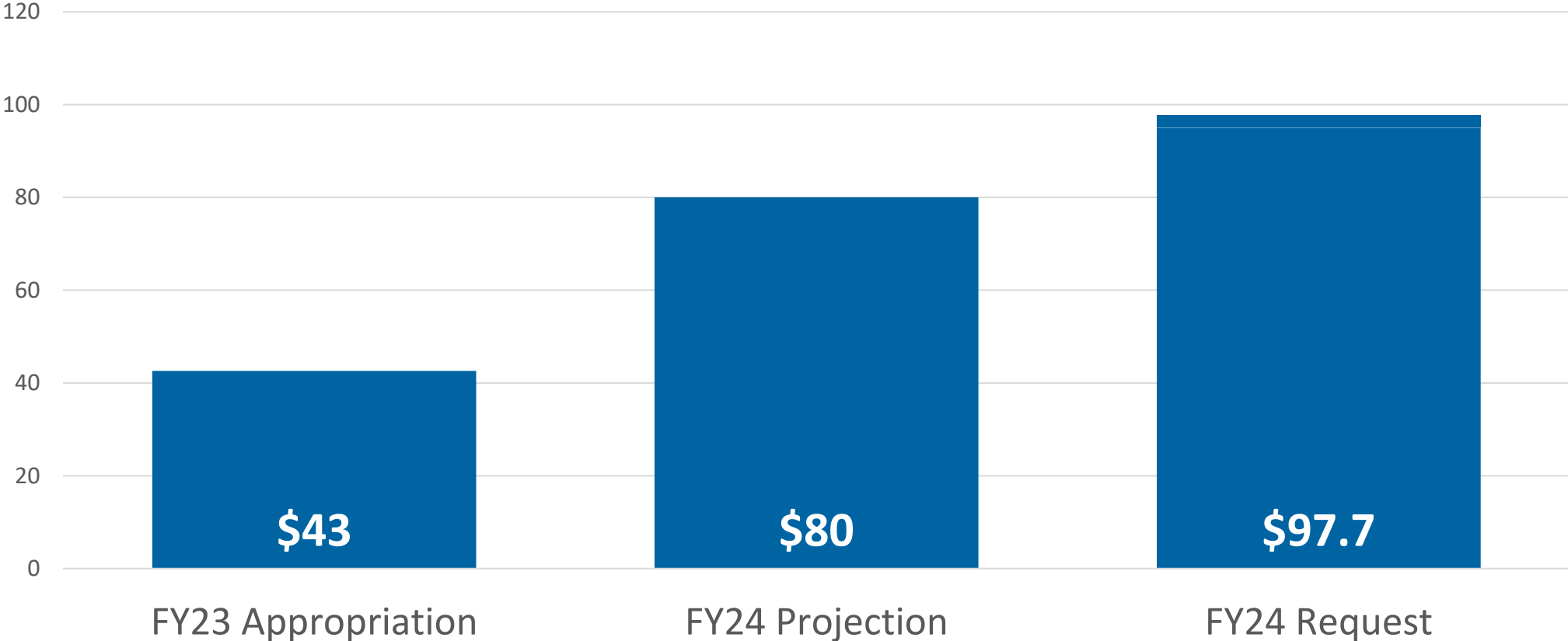
# HOW CIP FUNDING WORKS

City Council “appropriates”  
this funding

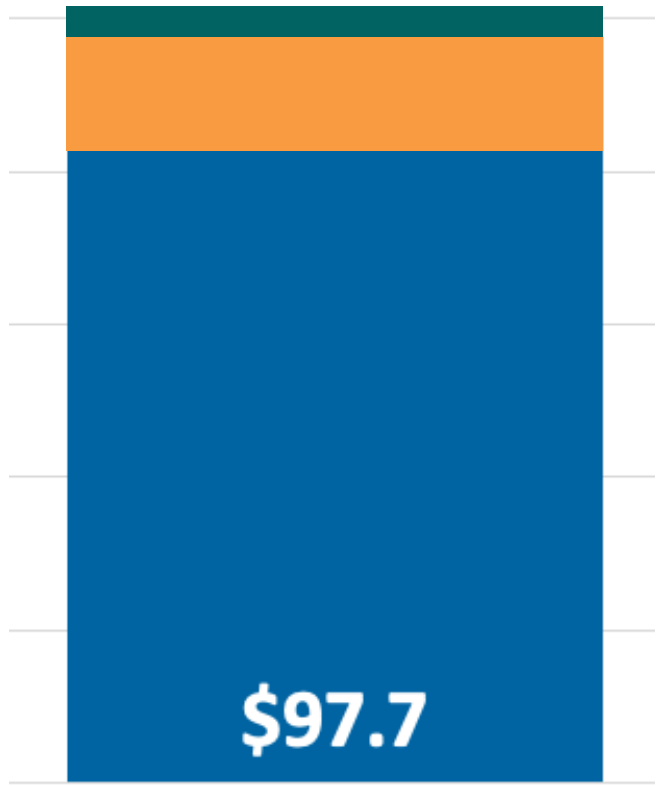


City Council approves this schedule of funding when approving the Capital Improvement Program each year

# FY24 REQUEST \$97.7 MILLION



# REASONS FOR INCREASE

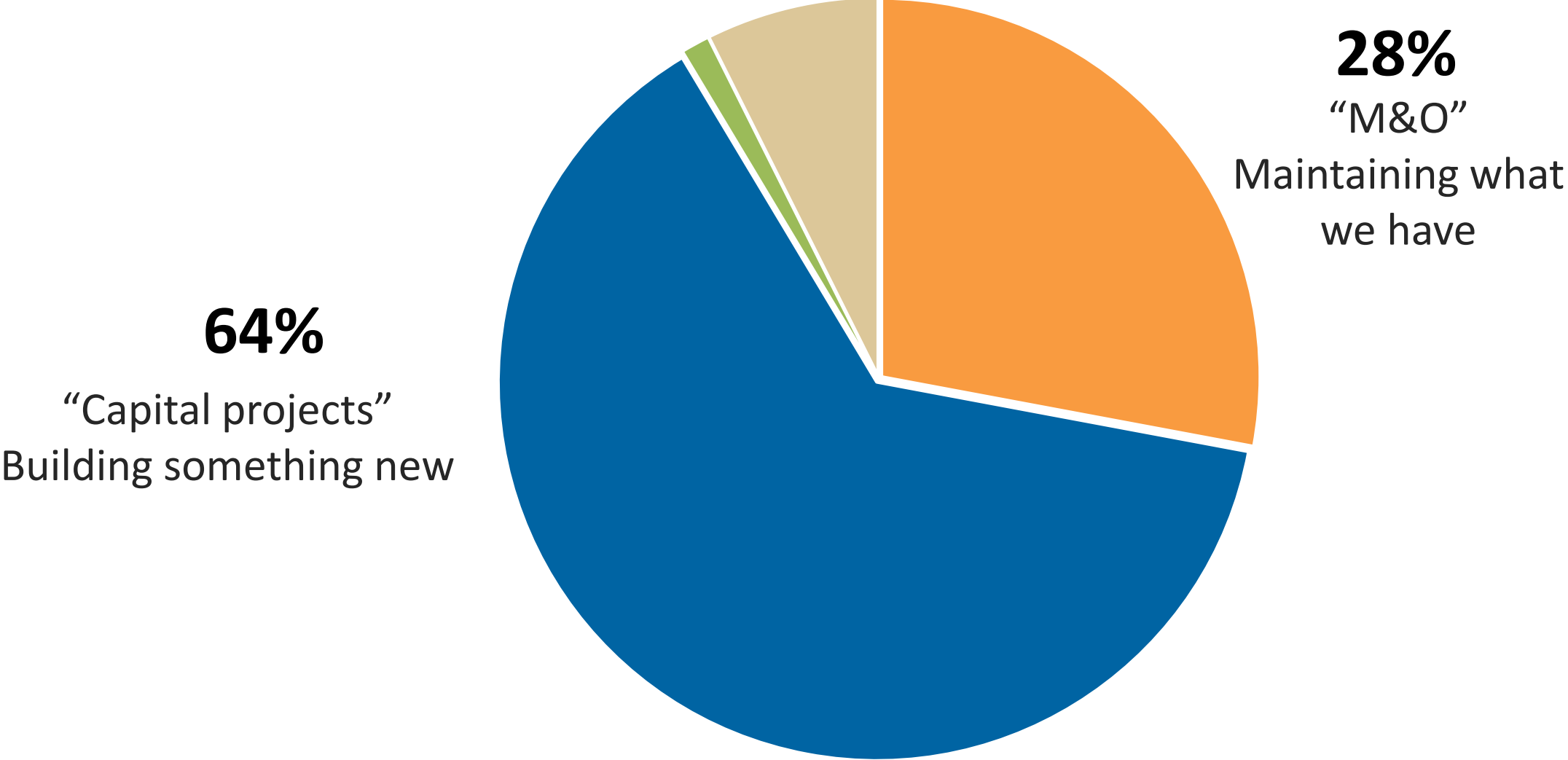


\$2.7 M in new projects  
\$12.3 M inflation/scope changes/market driven cost increases

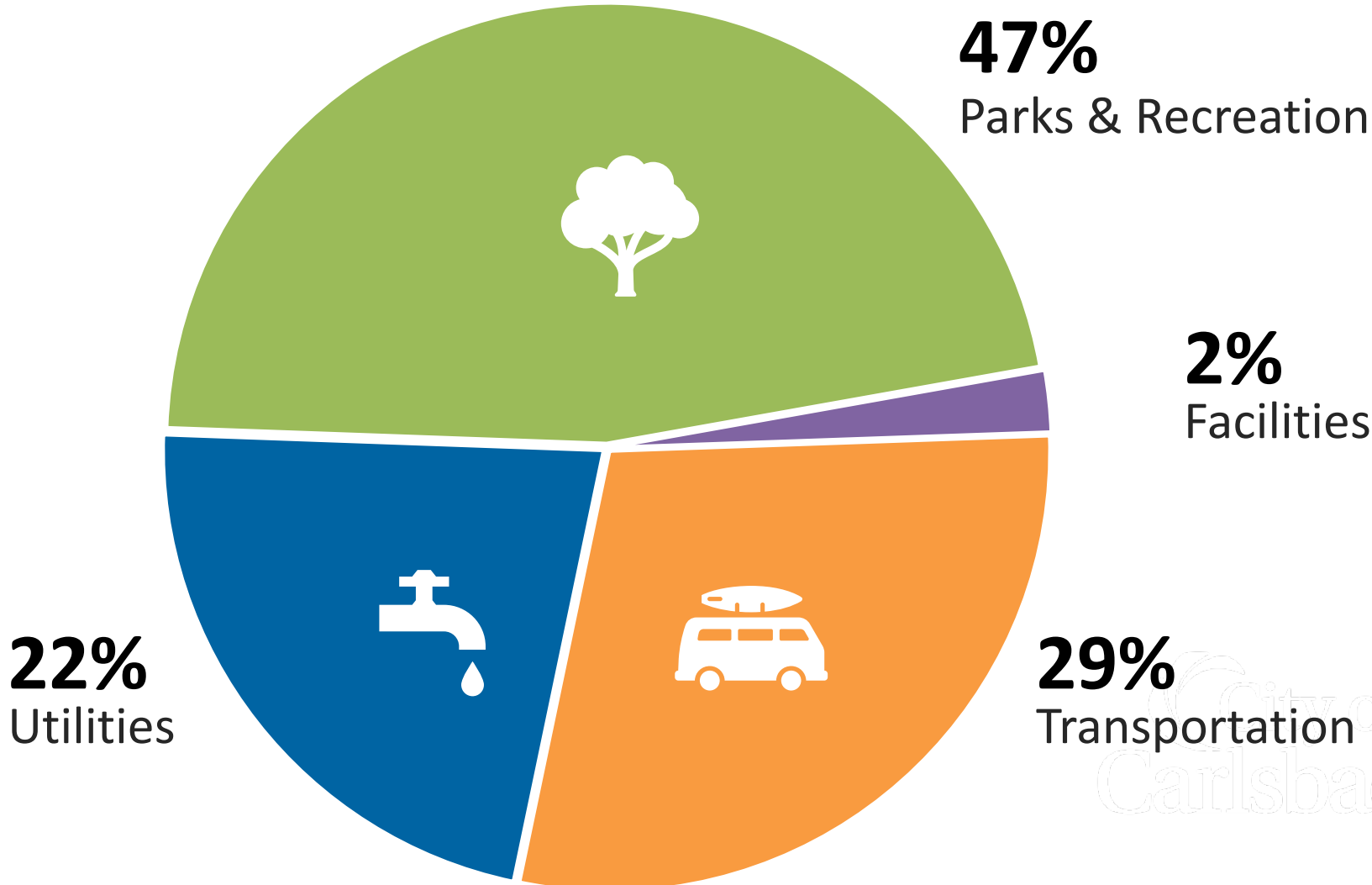
FY24 Request



# FY24 MAIN PROJECT TYPES

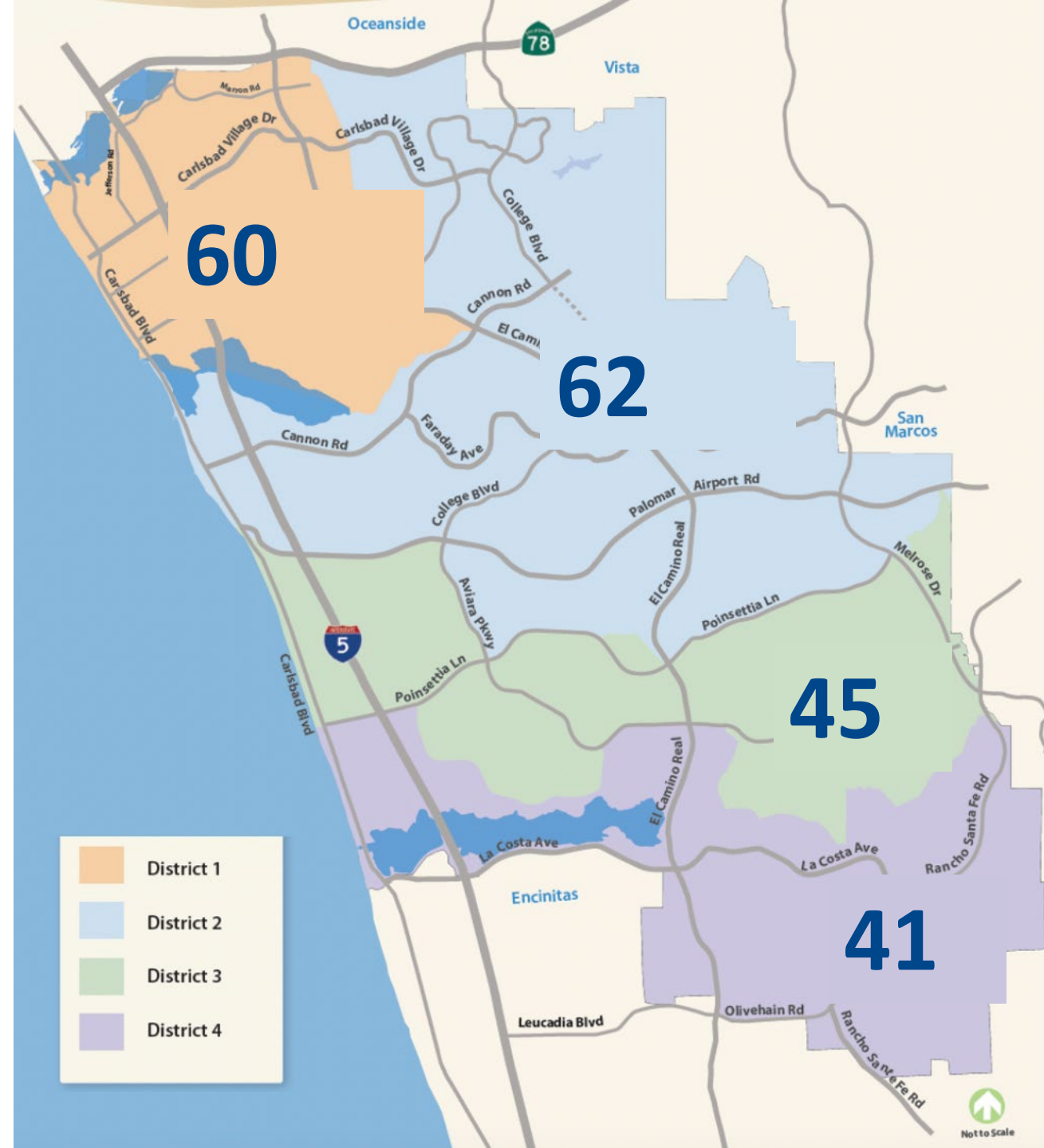


# FY24 PROJECT TYPES



# FY24 PROJECTS\*

\* Includes citywide projects and projects in more than one district



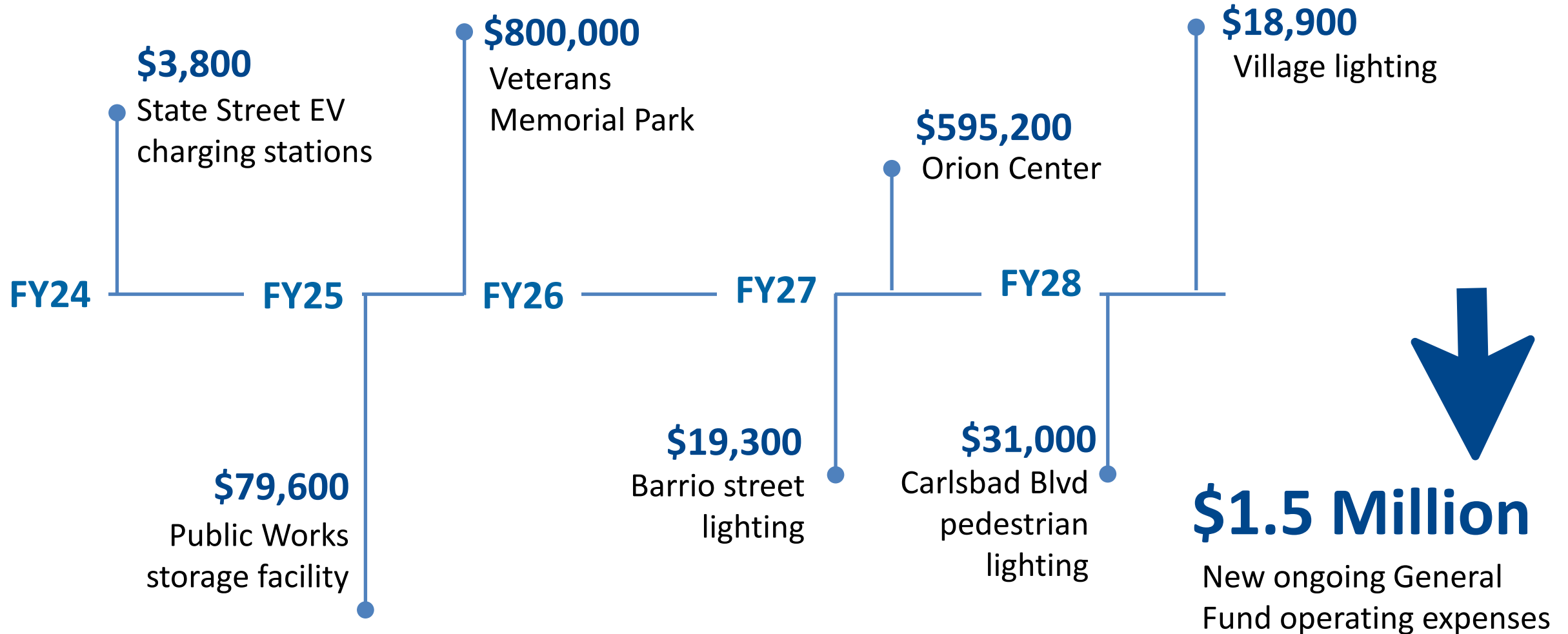


## OPERATING BUDGET IMPACTS

- Projects in service within next 5 years
- Estimated impacts to operating budget based on industry standard
- Increases in General Fund transfers to Lighting and Landscape District 1
- Information included in budget book per GFOA standards

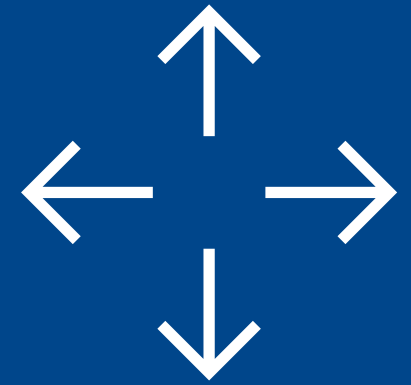


# ONGOING OPERATING EXPENSES



# SIGNIFICANT CHANGES

- FY23 mid-year requests
- Streamlining and schedule adjustments
- FY24 increases \$500,000 and greater
- Removed projects



## FY23 MID-YEAR ADJUSTMENTS

<b>Project</b>	<b>Amount</b>	<b>Funding Source</b>
Trieste Slope Repair (6107)	\$362,600	GCC
Palomar Airport Waterline Realignment (5055)	\$23,000	Water Replacement
Carlsbad Blvd Pedestrian Improvements (6097)	\$833,788	Gas Tax
Temp Fire Station 7 (4091)	\$200,000	PFF
Police & Fire HQ (4715)	\$529,292	GCC, IRF

## COMPLETED PROJECTS

- Project account can be closed in accounting system
- Returns funds to original funding source



# \$3 MILLION RETURNED TO FUNDS

<b>Completed project</b>	<b>Balance</b>
Dove Library Parking Lot Renovation	\$172,612
Drainage Management Plan (Country Store)	\$0
El Camino Real and College Boulevard Intersection Improvements	\$55,645
Fire Station 2 Replacement	\$207,684
Leo Carrillo Ranch Roof Repairs	\$129,080
Maerkle Reservoir Floating Cover Replacement	\$1,496,059
Palomar Airport Road/Paseo Del Norte Left Turn Lane	\$17,701
Palomar Airport Road/Paseo Del Norte Right Turn Lane	\$35,151
Poinsettia Lane Reach E Cassia to Skimmer Court	\$401,345
Recycled Water Phase III Pipelines	\$5,886
Temporary Fire Station 7	\$452,637
Traffic Control Improvements - Poinsettia Lane and Cassia Road	\$4,431
Traffic Control Improvements - Poinsettia Lane and Oriole Court	\$4,078

# REMOVED PROJECTS

Avenida Encinas / Palomar Airport Road Pedestrian Access	\$75,000
Left Turn Lane Extensions	\$350,000
Traffic Signal Operations Modifications	\$153,257



**\$578,257**  
Returned to funds

# INNOVATIVE SOLUTIONS SAVE MONEY

Emergency Operations  
Center Reconfiguration

Fire Administration  
Offices

## Police & Fire Headquarters

FY24 request: \$4.15 million

Consolidates public safety administration +  
Temporary EOC location at Faraday



**\$19 Million**

Cost avoided



# COST INCREASES\*

*\*Greater than \$500,000*

Project	FY24 Increase
Village and Barrio Traffic Circles	500,000
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	700,000 (IRF)
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	700,000 (GCC)
Desalinated Water Flow Control Facility No. 5	758,000
Maerkle Facility Improvements	800,000
Tyler Street Traffic Circulation	900,000
Faraday and El Camino Real Sewer Replacement - Orion to Palomar Airport Road	1,100,000
Schulman Auditorium and Cannon Art Gallery	1,300,000
Senior Center Repairs and Roof Replacement	1,310,000
Fleet Fuel Island Upgrade	1,600,000
Police and Fire Headquarters Renovation	1,723,000 (GCC)
Police and Fire Headquarters Renovation	2,427,000 (IRF)
Veteran's Memorial Park (All Quadrants)	36,084,750

# PENDING RESOURCE AVAILABILITY

PROJECT	FUNDING MOVED FROM	FUNDING MOVED TO
Buena Interceptor Sewer Access Road Improvements	FY24	FY25
Buena Interceptor Sewer Improvements	FY24	FY26
Buena Interceptor Sewer Realignment - East Segment	FY24	FY28
Camino De Los Coches and La Costa Ave Intersection Control	FY24	FY26
DMP Facility BFB-U (El Camino Real)	FY24	FY25
El Fuerte Lift Station Pump Addition	FY24	FY25
Grand Avenue Promenade	FY24	FY26
Hydroelectric Generation at Water Facilities	FY24	FY27
Kelly Drive Channel Repair	FY24	FY25
La Costa Avenue Traffic Improvements	FY24	FY27

# PENDING RESOURCE AVAILABILITY (CONT.)

PROJECT	FUNDING MOVED FROM	FUNDING MOVED TO
Las Palmas Trunk Sewer	FY24	FY27
Maerkle Reservoir Transmission Main	FY24	FY27
Ocean Street Reconfiguration Concepts Study	FY24	FY25
Orion Center	FY24	FY25
Roadway Slope Stabilization	FY24	FY25
Tri-Agency Water Transmission Pipeline Replacement	FY24	FY27
Utility Undergrounding Program Study	FY24	FY25
Village H South Off Leash Dog Area and Trail Segment 5B	FY24	FY28
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	FY24	FY26
Vista Carlsbad Interceptor - Reach VC3	FY24	FY25
Vista/Carlsbad Interceptor - Point Repair Reaches (VC13 & VC14)	FY24	FY25

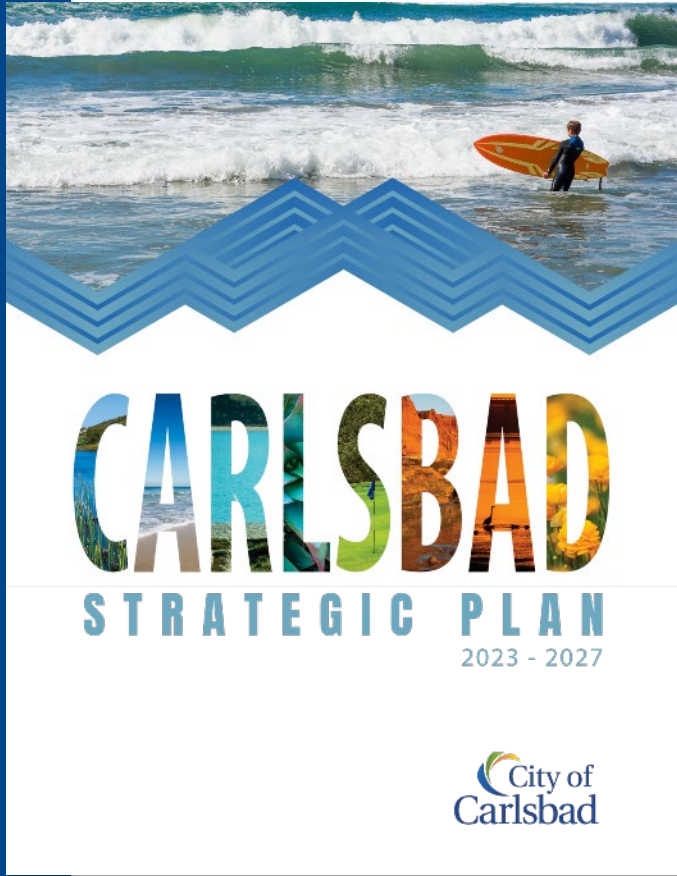
# PROPOSED NEW PROJECTS

Total FY24 request: \$2.7 million

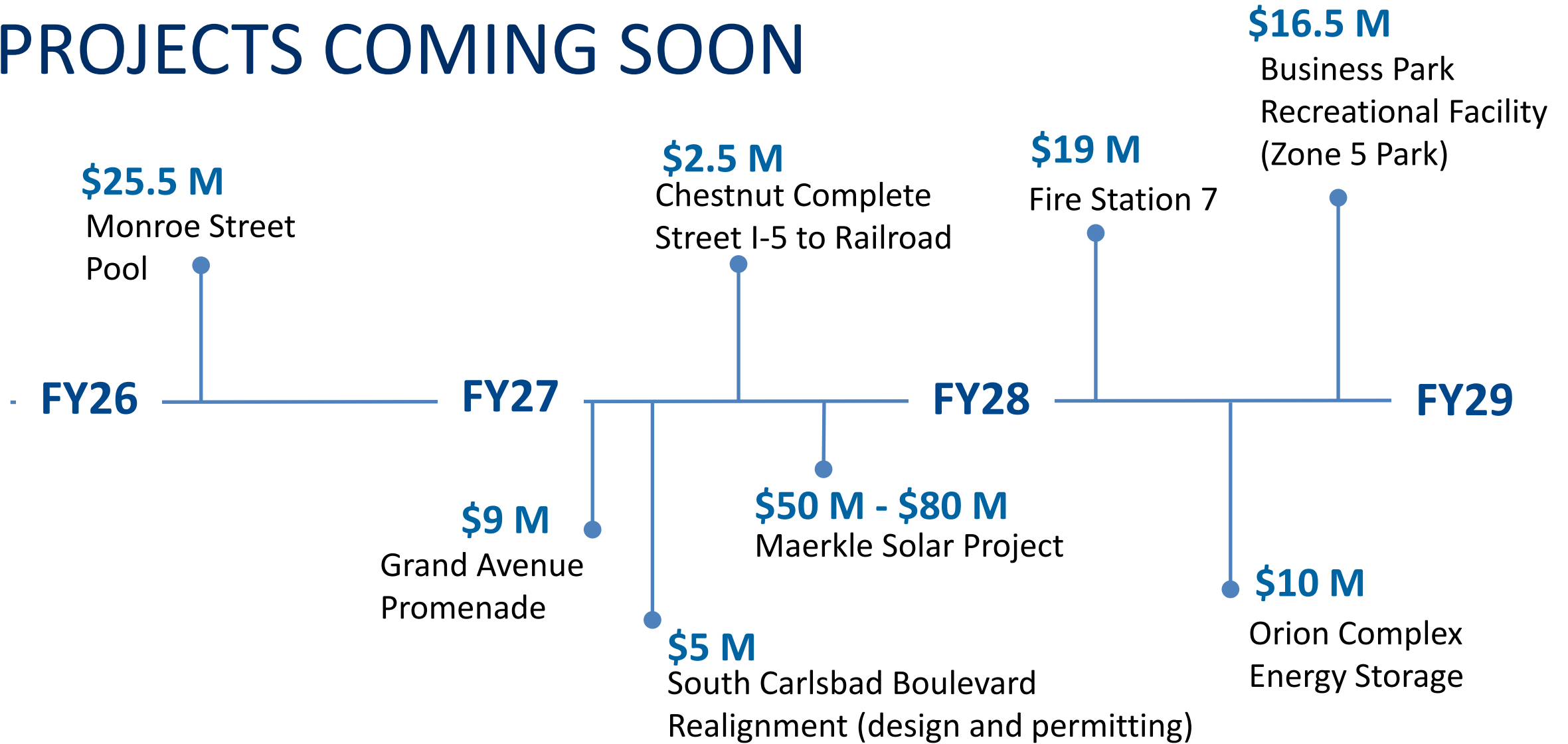
District	Project	FY24 Funding Request	Funding Source
1,2,3	Carlsbad Boulevard Roadway Configuration	\$2,000,000	IRF
1	Carlsbad Village Dr Reconfiguration (I-5 to Carlsbad Bl)	\$350,000	GCC
2	Fire Station 7	\$100,000	GCC
TBD	Public Works Storage Facility	\$99,000	GCC
Citywide	Traffic Signal Cabinet Upgrades	\$180,000	GCC

# 5-YEAR STRATEGIC PLAN PRIORITY PROJECTS

- Approximately 57 projects identified
- \$80.2 million investment in next 5 years



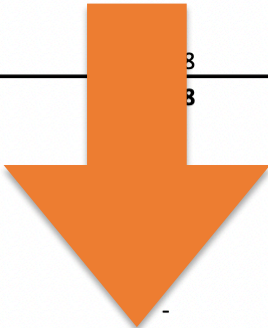
# PROJECTS COMING SOON



# TRAFFIC IMPACT FEE

## TRAFFIC IMPACT FEES (TIF)

	PRIOR YEARS	YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25	YEAR 4 2025-26	YEAR 5 2026-27	YEAR 6-15 2028-37
<b>BEGINNING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 3,784,113</b>	<b>\$ 1,900,228</b>	<b>\$ (2,472,275)</b>	<b>\$ (5,301,030)</b>	<b>\$ (6,439,086)</b>	<b>\$ (6,264,448)</b>
<b>REVENUES</b>							
Developer Fees		1,535,630	1,727,498	1,048,745	284,944	3	15,260,829
<b>Total Revenues</b>	<b>N/A</b>	<b>1,535,630</b>	<b>1,727,498</b>	<b>1,048,745</b>	<b>284,944</b>	<b>3</b>	<b>15,260,829</b>
<b>CAPITAL PROJECTS</b>							
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$ 2,170,653	3,177,000	-	-	-	-	-
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	-	-	-	-	-	932,000
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	-	-	-	-	-	3,681,000
El Camino Real and Cannon Road Intersection Improvements	3,536,000	-	-	-	-	-	-
El Camino Real Right Turn Lane to East Bound Alga Road	-	-	-	-	-	-	438,000
El Camino Real Widening - Arenal Road to La Costa Avenue	3,250,001	-	6,010,000	-	-	-	-
Melrose Drive Right Turn Lane to West Bound Palomar Airport Road	911,002	-	-	-	-	-	-
Palomar Airport Road and College Boulevard Improvements	1,295,499	-	-	-	-	-	-
Sidewalk/Street Construction Program	3,800,000	-	-	-	-	-	3,725,000
Terramar Area Coastal Improvements	6,650,005	-	-	-	-	-	-
Traffic Impact Fee Funds to CFD #1	-	90,000	90,000	-	-	-	1,494,000
Traffic Impact Fee Update	240,000	30,000	-	-	-	-	-
Traffic Monitoring Program	1,622,899	122,516	-	-	-	-	-
Valley and Magnolia Complete Streets	3,536,206	-	-	-	1,000,000	-	-
<b>Total Project Expenditures</b>	<b>27,012,265</b>	<b>3,419,516</b>	<b>6,100,000</b>	<b>3,877,500</b>	<b>1,423,000</b>	<b>107,500</b>	<b>10,270,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>\$ 1,900,228</b>	<b>\$ (2,472,275)</b>	<b>\$ (5,301,030)</b>	<b>\$ (6,439,086)</b>	<b>\$ (6,264,448)</b>	<b>\$ (1,273,619)</b>



**In 5 years:  
-\$6.44 million**

# PROJECT FUNDING

## Gas Tax

Traffic Monitoring Program

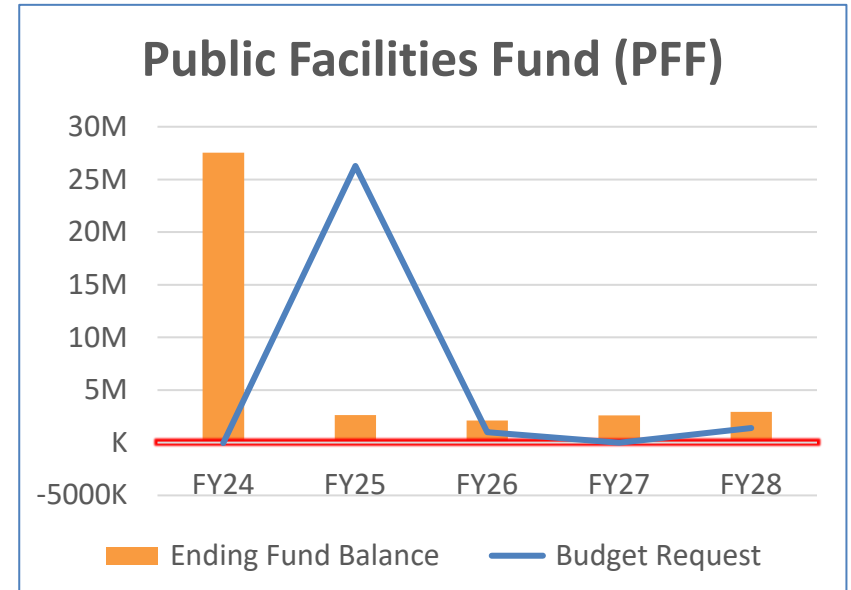
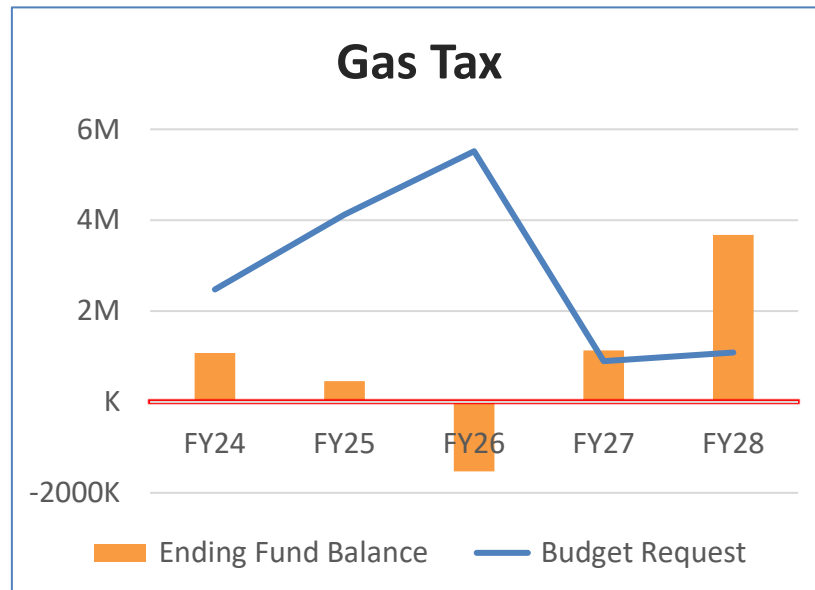
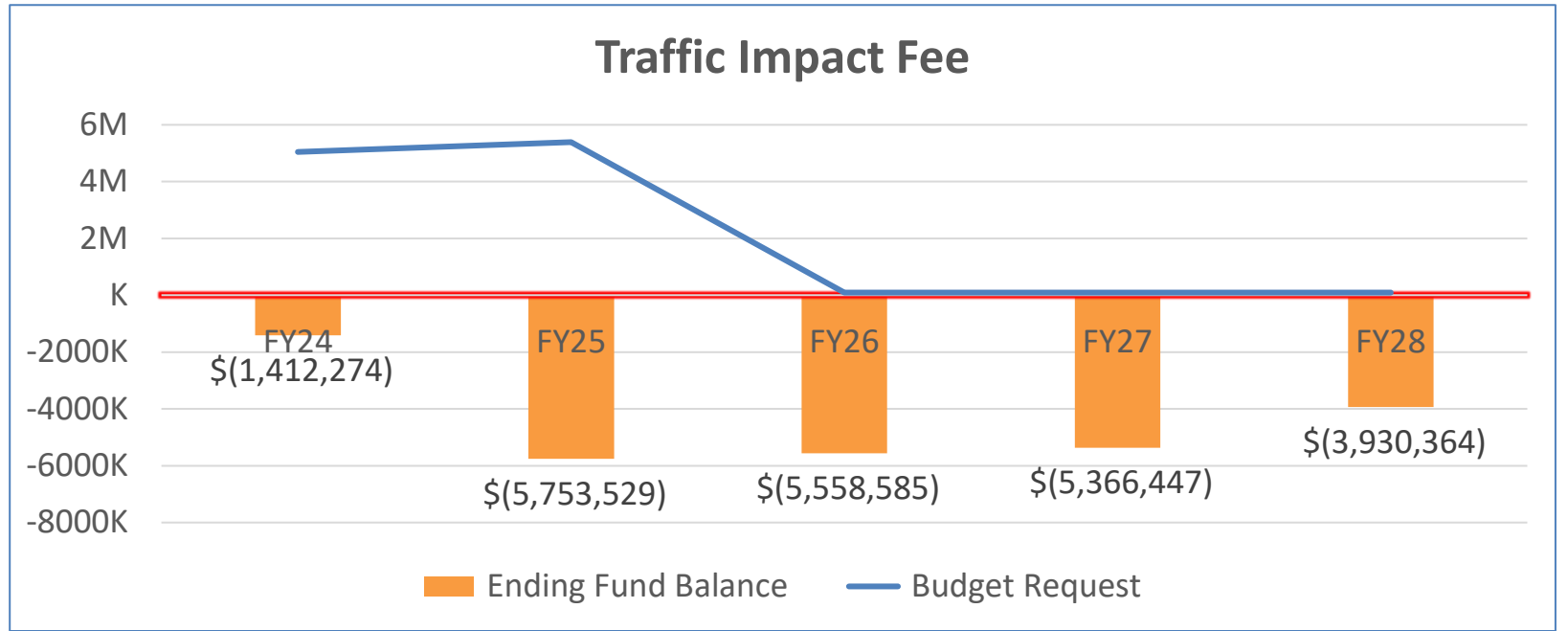
Sidewalk/Street Construction Program

Carlsbad Village Dr. Widening – Pontiac to Victoria

El Camino Real Widening – Arenal to La Costa (partial)

## Public Facilities Fee

Valley and Magnolia Complete Streets





# FY 2023-24 PRELIMINARY BUDGET

Questions and feedback



# FY 2023-24 PRELIMINARY BUDGET

Share feedback about  
tonight's workshop

