



# CITY COUNCIL Agenda

Council Chamber  
1200 Carlsbad Village Drive  
Carlsbad, CA 92008

Feb. 6, 2024, 5 p.m.

## Welcome to Your City Council Meeting

We welcome your interest and involvement in the city's legislative process. This agenda includes information about topics coming before the City Council and the action recommended by city staff. You can read about each topic in the staff reports, which are available on the city website and in the Office of the City Clerk. The City Clerk is also available to answer any questions you have about City Council meeting procedures.

## How to Watch

### In Person



City Council Chamber  
1200 Carlsbad Village Drive

### On TV



Watch the city's cable channel  
Spectrum 24 and AT&T U-verse 99

### Online



Watch the livestream at  
[carlsbadca.gov/watch](https://carlsbadca.gov/watch)

## How to Participate

If you would like to provide comments to the City Council, please:

- Fill out a speaker request form, located in the foyer.
- Submit the form to the City Clerk before the item begins.
- When it's your turn, the City Clerk will call your name and invite you to the podium.
- For non-agenda public comment, speakers must confine their remarks to matters within the City Council's subject matter jurisdiction.
- For public comment on agenda items, speakers must confine their remarks to the question or matter under consideration.
- Speakers have three minutes, unless the presiding officer (usually the Mayor) changes that time.
- You may not give your time to another person, but can create a group. A group must select a single speaker as long as three other members of your group are present. All forms must be submitted to the City Clerk before the item begins and will only be accepted for items listed on the agenda (not for general public comment at the beginning of the meeting). Group representatives have 10 minutes unless that time is changed by the presiding officer or the City Council.
- Failure to comply with the rules for public participation is disruptive conduct. Continuing disruptive conduct after being asked by the presiding official to cease may result in removal from the meeting.

## Reasonable Accommodations

Reasonable Accommodations Persons with a disability may request an agenda packet in appropriate alternative formats as required by the Americans with Disabilities Act of 1990. Reasonable accommodations and auxiliary aids will be provided to effectively allow participation in the meeting. Please contact the City Manager's Office at 442-339-2821 (voice), 711 (free relay service for TTY users), 760-720-9461 (fax) or [manager@carlsbadca.gov](mailto:manager@carlsbadca.gov) by noon on the Monday before the meeting to make arrangements. City staff will respond to requests by noon on Tuesday, the day of the meeting, and will seek to resolve requests before the start of the meeting in order to maximize accessibility.

**More information about City Council meeting procedures can be found at the end of this agenda and in the Carlsbad Municipal Code chapter 1.20.**

*The City Council also sits as the Carlsbad Municipal Water District Board, Public Financing Authority Board, Community Development Commission and Successor Agency to the Redevelopment Agency. When considering items presented to the Carlsbad Municipal Water District Board, each member receives an additional \$100 per meeting (max \$300/month). When considering items presented to the Community Development Commission each member receives an additional \$75 per meeting (max \$150/month).*

**CALL TO ORDER:**

**ROLL CALL:**

**ANNOUNCEMENT OF CONCURRENT MEETINGS:** The City Council will be serving as the Carlsbad Municipal Water District on Consent Calendar Item No. 3.

**PLEDGE OF ALLEGIANCE:**

**APPROVAL OF MINUTES:** None.

**PRESENTATIONS:**

Proclamation in Recognition of the Great Kindness Challenge

Proclamation in Recognition of Black History Month

**PUBLIC REPORT OF ANY ACTION TAKEN IN CLOSED SESSION:**

**PUBLIC COMMENT:** *The Brown Act allows any member of the public to comment on items not on the agenda, provided remarks are confined to matters within the City Council's subject matter jurisdiction. Please treat others with courtesy, civility, and respect. Members of the public may participate in the meeting by submitting comments as provided on the front page of this agenda. The City Council will receive comments as requested up to a total of 15 minutes in the beginning of the meeting. All other non-agenda public comments will be heard at the end of the meeting. In conformance with the Brown Act, no action can occur on these items.*

**CONSENT CALENDAR:** *The items listed under Consent Calendar are considered routine and will be enacted by one motion as listed below. There will be no separate discussion on these items prior to the time the Council votes on the motion unless members of the Council, the City Manager, or the public request specific items be discussed and/or removed from the Consent Calendar for separate action.*

1. **ADVERTISE FOR BIDS FOR THE PARK DRIVE STREET AND DRAINAGE IMPROVEMENTS PROJECT, CIP PROJECT NO. 6611:** Adoption of a resolution approving the plans, specifications and contract documents and authorizing the City Clerk to advertise for bids for the Park Drive Street and Drainage Improvements Project, CIP Project No. 6611. (Staff contact: Brandon Miles and Hossein Ajideh, Public Works Department)
2. **ADVERTISE FOR BIDS FOR THE POINSETTIA LIFT STATION GENERATOR REPLACEMENT PROJECT, CIP PROJECT NO. 3840-23:** Adoption of a resolution approving the plans, specifications and contract documents and authorizing the City Clerk to advertise for bids for the Poinsettia Lift Station Generator Replacement Project, CIP Project No. 3840-23. (Staff contact: Dave Padilla and Daniel Zimney, Public Works Department)
3. **AGREEMENT WITH CAROLLO ENGINEERS, INC. FOR THE ADAMS STREET WATER MAIN REPLACEMENT PROJECT, CIP PROJECT NO. 5035-3:** Adoption of a Carlsbad Municipal Water District Board of Directors resolution awarding a professional services agreement with Carollo Engineers, Inc. for design and environmental services for the Adams Street Water Main Replacement Project in an amount not to exceed \$600,473, CIP Project No. 5035-3. (Staff contact: Dave Padilla and Markus Mohrle, Public Works Department)

4. MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF CARLSBAD AND CARLSBAD UNIFIED SCHOOL DISTRICT FOR THE SCHOOL RESOURCE OFFICER PROGRAM FOR THE 2023-24 SCHOOL YEAR: Adoption of a resolution approving a memorandum of understanding between the City of Carlsbad and the Carlsbad Unified School District for the School Resource Officer Program for the 2023-24 school year. (Staff contact: Jeffery Smith and Amanda Baker, Police Department)
5. FISCAL YEAR 2022-23 HOUSING TRUST FUND ANNUAL REPORT: Adoption of a resolution approving the Fiscal Year 2022-23 Housing Trust Fund Annual Report. (Staff contact: Mandy Mills, Community Services Department)
6. AUTHORIZATION TO NEGOTIATE WITH NORTH COUNTY TRANSIT DISTRICT FOR MANAGED PARKING OPTIONS WITHIN THE CARLSBAD VILLAGE AREA, INCLUDING THE CARLSBAD VILLAGE STATION: Adoption of a resolution authorizing the Community Development Director and Real Estate Manager to negotiate with the agent for the North County Transit District on an agreement for managed parking within the Carlsbad Village area, including the Carlsbad Village Station. (Staff contact: Jeff Murphy, Community Services Department)

**BOARD AND COMMISSION MEMBER APPOINTMENTS:** None.

**ORDINANCES FOR INTRODUCTION:** None.

**ORDINANCES FOR ADOPTION:**

7. ORDINANCE NOS. CS-465 AND CS-466 – HOUSING ELEMENT REZONING PROGRAM –
  - 1) Adoption of “Ordinance No. CS-465, an Ordinance of the City Council of the City of Carlsbad, California, amending the Zoning Ordinance and Zoning Map, Title 21 of the Carlsbad Municipal Code, to implement portions of objectives b, c and d of Housing Element Program 1.1 (provide adequate sites to accommodate the Regional Housing Needs Assessment, and objective b of Housing Element Program 1.3 (Alternative Housing) for Map 1 (All sites except sites 8 and 15, which are removed)”;
  - 2) Adoption of “Ordinance No. CS-466, an Ordinance of the City Council of the City of Carlsbad, California, approving amendments to the Bressi Ranch Master Plan, Fenton Carlsbad Center Specific Plan, Green Valley Master Plan, North County Plaza Specific Plan, and Westfield Carlsbad Specific Plan to implement portions of objectives b, c, and d of Housing Element Program 1.1 (provide adequate sites to accommodate the Regional Housing Needs Assessment (RHNA)), and objective b of Housing Element Program 1.3 (Alternative Housing).” (Staff contact: Sheila Cobian, City Manager Department)

**City Manager’s Recommendation:** Adopt Ordinance Nos. CS-465 and CS-466.

8. ORDINANCE NO. CS-467 – AURA CIRCLE OPEN SPACE DESIGNATION – Adoption of “Ordinance No. CS-467, an Ordinance of the City Council of the City of Carlsbad, California, amending Section 21.05.030 of the Carlsbad Municipal Code by approving amendments to the Zoning Map and the Local Coastal Program Zoning Map to change zoning from One Family Residential, minimum 8,000 square foot lot size (RR-1-8000) and Open Space (OS) to Open Space (OS) for a 14.58 acre property at the terminus of Aura Circle; and an amendment to the Zoning Map to change zoning from One Family Residential (R-1) to Open Space (OS) for a 3.1-acre property located at 1605 Buena Vista Way.” (Staff contact: Sheila Cobian, City Manager Department)

**City Manager’s Recommendation:** Adopt Ordinance No. CS-467.

**PUBLIC HEARINGS:** None.

**DEPARTMENTAL AND CITY MANAGER REPORTS:**

9. **ACCEPT WORK PLANS FOR FISCAL YEAR 2023-24 FOR THE LIBRARY BOARD OF TRUSTEES AND THE ARTS COMMISSION** - 1) Adoption of a resolution accepting the fiscal year 2022-23 work plan report of accomplishments and approving the fiscal year 2023-24 work plan for the Library Board of Trustees; and  
2) Adoption of a resolution accepting the fiscal year 2022-23 work plan report of accomplishments and approving the fiscal year 2023-24 work plan for the Arts Commission. (Staff contact: Suzanne Smithson and Fiona Everett, Community Services Department)

**City Manager's Recommendation:** Adopt the resolutions.

10. **POLICE DEPARTMENT UPDATE:** Receive a report on crime statistics, crime trends and the next steps for the Police Department in 2024. (Staff contact: Christie Calderwood and Mickey Williams, Police Department)

**City Manager's Recommendation:** Receive the report.

11. **STRATEGIC PLAN UPDATE** – Receive an update on progress made toward the goals of the Carlsbad Strategic Plan 2023-2027, an update on city finances and an overview of strategic actions planned to occur through Fiscal Year 2024-2025 and provide feedback to staff. (Staff contact: Jason Haber, City Manager Department)

**City Manager's Recommendation:** Receive the updates and provide feedback to staff.

**COUNCIL COMMENTARY AND REQUESTS FOR CONSIDERATION OF MATTERS:** *This portion of the agenda is for the City Council Members to make brief announcements, brief reports of their activities and requests for future agenda items.*

**City Council Regional Assignments (Revised 12/12/23)**

**Keith Blackburn**  
**Mayor**

Buena Vista Lagoon JPC  
Chamber of Commerce Liaison (alternate)  
Encina Joint Powers JAC  
Encina Wastewater Authority Board of Directors  
Economic Development Subcommittee  
SANDAG Board of Directors (2<sup>nd</sup> alternate)  
SANDAG Shoreline Preservation Work Group (alternate)

**Priya Bhat-Patel**  
**Mayor Pro Tem – District 3**

City/School Committee  
Clean Energy Alliance JPA  
Economic Development Subcommittee  
League of California Cities – SD Division (alternate)  
North County Transit District  
SANDAG Board of Directors (1<sup>st</sup> alternate)

<b>Melanie Burkholder</b> <b>Council Member – District 1</b>	City Council Legislative Subcommittee North County Dispatch Joint Powers Authority (alternate) SANDAG Board of Directors
<b>Teresa Acosta</b> <b>Council Member – District 4</b>	Chamber of Commerce Liaison City Council Legislative Subcommittee City/School Committee Clean Energy Alliance JPA (alternate) Encina Joint Powers JAC (alternate) Encina Wastewater Authority Board of Directors (alternate) League of California Cities – SD Division North County Dispatch Joint Powers Authority San Diego County Water Authority
<b>Carolyn Luna</b> <b>Council Member – District 2</b>	Buena Vista Lagoon JPC Encina Joint Powers JAC Encina Wastewater Authority Board of Directors North County Transit District (alternate) SANDAG Shoreline Preservation Work Group

**PUBLIC COMMENT:** Continuation of the Public Comments

*This portion of the agenda is set aside for continuation of public comments, if necessary, due to exceeding the total time allotted in the first public comments section. In conformance with the Brown Act, no Council action can occur on these items.*

**ANNOUNCEMENTS:**

This section of the Agenda is designated for announcements to advise the community regarding events that Members of the City Council have been invited to, and may participate in.

**CITY MANAGER COMMENTS:**

**CITY ATTORNEY COMMENTS:**

**CITY CLERK COMMENTS:**

**ADJOURNMENT:**

**City Council Meeting Procedures (continued from page 1)**

**Written Materials**

Written materials related to the agenda that are submitted to the City Council after the agenda packet has been published will be available for review prior to the meeting during normal business hours at the City Clerk's office, 1200 Carlsbad Village Drive and on the city website. To review these materials during the meeting, please see the City Clerk.

**Visual Materials**

Visual materials, such as pictures, charts, maps or slides, are allowed for comments on agenda items, not general public comment. Please contact the City Manager's Office at 442-339-2820 or [manager@carlsbadca.gov](mailto:manager@carlsbadca.gov) to make arrangements in advance. All materials must be received by the City Manager's Office no later than noon the day before the meeting. The time spent presenting visual materials is included in the maximum time limit provided to speakers. All materials exhibited to the City Council during the meeting are part of the public record. **Please note that video presentations are not allowed.**

**Decorum**

All participants are expected to conduct themselves with mutual respect. Loud, boisterous and unruly behavior can interfere with the ability of the City Council to conduct the people's business. That's why it is illegal to disrupt a City Council meeting. Following a warning from the presiding officer, those engaging in disruptive behavior are subject to law enforcement action.

## **City Council Agenda**

The City Council follows a regular order of business that is specified in the Carlsbad Municipal Code. The City Council may only make decisions about topics listed on the agenda.

### **Presentations**

The City Council often recognizes individuals and groups for achievements and contributions to the community. Well-wishers often fill the chamber during presentations to show their support and perhaps get a photo. If you don't see an open seat when you arrive, there will likely be one once the presentations are over.

### **Consent Items**

Consent items are considered routine and may be enacted together by one motion and vote. Any City Council member may remove or "pull" an item from the "consent calendar" for a separate vote. Members of the public may pull an item from the consent calendar by requesting to speak about that item. A speaker request form must be submitted to the clerk prior to the start of the consent portion of the agenda.

### **Public Comment**

Members of the public may speak on any city related item that does not appear on the agenda, provided remarks are confined to matters within the City Council's subject matter jurisdiction. State law prohibits the City Council from taking action on items not listed on the agenda. Comments requiring follow up will be referred to staff and, if appropriate, considered at a future City Council meeting. Members of the public are also welcome to provide comments on agenda items during the portions of the meeting when those items are being discussed, provided remarks are confined to the question or matter under consideration. In both cases, a request to speak form must be submitted to the clerk in advance of that portion of the meeting beginning.

### **Public Hearing**

Certain actions by the City Council require a "public hearing," which is a time within the regular meeting that has been set aside and noticed according to different rules.

### **Departmental Reports**

This part of the agenda is for items that are not considered routine and do not require a public hearing. These items are usually presented to the City Council by city staff and can be informational in nature or require action. The staff report about each item indicates the purpose of the item and whether or not action is requested.

### **Other Reports**

At the end of each meeting, City Council members and the City Manager, City Attorney and City Clerk are given an opportunity to share information. This usually includes reports about recent meetings, regional issues, and recent or upcoming meetings and events.

## **City Council Actions**

### **Resolution**

A resolution is an official statement of City Council policy that directs administrative or legal action or embodies a public City Council statement. A resolution may be introduced and adopted at the same meeting. Once adopted, it remains City Council policy until changed by subsequent City Council resolution.

### **Ordinance**

Ordinances are city laws contained in the Carlsbad Municipal Code. Enacting a new city law or changing an existing one is a two-step process. First, the ordinance is "introduced" by city staff to the City Council. If the City Council votes in favor of the introduction, the ordinance will be placed on a subsequent City Council meeting agenda for "adoption." If the City Council votes to adopt the ordinance, it will usually go into effect 30 days later.

### **Motion**

A motion is used to propose City Council direction related to an item on the agenda. Any City Council member may make a motion. A motion must receive a "second" from another City Council member to be eligible for a City Council vote.



## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Brandon Miles, Associate Engineer  
brandon.miles@carlsbadca.gov, 442-339-2745  
Hossein Ajideh, Engineering Manager  
hossein.ajideh@carlsbadca.gov, 442-339-2756

**Subject:** Approval of Plans, Specifications and Contract Documents and Authorization to Advertise for Bids for the Park Drive Street and Drainage Improvements Project

**District:** 1

### Recommended Action

Adopt a resolution approving the plans, specifications and contract documents and authorizing the City Clerk to advertise for bids for the Park Drive Street and Drainage Improvements Project.

### Executive Summary

The retaining wall along the northeast side of Park Drive between Bayshore Drive and the residential driveway of 4650 Park Drive was built in 1989 and is in urgent need of replacement. With the approval of the City Council, staff have obtained the necessary permits, right-of-way acquisition and used a consultant to prepare project improvement plans and specifications to replace the existing retaining wall, improve slope stability, install pedestrian improvements and modify the existing drainage system as part of the Park Drive Street and Drainage Improvements, Capital Improvement Program Project No. 6611.

The construction cost estimate for these improvements, not including construction contingency and construction management and inspection costs, is \$2,224,400. The City Council's approval of these plans and specifications is required under Carlsbad Municipal Code Section 3.28.080(E) - Construction Projects, because the project cost is more than \$200,000.

Staff recommend the City Council approve the plans, specifications and contract documents, and authorize the City Clerk to advertise for construction bids for the project.

## Explanation & Analysis

### **Project overview**

The project is needed to stabilize the hillside along the north side of Park Drive and to mitigate surface erosion and deeper-seated instability. The existing retaining wall is degraded and requires replacement. Due to sediment loss during rain events, the city crews must regularly close the sidewalk and Park Drive roadway to clean up sediment and debris. In its current condition, the slope could require regular closures of Park Drive, which impacts public access to the Agua Hedionda Lagoon.

Staff propose removing an existing block retaining wall, installing a new combination of soldier pile<sup>1</sup> and block retaining wall, repairing portions of the slope and revegetating the project area with native plants.

Staff propose removing about 600 feet of the existing block retaining wall and replacing it with approximately 800 feet of a new retaining wall, composed of three different wall types varying in height from two to 12 feet. Staff also propose:

- Repairing and replanting portions of the slope with native plants
- Installing pedestrian improvements that include a painted crosswalk, upgraded pedestrian ramps, and rapid flashing beacons to enhance safety and mobility
- Installing a new stormwater filtration facility

These improvements will improve public safety and coastal access.

### Project timeline

- Oct. 4, 2021 - Staff presented this project to the Traffic and Mobility Commission. The Commission voted to support staff's recommendation to approve the plans and specifications for the project. The approved minutes of that meeting are included as Exhibit 4.
- March 30, 2022 - The Planning Division of the Community Development Department approved the necessary permits and issued a notice of determination of mitigated negative declaration for the project.
- July 13, 2023 - The California Coastal Commission approved the city's application for a coastal development permit for the project with special conditions.
- July 19, 2023 – Two grant deeds and a temporary construction easement were recorded with the San Diego County Officer of the Recorder for the two impacted assessor parcel numbers that comprise the site, to allow for the proposed improvements.

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<sup>1</sup> A soldier pile is a common retaining wall strategy in which H-shaped steel beams, or piles, are set into the earth at regular intervals. Horizontal supports then fill the gaps between the piles, helping to spread the load.

### Fiscal Analysis

Sufficient funding is available in the project account to complete the project. Gas tax and general capital construction funds have been appropriated for the project. The available funds and estimated construction costs for the project are shown in the table below:

<b>Park Drive Street and Drainage Improvements CIP Project No. 6611</b>	
Total appropriated funds to date	\$4,682,439
Total expenditures and encumbrances to date	-\$1,207,747
<b>Total available funding</b>	<b>\$3,474,692</b>
Construction contract (engineer's estimate)	-\$2,224,400
Construction contingency (estimated)	-\$650,000
Construction management, inspection, material testing, support services (estimated)	-\$450,000
<b>Total estimated costs</b>	<b>-\$3,324,400</b>
<b>Remaining balance after total estimated costs</b>	<b>\$150,292</b>
<b>Additional appropriation needed</b>	<b>\$0</b>

### Environmental Evaluation

In accordance with the California Environmental Quality Act and the CEQA Guidelines, the City Planner approved a mitigated negative declaration (State Clearinghouse No. 2021070586) for this project on March 30, 2022. Mitigation measures were incorporated into the design of the project and included a mitigation monitoring and reporting program so that all potentially significant impacts would be mitigated below a level of significance.

### Next Steps

Upon the City Council's approval, the City Clerk will advertise a request for bids for the project. Staff will evaluate the bids received and identify the lowest responsive and responsible bidder. Staff will then return to the City Council with a recommendation to award a construction contract to the identified bidder, which is expected to be in early 2024.

The construction contract for the project provides for eight months to complete the project improvements. In accordance with the California Coastal Commission special conditions, construction is expected to begin in May 2024 and be completed by December 2024, which is the only window of time allowed for construction.

### Exhibits

1. City Council resolution
2. Location map
3. [Plans, specifications and contract documents](#) (on file in the Office of the City Clerk)
4. [Traffic and Mobility Commission meeting approved minutes dated Oct. 4, 2021](#) (on file in the Office of the City Clerk)

**RESOLUTION NO.**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE PLANS, SPECIFICATIONS AND CONTRACT DOCUMENTS AND AUTHORIZING THE CITY CLERK TO ADVERTISE FOR BIDS FOR THE PARK DRIVE STREET AND DRAINAGE IMPROVEMENTS PROJECT

WHEREAS, the City Council of the City of Carlsbad, California has determined that it is necessary and in the public interest to replace the existing retaining wall to improve slope stability, pedestrian connectivity and drainage system along Park Drive between Bayshore Drive and the residential driveway at 4650 Park Drive; and

WHEREAS, the plans, specifications and contract documents for the Park Drive Street and Drainage Improvements, Capital Improvement Program Project No. 6611 have been prepared, are on file at the City Clerk's office and are incorporated herein by reference; and

WHEREAS, Carlsbad Municipal Code Section 3.28.080(E) requires the City Council to approve plans and specifications for all construction projects that are to be formally bid upon when the value exceeds \$200,000; and

WHEREAS, the cost of the project is estimated to be \$2,206,700, which does not include a construction contingency or construction management and inspection costs; and

WHEREAS, sufficient funding is available in the project account to complete the project, which is to be funded with gas tax and General Capital Construction funds; and

WHEREAS, in accordance with the California Environmental Quality Act, or CEQA, and the CEQA Guidelines, the City Planner approved a mitigated negative declaration (State Clearinghouse No. 2021070586) for this project on March 30, 2022. Mitigation measures were incorporated into the design of the project and included a mitigation monitoring and reporting program so that all potentially significant impacts would be mitigated below a level of significance.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the plans, specifications and contract documents for the Park Drive Street and Drainage Improvements, CIP Project No. 6611, are hereby approved.

3. That the City Clerk is authorized and directed to publish in accordance with state law, a Notice to Contractors Inviting Bids for construction of the Project, in accordance with the plans, specifications and contract documents referred to herein.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_\_\_ day of \_\_\_\_\_, 2023, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

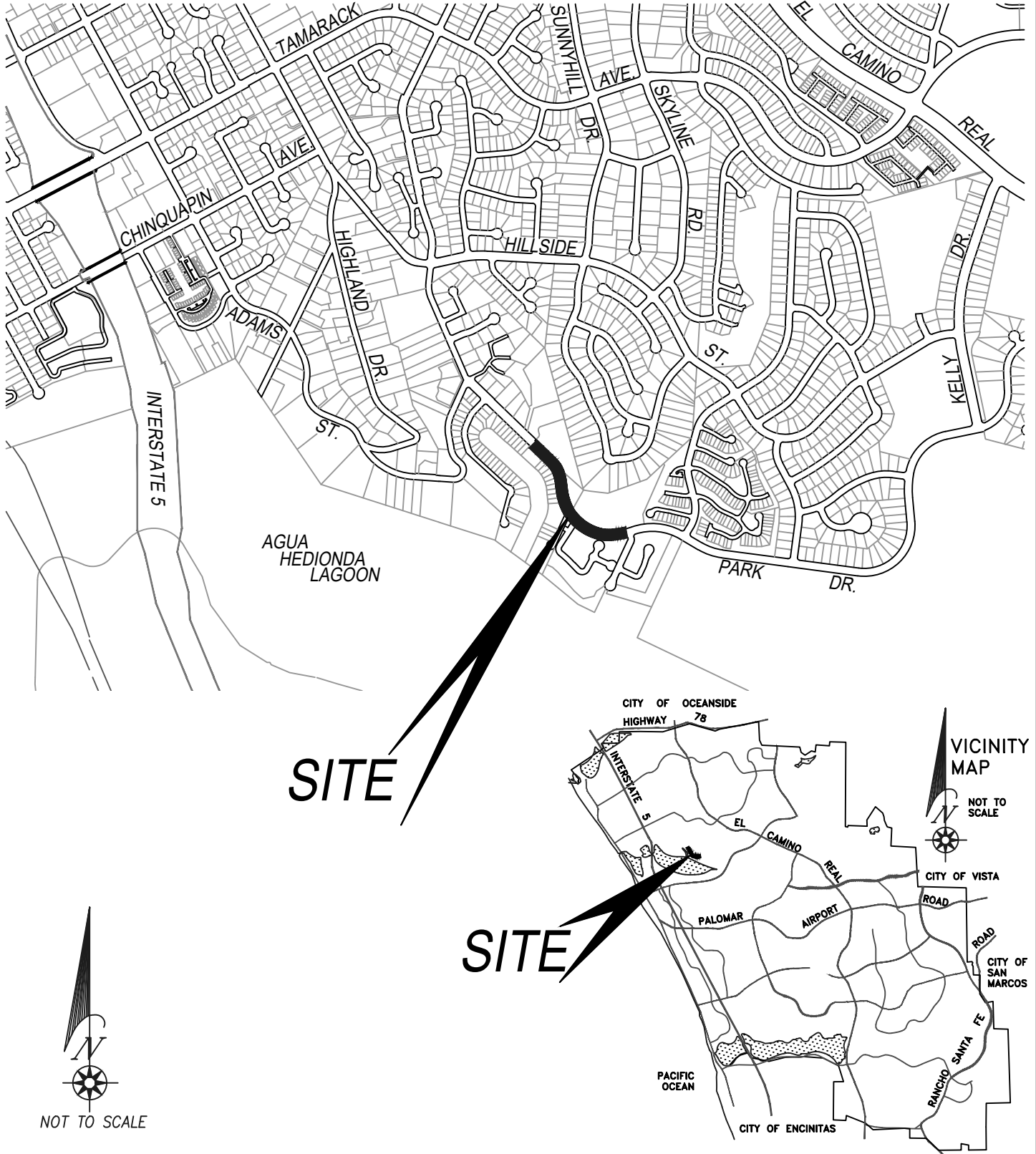
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KEITH BLACKBURN, Mayor

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SHERRY FREISINGER, City Clerk  
(SEAL)

# LOCATION MAP



PROJECT NAME

**PARK DRIVE STREET AND DRAINAGE IMPROVEMENTS**

Feb. 6, 2024

PROJECT  
NUMBER

**6611**

EXHIBIT

**2**

Item #1

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Plans, specifications and contract documents  
(on file in the Office of the City Clerk)

Traffic and Mobility Commission meeting approved  
minutes dated Oct. 4, 2021  
(on file in the Office of the City Clerk)



## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contacts:** Dave Padilla, Utilities Assistant Director  
dave.padilla@carlsbadca.gov, 442-339-2356

Daniel Zimny, Senior Engineer  
daniel.zimny@carlsbadca.gov, 442-339-2233

**Subject:** Approval of Plans, Specifications and Contract Documents and Authorization to Advertise for Bids for the Poinsettia Lift Station Generator Replacement Project

**District:** 2

### Recommended Action

Adopt a resolution approving the plans, specifications and contract documents and authorizing the City Clerk to advertise for bids for the Poinsettia Lift Station Generator Replacement Project.

### Executive Summary

The backup generator at the Poinsettia Lift Station is at the end of its service life and requires replacement to ensure the station's operability in the event of a power outage. A reliable supply of electricity is needed at the lift station to pump wastewater flows uphill and to the wastewater treatment plant. Power outages without generator backup could result in wastewater spills. The total construction cost estimate including contingency, construction management and staff costs is \$905,000.

City Council approval of these plans, specifications and contract documents is required under Carlsbad Municipal Code Section 3.28.080(E) because the expected value of work is more than \$200,000.

Staff recommend that the City Council approve the project plans, specifications and contract documents and authorize the City Clerk to advertise and receive construction bids.

### Explanation & Analysis

The city operates 12 sewer lift stations that pump wastewater flow uphill and to higher elevations and are equipped with emergency generators to provide a backup power source to the pumping system during power outages.

The emergency backup generator at the Poinsettia Lift Station was installed in 1999 and is the second largest generator of the lift station sites operated by the city. The generator is at the end of its service life and needs replacement. The scope of the project includes:

- Replacement of the existing 250-kilowatt diesel-fueled generator
- Associated power system controls and communication upgrades
- Upgrades to the generator housing structure to achieve compliance with current building and fire codes

Staff recommend that the City Council approve the plans, specifications and contract documents and authorize the City Clerk to advertise for construction bids for the project.

### Fiscal Analysis

The project is a component of the Sewer Lift Station Repairs and Upgrades Program, Capital Improvement Program Project No. 3840, which is funded by the city's sewer replacement fund. Sufficient funds are available to complete the project. Available funds and estimated construction costs to complete the project are presented in the table below:

<b>Sewer Lift Station Repairs and Upgrade Program Capital Improvement Program Project No. 3840</b>	
Total appropriation to date	\$4,535,380
Total expenditures/encumbrances to date	-\$3,143,659
<b>Total available balance</b>	<b>\$1,391,721</b>
<b>Poinsettia Lift Station Generator Replacement Capital Improvement Program Project No. 3840-23</b>	
Construction contract (engineer's estimate)	-\$615,000
Construction contingency (estimated)	-\$120,000
Construction management, inspection and testing (estimated)	-\$120,000
Staff time and engineering construction services	-\$50,000
<b>Total estimated construction costs</b>	<b>-\$905,000</b>
<b>Remaining balance</b>	<b>\$486,721</b>

### Next Steps

With the City Council's approval, the City Clerk will advertise a request for bids for the project.

Staff will then evaluate the bids received and identify the lowest responsive and responsible bidder. Staff will then return to the City Council with a recommendation to award a construction contract to the identified lowest responsive and responsive bidder, which is expected to be in spring 2024.

### Environmental Evaluation

The City Planner has determined the project is exempt from the California Environmental Quality Act under CEQA Guidelines Section 15302(c), which applies to the replacement or reconstruction of existing utility systems and/or facilities involving negligible or no expansion of capacity.

### Exhibits

1. City Council resolution
2. Location map
3. [Plans, specifications and contract documents](#) (on file in the Office of the City Clerk)

**RESOLUTION NO. \_\_\_\_\_**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE PLANS, SPECIFICATIONS AND CONTRACT DOCUMENTS AND AUTHORIZING THE CITY CLERK TO ADVERTISE FOR BIDS FOR THE POINSETTIA LIFT STATION GENERATOR REPLACEMENT PROJECT

WHEREAS, the City Council of the City of Carlsbad, California has determined it necessary, desirable and in the public interest to replace the emergency backup generator at the Poinsettia Lift Station; and

WHEREAS, the plans, specifications and contract documents for the Poinsettia Lift Station Generator Replacement Project, Capital Improvement Program Project No. 3840-23, have been prepared, are on file at the City Clerk's office and are incorporated by reference; and

WHEREAS, Carlsbad Municipal Code Section 3.28.080(E) requires City Council approval of plans, specifications and contract documents for all construction projects that are to be formally bid upon when the value exceeds \$200,000; and

WHEREAS, the cost of the project is estimated to be \$905,000, including construction contingency, construction management and staff costs; and

WHEREAS, the City Planner has determined that the project is exempt from the California Environmental Quality Act, or CEQA, per CEQA Guidelines Section 15302(c) – replacement or reconstruction of existing structures and/or facilities involving negligible or no expansion of capacity.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the plans, specifications and contract documents for the Poinsettia Lift Station Generator Replacement Project, Capital Improvement Program Project No. 3840-23, are approved and are on file at the City Clerk's Office.
3. That the City Clerk is hereby authorized and directed to publish, in accordance with state law and Carlsbad Municipal Code Section 3.28.080(C), a notice to contractors inviting bids for construction of the project in accordance with plans, specifications and contract documents referred to herein.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

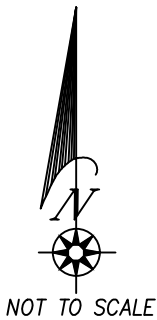
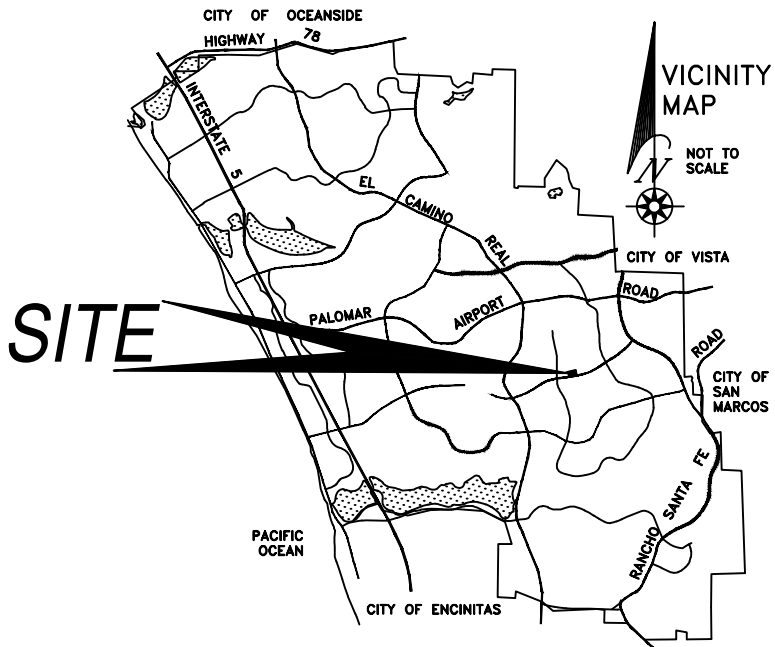
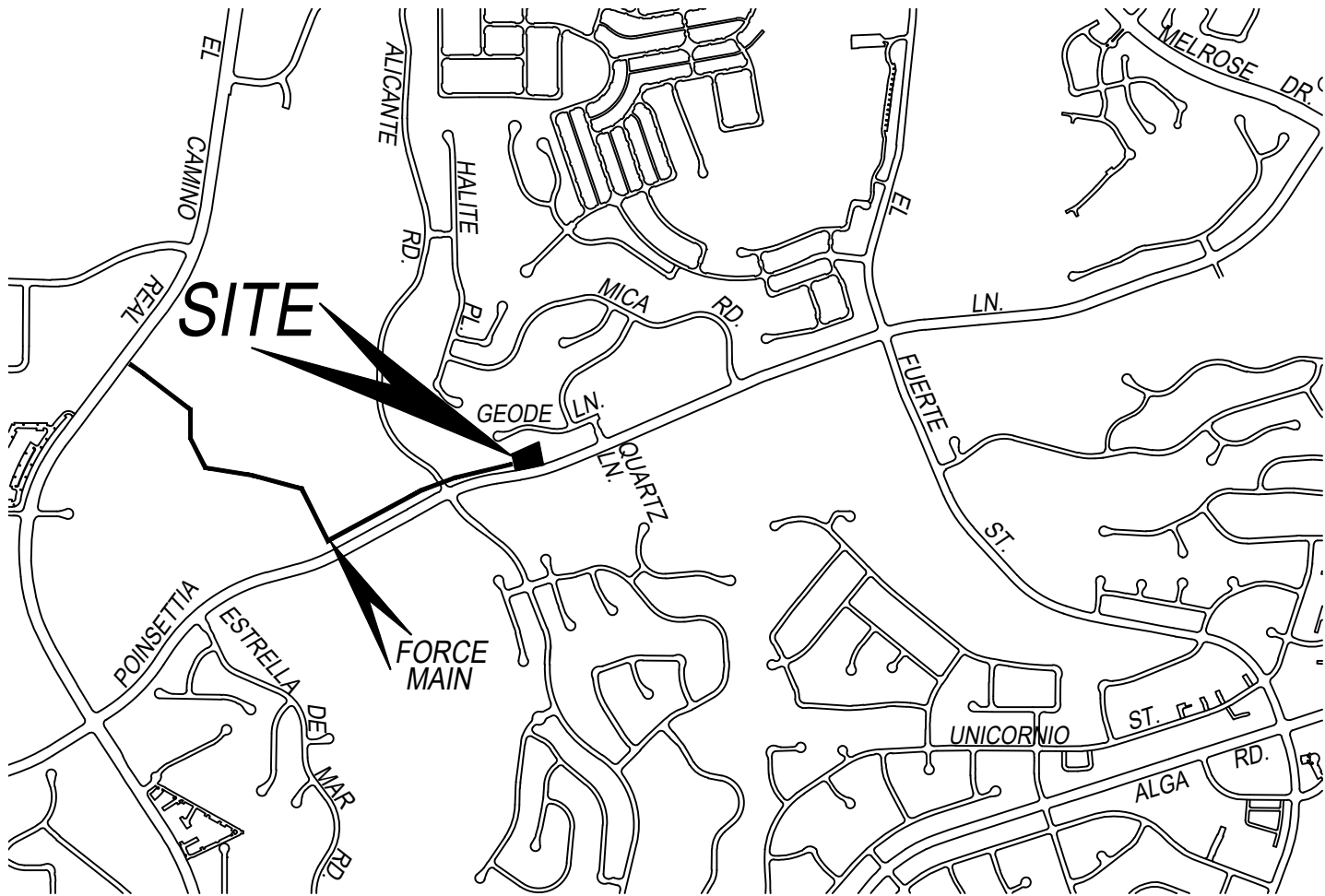
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KEITH BLACKBURN, Mayor

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SHERRY FREISINGER, City Clerk  
(SEAL)

# LOCATION MAP



PROJECT NAME  
**POINSETTIA LIFT STATION  
GENERATOR REPLACEMENT PROJECT**

PROJECT  
NUMBER  
**3840-23**

EXHIBIT  
**2**

## Exhibit 3

### Plans, Specifications & Contract Documents (on file in the Office of the City Clerk)



## MUNICIPAL WATER DISTRICT

## Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** President and Board Members

**From:** Scott Chadwick, Executive Manager

**Staff Contact:** Dave Padilla, Utilities District Engineer  
dave.padilla@carlsbadca.gov, 760-603-7356  
Markus Mohrle, Associate Engineer  
markus.mohrle@carlsbadca.gov, 442-339-2322

**Subject** Approve an Agreement with Carollo Engineers, Inc. for the Adams Street Water Main Replacement Project

**District:** 1

**Recommended Action**

Adopt a Carlsbad Municipal Water District (CMWD) resolution awarding a professional services agreement with Carollo Engineers, Inc. for design and environmental services for the Adams Street Water Main Replacement Project in an amount not to exceed \$600,473.

**Executive Summary**

This project will replace aging potable water infrastructure located on Adams Street and the adjacent streets of Hoover Street, Highland Drive and Cove Drive. The new water distribution system will conform to current Carlsbad Municipal Water District standards to improve system reliability and capacity.

Staff are requesting the Carlsbad Municipal Water District Board approve a professional services agreement with Carollo Engineers, Inc. for the engineering design and associated environmental services of the project. The agreement will procure the plans, specifications, construction cost estimates and environmental clearances that are necessary to advertise the project for construction bids.

The proposed agreement with Carollo is for an amount not to exceed \$600,473. The CMWD Board's approval is required for this agreement under Carlsbad Municipal Code Section 3.28.060(D)(5) because the cost of these services exceeds \$100,000 per agreement year.

**Explanation & Analysis**

The CMWD's 2019 Water Master Plan and Asset Management Master Plan identified the need to replace a portion of the water distribution system located along the northern shore of the inner Agua Hedionda Lagoon, east of Interstate 5. Most of the system in this area was constructed in the 1960s and is nearing the end of its service life, as evidenced by several recent system breaks and leaks within the project area. The project has been given priority

because to history of breaks in the system, the site's location within the Coastal Zone and environmentally sensitive areas, and to achieve compliance with current design standards.

This project, the Adams Street Water Replacement, Capital Improvement Program, Project No. 5035-3, will replace approximately 7,100 feet of a water main on Adams Street between Hoover Street and Park Drive, in addition to the entirety of Hoover Street and Cove Drive and portions of Highland Drive, as shown on Exhibit 2. A segment of the water main is proposed to be rehabilitated using trenchless construction methods, to avoid habitat impacts within the project area.

- In accordance with Carlsbad Municipal Code Sections 3.28.050 and 3.28.060, a request for proposals for engineering design and environmental services was advertised on Aug. 30, 2023.
- Six proposals were received in response to the advertisement on Nov. 1, 2023.
- A selection committee comprised of CMWD staff evaluated and ranked the proposals based on best-value criteria, in accordance with CMC Sections 3.28.050 – Procurement of goods, and 3.28.060 – Procurement of professional services.
- On Nov. 20, 2023, the evaluation committee selected Carollo as the most qualified firm for the project.

To complete the selection process, staff negotiated the final reduced scope of work and proposed fees with Carollo. The agreement will provide the plans, specifications, construction cost estimates and environmental approvals necessary to prepare the project for advertisement of construction bids.

Staff recommend award of an agreement to Carollo in an amount not to exceed \$600,473. The term of the agreement is three years from the effective date. The Executive Manager may amend the agreement to extend it for two additional years, in an amount not to exceed \$100,000 per agreement year, as provided in the agreement, which is shown in Attachment A of Exhibit 1.

### Fiscal Analysis

Sufficient water replacement funds are available to complete the design and environmental services for the project. The available funds and estimated costs of services are shown below:

<b>Limited Access Pipeline Replacement Program Capital Improvement Program Project No. 5035</b>	
Total appropriation to date	\$2,701,000
Total expenditures and encumbrances to date	-\$725,402
<b>Total available funding</b>	<b>\$1,975,598</b>
<b>Adams Street Water Main Replacement Capital Improvement Program Project No. 5035-3</b>	
Professional services agreement – Carollo Engineers	-\$600,473
Staff engineering and administrative costs (estimated)	-\$60,000
<b>Total estimated design cost</b>	<b>-\$660,473</b>
<b>Remaining balance</b>	<b>\$1,315,125</b>
<b>Additional appropriation needed</b>	<b>\$0</b>

### Next Steps

Upon the CMWD Board’s approval, staff will process a purchase order and issue a notice to proceed to Carollo. Design and environmental services are expected to commence in February 2024 and are expected to be completed by December 2024.

Upon successful completion of the design and obtaining environmental approvals, staff plan to return to the CMWD Board in spring 2025 to request approval of plans and specifications, additional appropriation for construction funds and authorization to solicit advertisement for construction bids.

### Environmental Evaluation

In accordance with Public Resources Code Section 21065, the action to award a professional services agreement for engineering design and environmental services does not constitute a project within the meaning of the California Environmental Quality Act in that it has no potential to cause either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment.

### Exhibits

1. CMWD Board resolution
2. Location map

**RESOLUTION NO. \_\_\_\_\_**

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD MUNICIPAL WATER DISTRICT OF THE CITY OF CARLSBAD, CALIFORNIA, AWARDING A PROFESSIONAL SERVICES AGREEMENT WITH CAROLLO ENGINEERS, INC. FOR DESIGN AND ENVIRONMENTAL SERVICES FOR THE ADAMS STREET WATER MAIN REPLACEMENT PROJECT IN AN AMOUNT NOT TO EXCEED \$600,473

WHEREAS, the Carlsbad Municipal Water District, or CMWD, Board of Directors of the City of Carlsbad, California has determined that it is necessary, desirable and in the public interest to award a professional services agreement for engineering design and environmental services of the Adams Street Water Main Replacement, Capital Improvement Program, or CIP, Project No. 5035-3; and

WHEREAS, on Aug. 30, 2023, staff published a request for proposals for engineering design and environmental services of the Adams Street Water Main Replacement Project in accordance with Carlsbad Municipal Code, or CMC, Sections 3.28.050 and 3.28.060; and

WHEREAS, on Nov. 1, 2023, staff received six proposals in response to the advertisement; and

WHEREAS, after a review of the proposals based on best-value criteria consistent with CMC Sections 3.28.050 and 3.28.060, staff selected the proposal submitted by Carollo Engineers, Inc., or Carollo, as the most qualified for the project; and

WHEREAS, staff and Carollo negotiated the scope of work and associated fee in an amount not to exceed \$600,473; and

WHEREAS, sufficient water replacement funding is available to complete the engineering design and environmental approvals for the project; and

WHEREAS, the City Planner has determined that pursuant to Public Resources Code Section 21065, the action to award a professional services agreement for engineering design and environmental services does not constitute a “project” within the meaning of the California Environmental Quality Act in that it has no potential to cause either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment and therefore does not require environmental review.

NOW, THEREFORE, BE IT RESOLVED by the Carlsbad Municipal Water District Board of Directors of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the President of the Board is hereby authorized and directed to execute a professional services agreement with Carollo Engineers, Inc. in an amount not to exceed \$600,473 for the engineering design and environmental services of the Adams Street Water Main Replacement, CIP Project No. 5035-3, which is attached hereto as Attachment A.
3. That the Executive Manager is hereby authorized to amend the Agreement to extend the term for two (2) additional one (1) year period or parts thereof. If the Executive Manager extends the term of the Agreement, the amount shall not exceed \$100,000 per Agreement year.

PASSED, APPROVED AND ADOPTED at a Special Meeting of the Carlsbad Municipal Water District Board of Directors of the City of Carlsbad on the \_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

---

KEITH BLACKBURN, President

---

SHERRY FREISINGER,  
Secretary  
(SEAL)

**AGREEMENT FOR ADAMS STREET LIMITED ACCESS AND FIRE FLOW IMPROVEMENTS SERVICES  
CAROLLO ENGINEERS, INC.**

THIS AGREEMENT is made and entered into as of the \_\_\_\_\_ day of \_\_\_\_\_, 2024, by and between the Carlsbad Municipal Water District, a Public Agency organized under the Municipal Water Act of 1911, and a Subsidiary District of the City of Carlsbad, California, ("CMWD"), and Carollo Engineers, Inc., a Delaware Corporation, ("Contractor").

**RECITALS**

- A. CMWD requires the professional services of a consultant that is experienced in design services.
- B. Contractor has the necessary experience in providing professional services and advice related to design services.
- C. Contractor has submitted a proposal to CMWD under Request for Proposals No. RFP24-2352UTIL and has affirmed its willingness and ability to perform such work.

NOW, THEREFORE, in consideration of these recitals and the mutual covenants contained herein, CMWD and Contractor agree as follows:

**1. SCOPE OF WORK**

CMWD retains Contractor to perform, and Contractor agrees to render, those services (the "Services") that are defined in attached Exhibit "A", which is incorporated by this reference in accordance with this Agreement's terms and conditions.

**2. STANDARD OF PERFORMANCE**

While performing the Services, Contractor will exercise the reasonable professional care and skill customarily exercised by reputable members of Contractor's profession practicing in the Metropolitan Southern California Area and will use reasonable diligence and best judgment while exercising its professional skill and expertise.

**3. TERM**

The term of this Agreement will be effective for a period of three (3) years from the date first above written. The Executive Manager may amend the Agreement to extend it for two (2) additional one (1) year periods or parts thereof. Extensions will be based upon a satisfactory review of Contractor's performance, CMWD needs, and appropriation of funds by the CMWD Board of Directors. The parties will prepare a written amendment indicating the effective date and length of the extended Agreement.

**4. TIME IS OF THE ESSENCE**

Time is of the essence for each and every provision of this Agreement.

**5. COMPENSATION**

The total fee payable for the Services to be performed during the initial Agreement term shall not exceed six hundred thousand, four hundred and seventy-three dollars (\$600,473). No other compensation for the Services will be allowed except for items covered by subsequent amendments to this Agreement. If CMWD elects to extend the Agreement, the amount shall not exceed one hundred thousand dollars (\$100,000) per Agreement year. CMWD reserves the right to withhold a ten percent (10%) retention until CMWD has accepted the work and/or Services specified in Exhibit "A".

Incremental payments, if applicable, should be made as outlined in attached Exhibit "A".

**6. PREVAILING WAGE RATES**

Any construction, alteration, demolition, repair, and maintenance work, including work performed during design and preconstruction such as inspection and land surveying work, cumulatively exceeding \$1,000 and performed under this Agreement are subject to state prevailing wage laws. The general prevailing rate of wages, for each craft or type of worker needed to execute the contract, shall be those as determined by the Director of Industrial Relations pursuant to the Section 1770, 1773 and 1773.1 of the California Labor Code. Pursuant to Section 1773.2 of the California Labor code, a current copy of applicable wage rates is on file in the office of the City Engineer. Contractor shall not pay less than the said specified prevailing rates of wages to all such workers employed by him or her in the execution of the Agreement. Contractor and any subcontractors shall comply with Section 1776 of the California Labor Code, which generally requires keeping accurate payroll records, verifying and certifying payroll records, and making them available for inspection. Contractor shall require any subcontractors to comply with Section 1776.

**7. CONSTRUCTION MANAGEMENT SOFTWARE**

Procore Project Management and Collaboration System. This project may utilize the Owner's Procore ([www.procore.com](http://www.procore.com)) online project management and document control platform. The intent of utilizing Procore is to reduce cost and schedule risk, improve quality and safety, and maintain a healthy team dynamic by improving information flow, reducing non-productive activities, reducing rework and decreasing turnaround times. The Contractor is required to create a free web-based Procore user account(s) and utilize web-based training / tutorials (as needed) to become familiar with the system. Unless the Engineer approves otherwise, the Contractor shall process all project documents through Procore because this platform will be used to submit, track, distribute and collaborate on project. If unfamiliar or not otherwise trained with Procore, Contractor and applicable team members shall complete a free training certification course located at <http://learn.procore.com/procore-certification-subcontractor>. The Contractor is responsible for attaining their own Procore support, as needed, either through the online training or reaching out to the Procore support team. It will be the responsibility of the Contractor to regularly check Procore and review updated documents as they are added. There will be no cost to the Contractor for use of Procore.

It is recommended that the Contractor provide mobile access for Windows, iOS located at <https://apps.apple.com/us/app/procore-construction-management/id374930542> or Android devices located at <https://play.google.com/store/apps/details?id=com.procore.activities> with the Procore App installed to at least one on-site individual to provide real-time access to current posted drawings, specifications, RFIs, submittals, schedules, change orders, project documents, as well as any deficient observations or punch list items. Providing mobile access will improve communication, efficiency, and productivity for all parties. The use of Procore for project management does not relieve the contractor of any other requirements as may be specified in the contract documents.

**8. STATUS OF CONTRACTOR**

Contractor will perform the Services in Contractor's own way as an independent contractor and in pursuit of Contractor's independent calling, and not as an employee of CMWD. Contractor will be under control of CMWD only as to the result to be accomplished but will consult with CMWD as necessary. The persons used by Contractor to provide services under this Agreement will not be considered employees of CMWD for any purposes.

The payment made to Contractor pursuant to the Agreement will be the full and complete compensation to which Contractor is entitled. CMWD will not make any federal or state tax withholdings on behalf of Contractor or its agents, employees or subcontractors. CMWD will not be required to pay any workers' compensation insurance or unemployment contributions on behalf of Contractor or its employees or subcontractors. Contractor agrees to indemnify CMWD and the City of Carlsbad within thirty (30) days for any tax, retirement contribution, social security, overtime payment, unemployment payment or workers' compensation payment which CMWD may be required to make on behalf of Contractor or any agent, employee, or subcontractor of Contractor for work done under this Agreement. At CMWD's election, CMWD may deduct the indemnification amount from any balance owing to Contractor.

**9. SUBCONTRACTING**

Contractor will not subcontract any portion of the Services without prior written approval of CMWD. If Contractor subcontracts any of the Services, Contractor will be fully responsible to CMWD for the acts and omissions of Contractor's subcontractor and of the persons either directly or indirectly employed by the subcontractor, as Contractor is for the acts and omissions of persons directly employed by Contractor. Nothing contained in this Agreement will create any contractual relationship between any subcontractor of Contractor and CMWD. Contractor will be responsible for payment of subcontractors. Contractor will bind every subcontractor and every subcontractor of a subcontractor by the terms of this Agreement applicable to Contractor's work unless specifically noted to the contrary in the subcontract and approved in writing by CMWD.

**10. OTHER CONTRACTORS**

CMWD reserves the right to employ other Contractors in connection with the Services.

**11. INDEMNIFICATION**

Contractor agrees to indemnify and hold harmless CMWD and the City of Carlsbad, their officers, officials, employees and volunteers from and against all claims, damages, losses and expenses including attorneys' fees arising out of the performance of the work described herein caused by any negligence, recklessness, or willful misconduct of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable.

The parties expressly agree that any payment, attorney's fee, costs or expense CMWD or the City of Carlsbad incurs or makes to or on behalf of an injured employee under CMWD's self-administered workers' compensation is included as a loss, expense or cost for the purposes of this section, and that this section will survive the expiration or early termination of this Agreement.

**12. INSURANCE**

Contractor will obtain and maintain for the duration of the Agreement and any and all amendments, insurance against claims for injuries to persons or damage to property which may arise out of or in connection with performance of the services by Contractor or Contractor's agents, representatives, employees or subcontractors. The insurance will be obtained from an insurance carrier admitted and authorized to do business in the State of California. The insurance carrier is required to have a current Best's Key Rating of not less than "A-VII"; OR with a surplus line insurer on the State of California's List of Approved Surplus Line Insurers (LASLI) with a rating in the latest Best's Key Rating Guide of at least "A:X"; OR an alien non-admitted insurer listed by the National Association of Insurance Commissioners (NAIC) latest quarterly listings report.

12.1 Coverages and Limits. Contractor will maintain the types of coverages and minimum limits indicated below, unless the Risk Manager or Executive Manager approves a lower amount. These minimum amounts of coverage will not constitute any limitations or cap on Contractor's indemnification obligations under this Agreement. CMWD, its officers, agents and employees make no representation that the limits of the insurance specified to be carried by Contractor pursuant to this Agreement are adequate to protect Contractor. If Contractor believes that any required insurance coverage is inadequate, Contractor will obtain such additional insurance coverage, as Contractor deems adequate, at Contractor's sole expense. The full limits available to the named insured shall also be available and applicable to CMWD as an additional insured.

12.1.1 Commercial General Liability (CGL) Insurance. Insurance written on an "occurrence" basis, including personal & advertising injury, with limits no less than **\$2,000,000** per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.

12.1.2 Automobile Liability (if the use of an automobile is involved for Contractor's work for CMWD). \$2,000,000 combined single-limit per accident for bodily injury and property damage.

12.1.3 Workers' Compensation and Employer's Liability. Workers' Compensation limits as required by the California Labor Code. Workers' Compensation will not be required if Contractor has no employees and provides, to CMWD's satisfaction, a declaration stating this.

12.1.4 Professional Liability. Errors and omissions liability appropriate to Contractor's profession with limits of not less than \$1,000,000 per claim. Coverage must be maintained for a period of five years following the date of completion of the work.

12.2. Additional Provisions. Contractor will ensure that the policies of insurance required under this Agreement contain, or are endorsed to contain, the following provisions:

12.2.1 CMWD will be named as an additional insured on Commercial General Liability which shall provide primary coverage to CMWD.

12.2.2 Contractor will obtain occurrence coverage, excluding Professional Liability, which will be written as claims-made coverage.

12.2.3 This insurance will be in force during the life of the Agreement and any extensions of it and will not be canceled without thirty (30) days prior written notice to CMWD sent by certified mail pursuant to the Notice provisions of this Agreement.

12.3 Providing Certificates of Insurance and Endorsements. Prior to CMWD's execution of this Agreement, Contractor will furnish certificates of insurance and endorsements to CMWD.

12.4 Failure to Maintain Coverage. If Contractor fails to maintain any of these insurance coverages, then CMWD will have the option to declare Contractor in breach or may purchase replacement insurance or pay the premiums that are due on existing policies in order to maintain the required coverages. Contractor is responsible for any payments made by CMWD to obtain or maintain insurance and CMWD may collect these payments from Contractor or deduct the amount paid from any sums due Contractor under this Agreement.

12.5 Submission of Insurance Policies. CMWD reserves the right to require, at anytime, complete and certified copies of any or all required insurance policies and endorsements.

**13. BUSINESS LICENSE**

Contractor will obtain and maintain a City of Carlsbad Business License for the term of the Agreement, as may be amended from time to time.

**14. ACCOUNTING RECORDS**

Contractor will maintain complete and accurate records with respect to costs incurred under this Agreement. All records will be clearly identifiable. Contractor will allow a representative of CMWD during normal business hours to examine, audit, and make transcripts or copies of records and any other documents created pursuant to this Agreement. Contractor will allow inspection of all work, data, documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

**15. OWNERSHIP OF DOCUMENTS**

All work product produced by Contractor or its agents, employees, and subcontractors pursuant to this Agreement is the property of CMWD. In the event this Agreement is terminated, all work product produced by Contractor or its agents, employees and subcontractors pursuant to this Agreement will be delivered at once to CMWD. Contractor will have the right to make one (1) copy of the work product for Contractor's records.

**16. COPYRIGHTS**

Contractor agrees that all copyrights that arise from the services will be vested in CMWD and Contractor relinquishes all claims to the copyrights in favor of CMWD.

**17. NOTICES**

The name of the persons who are authorized to give written notices or to receive written notice on behalf of CMWD and on behalf of Contractor under this Agreement.

For CMWD

Name	<u>Markus Mohrle</u>
Title	<u>Utilities Associate Engineer</u>
	<u>Carlsbad Municipal Water District</u>
Address	<u>5950 El Camino Real</u>
	<u>Carlsbad, CA 92008</u>
Phone	<u>442-339-2322</u>

For Contractor

Name	<u>Andrew Frost</u>
Title	<u>Project Manager, Associate V.P.</u>
Address	<u>5355 Mira Sorrento Place, Suite 270</u>
	<u>San Diego, CA 92121</u>
Phone	<u>619-507-6937</u>
E-mail	<u>afrost@carollo.com</u>

Each party will notify the other immediately of any changes of address that would require any notice or delivery to be directed to another address.

**18. CONFLICT OF INTEREST**

Contractor shall file a Conflict of Interest Statement with the City Clerk in accordance with the requirements of the CMWD Conflict of Interest Code. The Contractor shall report investments or interests as required in the CMWD Conflict of Interest Code.

Yes ☐ No ☒

If yes, list the contact information below for all individuals required to file:

Name	Email	Phone Number

**19. GENERAL COMPLIANCE WITH LAWS**

Contractor will keep fully informed of federal, state and local laws and ordinances and regulations which in any manner affect those employed by Contractor, or in any way affect the performance of the Services by Contractor. Contractor will at all times observe and comply with these laws, ordinances, and regulations and will be responsible for the compliance of Contractor's services with all applicable laws, ordinances and regulations.

Contractor will be aware of the requirements of the Immigration Reform and Control Act of 1986 and will comply with those requirements, including, but not limited to, verifying the eligibility for employment of all agents, employees, subcontractors and consultants that the services required by this Agreement.

**20. DISCRIMINATION AND HARASSMENT PROHIBITED**

Contractor will comply with all applicable local, state and federal laws and regulations prohibiting discrimination and harassment.

**21. DISPUTE RESOLUTION**

If a dispute should arise regarding the performance of the Services the following procedure will be used to resolve any questions of fact or interpretation not otherwise settled by agreement between the parties. Representatives of Contractor or CMWD will reduce such questions, and their respective views, to writing. A copy of such documented dispute will be forwarded to both parties involved along with recommended methods of resolution, which would be of benefit to both parties. The representative receiving the letter will reply to the letter along with a recommended method of resolution within ten (10) business days. If the resolution thus obtained is unsatisfactory to the aggrieved party, a letter outlining the disputes will be forwarded to the Executive Manager. The Executive Manager will consider the facts and solutions recommended by each party and may then opt to direct a solution to the problem. In such cases, the action of the Executive Manager will be binding upon the parties involved, although nothing in this procedure will prohibit the parties from seeking remedies available to them at law.

**22. TERMINATION**

In the event of the Contractor's failure to prosecute, deliver, or perform the Services, CMWD may terminate this Agreement for nonperformance by notifying Contractor by certified mail of the termination. If CMWD decides to abandon or indefinitely postpone the work or services contemplated by this Agreement, CMWD may terminate this Agreement upon written notice to Contractor. Upon notification of termination, Contractor has five (5) business days to deliver any documents owned by CMWD and all work in progress to CMWD address contained in this Agreement. CMWD will make a determination of fact based upon the work product delivered to CMWD and of the percentage of work that Contractor has performed which is usable and of worth to CMWD in having the Agreement completed. Based upon that finding CMWD will determine the final payment of the Agreement.

CMWD may terminate this Agreement by tendering thirty (30) days written notice to Contractor. Contractor may terminate this Agreement by tendering thirty (30) days written notice to CMWD. In the event of termination of this Agreement by either party and upon request of CMWD, Contractor will assemble the work product and put it in order for proper filing and closing and deliver it to CMWD. Contractor will be paid for work performed to the termination date; however, the total will not exceed the lump sum fee payable under this Agreement. CMWD will make the final determination as to the portions of tasks completed and the compensation to be made.

**23. COVENANTS AGAINST CONTINGENT FEES**

Contractor warrants that Contractor has not employed or retained any company or person, other than a bona fide employee working for Contractor, to solicit or secure this Agreement, and that Contractor has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gift, or any other consideration contingent upon, or resulting from, the award or making of this Agreement. For breach or violation of this warranty, CMWD will have the right to annul this Agreement without liability, or, in its discretion, to deduct from the Agreement price or consideration, or otherwise recover, the full amount of the fee, commission, percentage, brokerage fees, gift, or contingent fee.

**24. CLAIMS AND LAWSUITS**

By signing this Agreement, Contractor agrees that any agreement claim submitted to CMWD must be asserted as part of the agreement process as set forth in this Agreement and not in anticipation of litigation or in conjunction with litigation. Contractor acknowledges that if a false claim is submitted to CMWD, it may be considered fraud and Contractor may be subject to criminal prosecution. Contractor acknowledges that California Government Code sections 12650 *et seq.*, the False Claims Act applies to this Agreement and, provides for civil penalties where a person knowingly submits a false claim to a public entity. These provisions include false claims made with deliberate ignorance of the false information or in reckless disregard of the truth or falsity of information. If CMWD seeks to recover penalties pursuant to the False Claims Act, it is entitled to recover its litigation costs, including attorney's fees. Contractor acknowledges that the filing of a false claim may subject Contractor to an administrative debarment proceeding as the result of which Contractor may be prevented to act as a Contractor on any public work or improvement for a period of up to five (5) years. Contractor acknowledges debarment by another jurisdiction is grounds for CMWD to terminate this Agreement.

**25. JURISDICTION AND VENUE**

Any action at law or in equity brought by either of the parties for the purpose of enforcing a right or rights provided for by this Agreement will be tried in a court of competent jurisdiction in the County of San Diego, State of California, and the parties waive all provisions of law providing for a change of venue in these proceedings to any other county.

**26. SUCCESSORS AND ASSIGNS**

It is mutually understood and agreed that this Agreement will be binding upon CMWD and Contractor and their respective successors. Neither this Agreement nor any part of it nor any monies due or to become due under it may be assigned by Contractor without the prior consent of CMWD, which shall not be unreasonably withheld.

**27. ENTIRE AGREEMENT**

This Agreement, together with any other written document referred to or contemplated by it, along with the purchase order for this Agreement and its provisions, embody the entire Agreement and understanding between the parties relating to the subject matter of it. In case of conflict, the terms of the Agreement supersede the purchase order. Neither this Agreement nor any of its provisions may be amended, modified, waived or discharged except in a writing signed by both parties. This Agreement may be executed in counterparts.

**28. AUTHORITY**

The individuals executing this Agreement and the instruments referenced in it on behalf of Contractor each represent and warrant that they have the legal power, right and actual authority to bind Contractor to the terms and conditions of this Agreement.

[signatures on following page]

PSA24-2352UTIL

## CONTRACTOR

CAROLLO ENGINEERS, INC.,  
a Delaware corporation

By:

Jeffrey A. Weishaar

(sign here)

Jeffrey A. Weishaar, Associate Vice-President  
(print name/title)CARLSBAD MUNICIPAL WATER DISTRICT, a  
Public Agency organized under the Municipal  
Water Act of 1911, and a Subsidiary District of  
the City of Carlsbad

By:

Keith Blackburn, President

ATTEST:

By:

(sign here)Sherry Freisinger, Board Secretary(print name/title)

If required by CMWD, proper notarial acknowledgment of execution by contractor must be attached. If a corporation, Agreement must be signed by one corporate officer from each of the following two groups.

**Group A**Chairman,  
President, **or**  
Vice-President**Group B**Secretary,  
Assistant Secretary,  
CFO **or** Assistant Treasurer

**Otherwise**, the corporation must attach a resolution certified by the secretary or assistant secretary under corporate seal empowering the officer(s) signing to bind the corporation.

APPROVED AS TO FORM: CINDIE K. McMAHON, General Counsel

By:

Gina Herrera

Assistant General Counsel

# **EXHIBIT “A”**

## **SCOPE OF SERVICES**



5355 Mira Sorrento Place, Suite 270  
 San Diego, California 92121  
 P 858-505-1020  
[carollo.com](http://carollo.com)

## Adams Street Scope of Work

### 1. Project Management

Carollo will administer the project and provide subconsultant coordination to maintain project schedule and budget. The project progress and budget status will be included in a monthly progress report that will be included with our monthly invoice. Additionally, the monthly progress report will include a list of work completed for the billing period, as well as an invoice summary report outlining the dollar budgeted, spent, and remaining per task. The scope of comprehensive project management includes, but is not limited to the following:

- Efficiently managing the project schedule.
- Setting up and facilitating client meetings, interagency meetings, field reviews, and other project related meetings. The following meetings will be included within this scope of work:
  - Kick-off Meeting (in person or virtual)
  - Monthly status update calls (phone calls)
  - Environmental Review Meetings
  - 30 Percent Design Review Meeting (Microsoft Teams Meeting)
  - 60 Percent Design Review Meeting (Microsoft Teams Meeting)
  - 100 Percent Design Review Meeting (Microsoft Teams Meeting)
- Managing the Carollo team involved in the project ("project team"). Managing the project team includes, but is not limited to, preparing contract paperwork, memos, letters and e-mail, making phone calls, and maintaining project files.
- On a monthly basis, Carollo will provide a brief written summary of work (typically 1-page long) that has been accomplished in the previous month, anticipated work for the next month and key decisions that need to be made to keep the project on schedule. Invoices shall show the original budget, reallocated budget, amount spent to-date, amount spent this period, and percentage spent to-date for each task. Invoices shall be structured to separate out the costs relative to each of the two projects, which will be invoiced and tracked separately if requested by CMWD.
- Preparation of meeting minutes for all meetings held and run by Carollo. Meeting minutes shall be submitted to CWMD within 5 business days of the meeting date for review, with the goal of finalizing meeting minutes seven working days after the meeting.

### 2. Data Collection and Research

Carollo will engage surrounding utility agencies, including but not limited to: City of Carlsbad and CMWD, So Cal Gas, SDG&E, AT&T, Verizon, and Spectrum, to request relevant information for data collection, utility mapping necessary for preliminary engineering, and right of way maps. Carollo will research and obtain record information from outside agencies and utilities and incorporate that information into the base drawing. Carollo will coordinate with the utility companies to identify and resolve any utility conflicts. Existing utilities and their locations will be incorporated into the design drawings as best as possible based on record drawings and other information provided from the owning utility. All agencies contacted will be tracked in a matrix, and all record drawings received and communication between entities can be provided to CMWD upon request.



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San Diego, California 92121  
P 858-505-1020  
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### 3. Design Survey

Carollo will engage their subconsultant O'Day Consultants to be responsible for conducting a topographic survey of the project area that will extend 10 feet beyond the right-of-way boundaries. Carollo will conduct a site walk to verify that site conditions are accurately shown. For a detailed survey scope of work, please see the appendix for Oday's complete scope.

### 4. Preliminary Design Report

Carollo will prepare a Draft and Final preliminary design report and 30% plans to evaluate alignment alternatives for the new water mains. This will include the water main corridors outlines within Highland, Hoover, Adams, and Cove Drive. Water improvements shall total approximately 7,100 feet in total. These documents will include, but are not limited to:

- Water alternative alignments and appurtenance locations
- Siting alternatives for the PRS
- Existing utility locations and recommendations for removal or relocation as appropriate
- Pipe rehabilitation alternatives and locations
- Proposed materials for pipeline, isolation valves, and joint types
- Identification of any deviations from CMWD standards
- Water meter locations and proposed relocations
- Shutdowns and construction phasing
- Pavement restoration recommendations
- Permitting requirements
- Additional right of way or easement requirements
- Construction costs for each alignment

#### Deliverables:

- Draft Preliminary Design Technical Memorandum and 30% plans, (PDF)
- Final Preliminary Design Technical Memorandum (PDF and 3 hard copies)

### 5. 60 Percent Design

Carollo will incorporate the 30% design comments and the final selected alignments into 60% design plans and specifications. Plan sheets to be developed at a scale of 1" = 20' and contain at a minimum:

- Title sheet and general notes identifying reference drawings and sheet indices.
- Survey basis of bearings and benchmarks
- Topographic survey information including existing utilities and right of way
- Horizontal alignments for the proposed water lines
- Profiles of the water mains showing exiting utility crossings where appropriate
- Locations of existing and proposed appurtenances
- Preliminary construction notes and annotations

#### Deliverables (PDF format):

- 60 percent plans, specifications, and estimate
- Utility conflict identification memo



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## 6. Utility Locating & Potholing Services

Carollo will prepare a utility potholing plan based on the 60 percent design and conduct potholing to identify the utility size, material type, and depth measurement to the utilities. Potholing information will be incorporated into the 100 percent design.

## 7. Geotechnical Services

This task involves conducting a desktop review of existing geotechnical reports and published data to summarize the anticipated geologic and geotechnical conditions. Carollo's subconsultant Ninyo and Moore will prepare a Preliminary Design Technical Memorandum before conducting field explorations and laboratory testing of the subsurface soil and groundwater. The results and recommendations from the field explorations will be detailed in a preliminary and final geotechnical report.

Deliverables:

- Preliminary Design Technical Memorandum
- Preliminary Geotechnical Report
- Final Geotechnical Report

## 8. Electrical Service Request

Per request from the City/CMWD, this scope has been removed from the project. It is envisioned that the new PRS will be a streamlined version and not constructed per CMWD Std Detail W-29A.

## 9. 90 Percent Design

Carollo will develop the plans and specifications to the 90 percent level for CMWD review. CMWD review comments from the 60 percent submittal review will be incorporated into the plans and addressed. Field information from potholing and geotechnical investigations will also be incorporated into the plans and specifications. Plans shall also include the initial technical details for the PRS, as well as water main shutdown, phasing, and highlining plans.

Deliverables (PDF format):

- 90 percent plans, specifications, and estimate
- Utility conflict resolution memo identifying potential conflicts and recommended approach
- Storm water and non-storm water pollution prevention including forms E-32, E-34 and E-36
- Draft Geotechnical Report
- Final Subsurface potholing report

## 10. 100 Percent Design

Carollo will develop the plans and specifications to the 100 percent level for City review. City review comments from the 60 percent submittal review will be addressed.

Deliverables (PDF format):

- 100 percent plans, specifications, and estimate
- Utility conflict resolution letter
- Revised stormwater forms (if necessary)
- Final Geotechnical Report



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### 11. Final Submittal

This task includes the development of the final stamped plans and specifications for bidding purposes. City review comments from the 100 percent submittal review will be addressed.

Deliverables (one PDF and three hard copies):

- Final plans and specifications, signed and sealed
- Engineer's opinion of probable construction cost
- AutoCAD drawing files

### 12. Engineering Services During Construction

As part of Bid Phase Services, Carollo will provide bidding support services including providing responses to RFIs and preparing up to two addenda to the plans and specifications. Carollo will also assist with bid review upon request.

As part of Construction Phase Services, Carollo will attend the pre-construction meeting and up to 10 progress meetings, review submittals and shop drawings, review and respond to RFIs, and prepare record drawings.

Deliverables:

- Record Drawings (PDF and AutoCAD)

### 13. Environmental Services

Carollo's subconsultant Helix Environmental will provide environmental services for the project, including site specific environmental technical reports, California Environmental Quality Act (CEQA) documents, and support for required environmental permits. For a detailed environmental scope of work, please see the appendix for Helix's complete scope of work document.

### 14. ROW Acquisition Assistance

Per request from the City/CMWD this scope has been removed. It is assumed that the new PRS will be placed within the existing right of way along Adams or Highland and will not require a new easement or a new Plat or Legal description.



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## Project Assumptions

Carollo has made the following assumptions that apply to this scope of work.

- CMWD shall furnish Contractor available studies, reports and other data pertinent to Contractor's services; authorize Contractor to obtain or provide additional reports and data as required; and Contractor shall be entitled to use and reasonably rely upon all such information and services provided by CMWD or others in performing Contractor's services hereunder.
- CMWD shall arrange for access to and make all provisions for Contractor to enter upon public and private property as required for Contractor to perform services hereunder.
- Contractor has no control over the cost of labor, materials, equipment, services or schedules furnished by others, or over the construction contractor's methods of determining prices, or other competitive bidding or market conditions, practices, bidding strategies or scheduling methodologies. Cost estimates and construction schedule estimates are based on Contractor's opinion based on experience and judgment. Contractor cannot and does not guarantee that proposals, bids or actual project construction costs and/or schedules will not vary from cost estimates and construction schedule estimates prepared by Contractor.

Feb. 6, 2024



Adams Street Limited Access and Fire Flow Improvements  
City of Carlsbad/CWWD  
Fee Estimate

Category

Category																					
Name			Principal-In-charge		Project Manager		Sr. Project Engineer		Project Engineer		CAD Technician		Clinical								
Task	Sub Task	Description	Hourly Bill Rate	270	250	225	160	150													
1	o	Project Management																			
		1	Meetings (Kickoff, Milestone Review, Design Review)	2	12	4	12														
		2	Environmental Review Meetings	4																	
		3	Meeting Minutes	6				4													
		2	o	Project Management																	
				1	Data Collection and Research	6	24														
				2	Utility Data Collection and Mapping	8	16	20	8	48	48										
				3	Utility Conflict Coordination	2	4	40	8	8											
				3	o	Design Survey															
						1	Design Survey	0	2	4	0	0	4	0							
						2	Preliminary Design Report & 30% Plans	4	16	58	90	130	136	10							
						1	Draft and Final PDR	2	8	30	40	50	16	10							
						5	o	30% Design Plans													
								2	30% Design Plans	2	8	28	50	80	120						
3	60% Design							2	12	24	48	60	90	12							
1	60% Design Plans, Specifications, and Estimate							2	12	24	48	60	90	12							
6	o							Utility Locating & Pot-Holing Services													
								1	Utility Locating and Pot-Holing Services	0	2	0	8	0	12	0					
		2	Geotechnical Services					0	2	0	0	6	0	0							
		1	Geotechnical Services					0	2	0	0	6	0	0							
		8	o					Electrical Service Request													
								1	Electrical Services (Removed by City Request)	0	0	0	0	0	0	0					
				9	90% Design			1	12	16	40	60	80	8							
				1	90% Design Plans, Specifications, and Estimate			1	12	16	40	60	80	8							
				10	o			100% Design													
								1	100% Design	1	10	16	20	40	60	8					
						1	100% Design Plans, Specifications, and Estimate	1	10	16	20	40	60	8							
						11	o	Final Submittal													
								1	Final Submittal	1	5	2	8	18	40	4					
								1	Final Design Plans, Specifications, and Estimate	1	5	2	8	18	40	4					
12	o							Engineering Services During Construction													
								1	Engineering Services During Construction	8	52	77	0	92	56	8					
								2	Bid Support Services	2	4	8	0	8	0	4					
								2	Construction Meetings	2	22	46	10,990	46	10,990	250					
		4	o					Submittal Review													
								3	Submittal Review	2	4	15	30	4	15	9,415					
								4	RFI	2	8	28	40	8	16,080						
								5	o	Record Drawings											
				2	Record Drawings					2	8	28	40	8	16,080						
				6	Additional Project Management during ESOC					2	2	4	68	10,940	1,500						
				13	o					Environmental Services											
						1	Environmental Services			0	2	0	0	0	0	4					
						2	Environmental Services			2	2	0	0	0	0	500					
						14	o			ROW Acquisition Assistance											
1	ROW Acquisition Assistance (Removed by City Request)									0	0	0	0	0	0						
1	ROW Support Services (Removed by City Request)									0	0	0	0	0	0						
1	ROW Support Services (Removed by City Request)									0	0	0	0	0	0						

Item #3

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CAPITAL PROJECT SUMMARY AS OF 12/18/23  
(Sort By Project Type)

Feb. 6, 2024

ACCT NO.		PROJECT		ADDL		[----- 2023 - 2024 -----]		[-----To - Date-----]				
GL	JL	PROJECT TITLE	APPROPR. TO 06/30/23	EXPEND. TO 06/30/23	2022 - 2023 BAL FWD	2023 - 2024 APPROPR.	APPROPR.	ENCUMB.	EXPEND.	AVAIL. BALANCE	EXPEND.	APPROPR.
WATER DISTRIBUTION SYSTEM												
5057000	9060	50351 9060	0	162	(162)	0	(162)	0	0	(161)	162	0
5057000	9060	50351 9061	0	16,877	(16,878)	0	(16,878)	0	0	(16,877)	16,877	0
5057000	9060	50351 9063	220,000	100,225	119,776	380,000	499,776	0	0	499,775	100,225	600,000
5057000	9060	50351 9064	70,000	51,167	18,831	97,000	115,831	0	2,909	112,921	54,077	167,000
5057000	9060	50351 9065	0	1,066	(1,066)	2,000	934	0	0	934	1,066	2,000
5057000	9060	50351 9066	1,420,000	420,012	999,988	0	999,988	0	0	999,988	420,012	1,420,000
5057000	9060	50351 9067	150,000	94,777	55,223	0	55,223	0	0	55,223	94,777	150,000
5057000	9060	50351 9068	80,000	11,780	68,220	0	68,220	0	0	68,220	11,780	80,000
5057000	9060	50351 9072	0	0	0	250,000	250,000	0	0	250,000	0	250,000
5057000	9060	50351 9074	0	0	0	5,000	5,000	0	0	5,000	0	5,000
5057000	9060	50351 9085	0	26,426	(26,426)	27,000	574	0	0	574	26,426	27,000
50351 LIMITED ACCESS PIPE RELOC			1,940,000	722,492	1,217,506	761,000	1,978,506	0	2,910	1,975,597	725,402	2,701,000
GRAND TOTAL												
			1,940,000	722,492	1,217,506	761,000	1,978,506	0	2,910	1,975,598.51	725,402	2,701,000

Item #3

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These projects have appropriations and/or expenditures prior to 1995-96 that are not shown on this report. See Capital Project Accountant for the prior information.



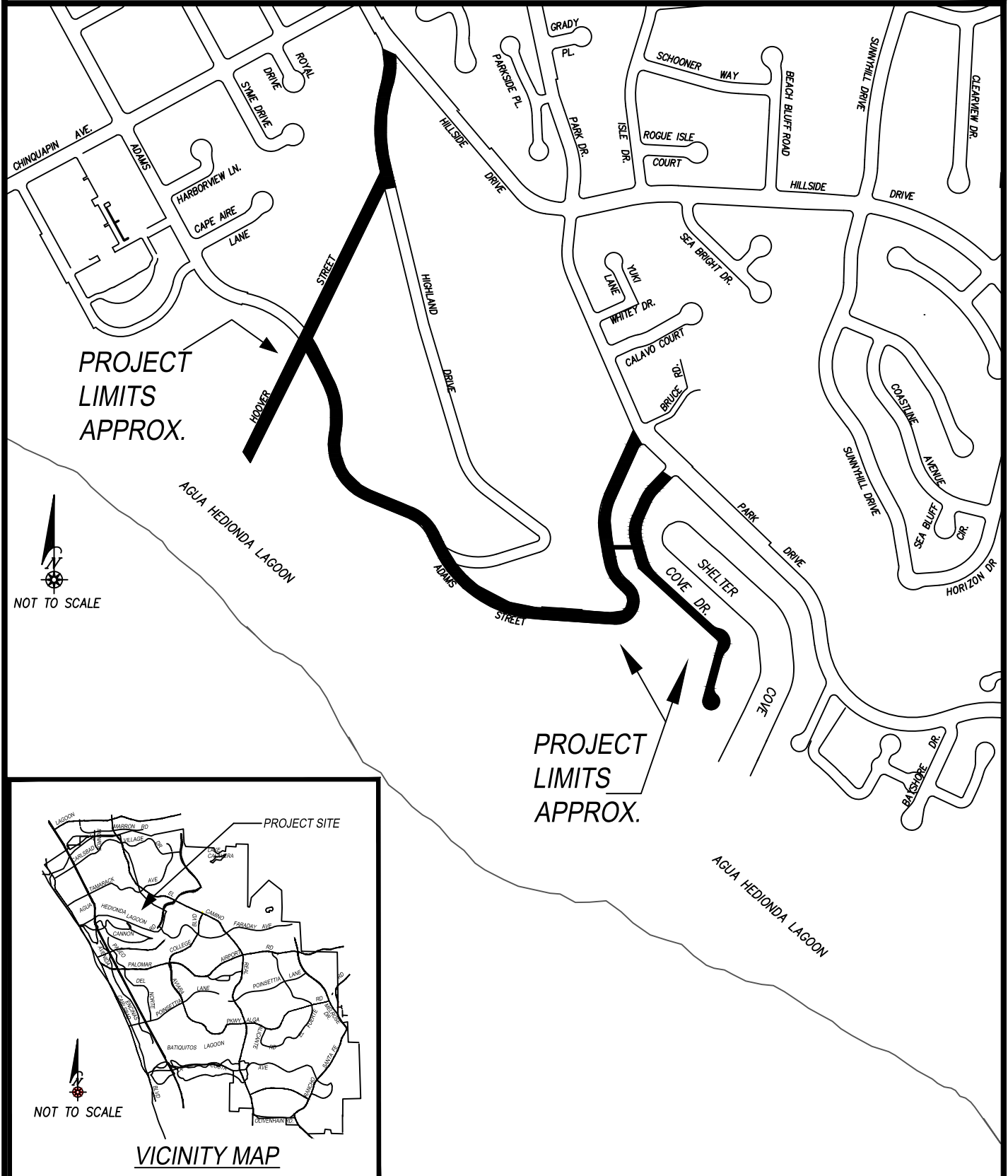
### CERTIFICATION

This is to certify that the undersigned, Michael W. Barnes, as Corporate Secretary and General Counsel for **Carollo Engineers, Inc.**, is authorized to state and certify: That by corporate policy approved by the Board of Directors on 02/07/2011, James A. Meyerhofer, Senior Vice President, and Jeffrey A. Weishaar, Associate Vice President, are authorized to execute engineering service agreements for the usual and customary engineering business of the company.

Dated: October 25, 2018

\_\_\_\_\_  
Michael W. Barnes  
Corporate Secretary & General Counsel

# LOCATION MAP



PROJECT NAME  
**ADAMS STREET WATER MAIN REPLACEMENT PROJECT**

PROJECT NUMBER  
**5035-3**

EXHIBIT  
**2**

FEB. 6, 2024

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## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Jeffery Smith, Police Captain  
 Jeffery.smith@carlsbadca.gov, 442-339-2218  
 Amanda Baker, Management Analyst  
 Amanda.baker@carlsbadca.gov, 442-339-5054

**Subject:** Memorandum of Understanding between the City of Carlsbad and Carlsbad Unified School District for the School Resource Officer Program for the 2023-24 School Year

**Districts:** All

### Recommended Action

Adopt a resolution approving a memorandum of understanding between the City of Carlsbad and the Carlsbad Unified School District for the School Resource Officer Program for the 2023-24 school year.

### Executive Summary

The City of Carlsbad and Carlsbad Unified School District have an ongoing partnership to provide a safe and secure environment for all students and staff on the school district's campuses. The Carlsbad Police Department will provide three school resource officers for the school district for the 2023-24 school year. For ten months, one school resource officer will be assigned to Carlsbad High School, one will be assigned to Sage Creek High School and one will be assigned to three middle schools and nine elementary schools within the district.

The district will pay for half the costs of these assignments, totaling \$222,076, which will reimburse the city's General Fund.

The City Council is being asked to approve the associated memorandum of understanding with the district, which is effective for the 2023-24 public fiscal school year.

### Explanation & Analysis

For over two decades, the Police Department has provided the Carlsbad Unified School District with at least one school resource officer every school year. In 2018, City Council approved a second dedicated school resource officer for Sage Creek High School at the request of the school district. In 2019, a third school resource officer was approved to rove between the three middle schools and nine elementary schools within the Carlsbad Unified School District.

The Police Department has a total of five school resource officers. Two of those officers are considered “roving” officers who provide services at other campuses located in the city through the Encinitas, San Marcos and San Dieguito Unified school districts. These three school districts were offered the same services for dedicated school resource officers and have declined. These two additional roving school resource officers are fully funded by the City of Carlsbad.

The school resource officers will interact with students in a positive and proactive manner, which will help improve relations between the police department and youth in the community. Carlsbad without any cost-sharing reimbursements from any of the school districts.

Duties of a school resource officer include:

- Responding to all law enforcement-related matters as they occur during regular school hours while the officer is on or near their assigned school campuses
- Documenting all incidents of crimes at the school campuses and performing the necessary follow-up investigations as needed
- Attending sporting events, school activities and parent conferences/meetings as needed
- Conducting criminal investigations as assigned by the supervisor of the Family Services Unit and assisting other officers who are engaged in ongoing criminal investigations that bring them onto the school campus
- Working with school staff in matters of mutual concerns occurring both on and off campus
- Acting as a liaison for the School Attendance Review Board and being the point of contact for Child Protective Services visits, truancy sweeps, home visitations, district-wide critical response plan training, school safety plans, and training of campus supervisors and lunchtime duty personnel

If the high schools or middle schools have restricted on-campus activities due to COVID-19, the Carlsbad Unified School District may request that no school resource officers be provided while on-campus student learning is reduced or suspended. If the Carlsbad Unified School District makes this request, then the total cost will be prorated to account for any months for which no school resource officers were requested.

The resolution authorizes the City Manager to execute amendments to the memorandum of understanding that are necessary to ensure compliance with state or local public health orders or other federal, state, or local laws.

### Fiscal Analysis

The annual cost for one mid-range officer (Step 3) is \$177,661, which includes salary and benefits but does not include equipment and training. The Carlsbad Unified School District's cost-sharing payment of \$222,076 will be used to reimburse the General Fund and reduce the program's impact on the city's budget. The breakdown of costs and cost-sharing is below:

School resource officer cost allocation				
Cost	Carlsbad High	Sage Creek High	Middle schools	Total
Annual personnel costs	\$177,661	\$177,661	\$177,661	\$532,983
Monthly personnel costs	\$14,805	\$14,805	\$14,805	\$44,415
School year cost (10 months)	\$148,051	\$148,051	\$148,051	\$444,153
<b>Half share cost to district</b>	<b>\$74,025</b>	<b>\$74,025</b>	<b>\$74,025</b>	<b>\$222,076</b>

\*Amounts are rounded to the nearest dollar and are based on rounded salary, including education pay, holiday pay and uniform allowance.

### Next Steps

With the City Council's approval, the Mayor will sign the memorandum of understanding between Carlsbad Unified School District and City of Carlsbad. The Police Department will provide three dedicated school resource officers to the Carlsbad Unified School District. The district will be billed \$222,076 for the 2023-24 school year.

### Environmental Evaluation

This action does not require environmental review because it does not constitute a project within the meaning of the California Environmental Quality Act under California Public Resources Code Section 21065 in that it has no potential to cause either a direct physical change or a reasonably foreseeable indirect physical change in the environment.

### Exhibits

1. City Council resolution

**RESOLUTION NO. \_\_\_\_\_**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING A MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF CARLSBAD AND THE CARLSBAD UNIFIED SCHOOL DISTRICT FOR THE SCHOOL RESOURCE OFFICER PROGRAM FOR THE 2023-24 SCHOOL YEAR

WHEREAS, the City Council of the City of Carlsbad, California has determined that it is in the public's best interest to approve the Memorandum of Understanding with the Carlsbad Unified School District; and

WHEREAS, the City of Carlsbad Police Department and the Carlsbad Unified School District have an ongoing partnership to ensure the safety of students and staff on Carlsbad Unified School District campuses; and

WHEREAS, the Police Department has provided the Carlsbad Unified School District with a school resource officer every school year for over two decades; and

WHEREAS, for the 2023-24 school year, one school resource officer will be assigned to Carlsbad High School, one school resource officer will be assigned to Sage Creek High School, and one school resource officer will be assigned to the three middle schools and nine elementary schools within the Carlsbad Unified School District during the ten months when students are on campus; and

WHEREAS, Carlsbad Unified School District agrees to pay for one-half the costs of three full-time police officers during the months they are assigned to the schools.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the Mayor is hereby authorized and directed to execute the Memorandum of Understanding for the School Resource Officer Program between the City of Carlsbad and the Carlsbad Unified School District for the 2023-24 school year attached hereto as Attachment A.
3. That the City Manager or designee is authorized to execute amendments to the Memorandum of Understanding for the School Resource Officer Program as needed to ensure continued compliance with state or local public health orders, or other federal, state, or local laws.

4. Carlsbad Unified School District's cost-sharing payment of \$222,076 will be used to reimburse the city's General Fund.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

---

KEITH BLACKBURN, Mayor

---

SHERRY FREISINGER, City Clerk  
(SEAL)

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
CARLSBAD UNIFIED SCHOOL DISTRICT  
AND  
CITY OF CARLSBAD**

The City of Carlsbad Police Department and the Carlsbad Unified School District desire to provide a safe and secure, teaching and learning environment for all students and staff within the City of Carlsbad by protecting life and property.

Ensuring the safety of students and staff on school campuses in Carlsbad is a priority to the school administration and the police department. Campus security will be enhanced by the presence of police officers that will interact with the students in both a positive and proactive manner. Police officers on campus will help improve relations between the police department and the youth of the community. Therefore, the Carlsbad Unified School District and the City of Carlsbad have the following expectations and agree to undertake the listed responsibilities to achieve these mutual objectives:

**A. SCHOOL DISTRICT'S ROLE AND RESPONSIBILITY**

1. To ensure student welfare portal to portal;
2. To develop procedures to handle campus safety issues;
3. To establish and follow procedures for referring police involvement; and
4. To cooperate with and support in a proactive manner the City of Carlsbad Police Department to ensure the success of programs involving students, school personnel, parents and the community.

**B. SCHOOL RESOURCE OFFICER'S ROLE AND RESPONSIBILITY**

1. To provide enforcement/prevention/intervention by:
  - Providing a uniformed police officer presence at Carlsbad High School, Sage Creek High School, the middle and elementary schools, Carlsbad Village Academy, and district offices located in the City of Carlsbad;
  - Responding to all law enforcement related matters as they occur during regular school hours while the officer is on or near the above facilities and able to do so;

- Documenting all incidents of crime that occur at the above facilities as per department regulations, performing the necessary follow-up investigations as needed to identify perpetrators of crime, and performing any follow-up on cases as deemed necessary;
  - Attending various sporting events and school activities as needed for proactive enforcement and interaction;
  - Attending parent conferences/meetings as needed.
2. To conduct criminal investigations as assigned by the supervisor of the Family Services Unit and to assist other law enforcement officers who are engaged in ongoing criminal investigations that bring them onto the school campus.
  3. To work with school staff in the matters of mutual concern such as: alcohol and drug use on campus; safety of students and staff on and off campus; gang-related violence and crime; campus intrusion; and loss and/or damage to property.
  4. To provide liaison in the following areas: School Attendance Review Board; point of contact for CPS visits; truancy sweeps; home visitations; district-wide critical response plan training; school safety plans; and training of school campus supervisors and noon duty personnel.
  5. Releasing student information. The Parties shall fully comply with the Family Educations Rights and Privacy Act (FERPA) and all other applicable state and federal laws regarding confidentiality of student information. Information obtained by school staff may be shared with a law enforcement officer/agency or SRO as long as the information is not derived from school records. Information from school records can be shared under any one of the following circumstances:
    - "Directory Information" unless the parent/guardian has asked specifically that such information be kept confidential.
    - With consent of the parent/guardian
    - When the educational agency or institution determines that there is an articulable and significant threat to the health or safety of a student or other individuals and disclosure is necessary to protect the health or safety of a student or other individuals. (34 C.F.R. § 99.36)

6. School Resource Officers will make every effort to use established best practices for de-escalation outlined in the Countywide Crisis Management Philosophy document (Policy 301) when interacting with any student in crisis. Additionally, School Resource Officers will be familiar with, and, when feasible, assist with the CUSD Site Emergency Procedures for Special Needs Students as appropriate.
7. When dealing with a student in crisis, specifically those students with special needs or other considerations, School Resource Officers should, if reasonable under the circumstances, work collaboratively with school staff to resolve the situation, while attempting to respect individual education plan expectations as advised by school personnel.

**C. TERM OF AGREEMENT**

This Memorandum of Understanding will remain in effect for the 2023-2024 public school fiscal year. Either party will have the right to cancel this Memorandum of Understanding upon 90 days advance written notice during the term of this agreement.

**D. SPAN OF CONTROL/JURISDICTION**

**One full-time police officer** will be assigned to provide the School Resource Program at Carlsbad High School, Carlsbad Village Academy, and district offices located in the City of Carlsbad.

**One full-time police officer** will be assigned to provide the School Resource Program at Sage Creek High School and district offices located in the City of Carlsbad.

**One full-time police officer** will be assigned to provide the School Resource Program at Valley Middle School, Calavera Hills Middle School, Aviara Oaks Middle School, and the nine CUSD elementary schools.

Enforcement/prevention/education/training/proactive activities will take place at these facilities and at public meeting places within the community as they relate to the activities at these facilities.

In accordance with public health guidance, the City of Carlsbad Police Department will ensure its officers abide by all public health ordinances and requirements, including directives from the state regarding COVID protocols for K-12 settings.

The officer will remain under the direction and control of the City of Carlsbad Police

Department. Requests for work assignments from these facilities will be given to the Family Services sergeant of the Carlsbad Police Department, who will thereafter assess the request and direct the school resource officer to respond appropriately.

**E. RESOURCE**

Resource and local management will be coordinated at:

Carlsbad Unified School District, 6225 El Camino Real, Carlsbad, California, 92009, (760) 331-5000.

City of Carlsbad Police Department, 2560 Orion Way, Carlsbad, California, 92010, (760) 931-2100.

**F. COST**

Cost sharing will be based upon the services of **one-half of one full-time police officer** for ten months of the school year for Carlsbad High School, **one-half of one full-time police officer** for ten months of the school year for Sage Creek High School, and **one half of one full time police officer** for ten months of the school year for Valley Middle School, Calavera Hills Middle School, and Aviara Oaks Middle School. The portion funded by the District will be prorated based upon the school year at a rate of one half of the total salary of three full time sworn police officers for a total cost of **\$222,076**. See Exhibit A for details.

**COVID-19 CAMPUS CLOSURES:** If either Carlsbad High School, Sage Creek High School, Valley Middle School, Calavera Hills Middle School, or Aviara Oaks Middle School have restricted on campus activities due to COVID-19, the Carlsbad Unified School District may request that no School Resource Officers be provided while on-campus student learning is reduced or suspended. If Carlsbad Unified School District requests that no School Resource Officers be provided while on campus student learning is reduced or suspended due to COVID-19, the total cost to be funded by CUSD will be prorated to deduct for any months for which no School Resource Officers are requested.

This Memorandum of Understanding will be effective August 23, 2023 and the Carlsbad Unified School District will pay annually to the Finance Director of the City of Carlsbad the agreed amount as outlined above. If the agreement is canceled as herein permitted, the city shall return to the district the portion of such payment allocable to the period of the term subsequent to the effective date of cancellation.

**G. SICK/INJURY/EMERGENCY ABSENCES**

The City of Carlsbad Police Department will provide general law enforcement services to Carlsbad High School, the middle and elementary schools, Carlsbad Village Academy, and the district offices via the patrol division whenever the regularly assigned school resource officer is temporarily unable to provide said services due to illness, injury or emergency leave, or when called away to perform other duties that preclude the officer's presence at the school. In the event of such occurrence, calls for service will be handled based on need in relation to other demands for police services.

**H. CITY EMPLOYEES**

City employees who perform duties under this agreement are not, for any purposes whatsoever, employees of the School District.

**I. NO RIGHTS IN THIRD PARTIES**

This Memorandum is not intended to benefit any third parties, create rights in favor of any third parties, or create a special relationship between any City of Carlsbad employee and any other person.

**J. LIABILITY AND INDEMNIFICATION**

Pursuant to Section 895.4 of the Government Code, the City of Carlsbad and Carlsbad Unified School District agree that each will assume the full liability imposed upon it for any of its officers, agents, or employees for injury caused by a negligent or wrongful act or omission occurring in the performance of this agreement, and each party agrees to indemnify and hold harmless the other party for any loss, cost, or expense that may be imposed upon such other party by the virtue of Sections 895.2 and 895.6 of the Government Code.

Memorandum of Understanding  
2023-2024 School Year

Page 6

Carlsbad Unified School District

City of Carlsbad

By:



By:

Title:

Eric Dill  
Assistant Superintendent, Business Services

Title:

Date:

Jan 8, 2024

Date:

Attest:

Approved as to form  
Cindie McMahon  
City Attorney

By:



Assistant City Attorney

**EXHIBIT A**

*Carlsbad Police Department*

**SCHOOL RESOURCE OFFICER PROGRAM**

*Cost-Sharing Breakdown*

Costs are for one mid-step police officer (Step C) for one year and include only personnel costs; equipment and maintenance costs are not included.

	<b>RATE</b>	<b>COST PER OFFICER</b>
Salary	Mid-Range	105,373
Education Pay	Flat Rate	6,032
Overtime	7.50%	7,903
Holiday Pay	132 hrs	6,687
Life Insurance	0.05%	50
AD&D	0.025%	25
Health Insurance	Flat Rate	22,226
LTD	0.445%	316
STD	0.459%	334
Medicare	1.450%	1,615
Unemployment	0.500%	557
Retirement (CalPers)	21.55%	25,643
Uniform Allowance	Flat Rate	900
<b>TOTAL PERSONNEL COSTS</b>		<b>177,661</b>

<b>SRO COST ALLOCATION</b>	<b>CARLSBAD HIGH</b>	<b>SAGE CREEK HIGH</b>	<b>MIDDLE SCHOOLS</b>	<b>TOTAL</b>
Annual Personnel Costs	177,661	177,661	177,661	532,983
Monthly Personnel Cost	14,805	14,805	14,805	44,415
School Year Cost	148,051	148,051	148,051	444,153
<b>HALF SHARE COST TO SCHOOL</b>	<b>74,025</b>	<b>74,025</b>	<b>74,025</b>	<b>222,076</b>

*\*amounts are rounded to the nearest dollar and are based on rounded salary including education pay, uniform allowance, and holiday pay*

# 2023-2024 City of Carlsbad MOU School Resource Officers

Final Audit Report

2024-01-08

Created:	2024-01-07
By:	Debbie Miller (debbie.miller@carlsbadusd.net)
Status:	Signed
Transaction ID:	CBJCHBCAABAAI9tChUXuGV7wpUGDICxcks6g8mTWGSeN

## "2023-2024 City of Carlsbad MOU School Resource Officers" History

-  Document created by Debbie Miller (debbie.miller@carlsbadusd.net)  
2024-01-07 - 11:36:13 PM GMT
-  Document emailed to Eric Dill (eric.dill@carlsbadusd.net) for signature  
2024-01-07 - 11:37:22 PM GMT
-  Email viewed by Eric Dill (eric.dill@carlsbadusd.net)  
2024-01-08 - 4:37:38 PM GMT
-  Document e-signed by Eric Dill (eric.dill@carlsbadusd.net)  
Signature Date: 2024-01-08 - 4:37:46 PM GMT - Time Source: server
-  Agreement completed.  
2024-01-08 - 4:37:46 PM GMT





## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Mandy Mills, Director of Housing & Homeless Services  
mandy.mills@carlsbadca.gov, 442-339-2907

**Subject:** Fiscal Year 2022-23 Housing Trust Fund Annual Report

**Districts:** All

### Recommended Action

Adopt a resolution approving the Fiscal Year 2022-23 Housing Trust Fund Annual Report

### Executive Summary

The Carlsbad Housing Trust Fund has provided assistance to projects and programs that support lower-income and homeless individuals and families for more than 20 years. The fund has provided financial support to an array of new affordable housing construction and supportive housing-related services. The City Council is being asked to approve the fiscal 2022-23 report on the fund, which is provided as Attachment A to the proposed resolution (Exhibit 1).

This annual report must be submitted to the City Council for approval in keeping with City Council Policy No. 90, which outlines the policies for administering the Housing Trust Fund.

### Explanation & Analysis

The city has an Inclusionary Housing Ordinance, Carlsbad Municipal Code Chapter 21.85, that requires at least 15% of new residential development to be reserved as affordable to lower-income households, among other measures intended to increase the number of affordable homes in Carlsbad. Developers of projects with no more than six units have the option to pay a fee in lieu of providing on-site affordable units. This fee is the largest contributor to the Housing Trust Fund. Other sources include interest from loans, housing credit purchases, housing impact fees, and interest earned on the fund balance. No General Fund money is deposited to the Housing Trust Fund. The fund is used to support a variety of affordable housing development and services for lower-income and homeless individuals and families. The fund had an available balance of just over \$10,140,000 at the end of the last fiscal year, as detailed in Attachment A.

Because it is a local fund, there is more flexibility in how the money is spent than there is for state or federal funds, provided expenditures are consistent with the purposes of the city's Inclusionary Housing Ordinance and the housing policies and programs in the city's General Plan.

City Council Policy No. 90 outlines the priorities, expectations and policies for Housing Trust Fund administration. The policy requires staff to provide a report on the Housing Trust Fund to the City Council each year. It also requires that the report be reviewed by the city's Housing Policy Team and Housing Commission. After a review by both groups, the Housing Commission voted Jan. 11, 2024 to recommend the City Council accept the 2022-23 annual report.

#### **Fiscal Analysis**

There is no direct fiscal impact associated with accepting the annual report.

#### **Environmental Evaluation**

This action does not require environmental review because it does not constitute a project within the meaning of the California Environmental Quality Act under Public Resources Code Section 21065. It has no potential to cause either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.

#### **Exhibits**

1. City Council resolution

**RESOLUTION NO. \_\_\_\_\_**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,  
CALIFORNIA, APPROVING THE FISCAL YEAR 2022-23 HOUSING TRUST FUND  
ANNUAL REPORT

WHEREAS, Chapter 21.85 of the Carlsbad Municipal Code requires that fees collected under the Inclusionary Housing Ordinance be deposited in a Housing Trust Fund; and

WHEREAS, CMC 21.85 requires the Housing Trust Fund shall be used only for the purpose of providing funding assistance for the provision of affordable housing and reasonable costs of administration consistent with the policies and programs contained in the housing element of the general plan; and

WHEREAS, on Dec. 12, 2020, the City Council adopted City Council Policy No. 90, which outlines the priorities, expectations and policies for Housing Trust Fund administration; and

WHEREAS, City Council Policy No. 90 requires an Annual Report of the Housing Trust Fund be reviewed by the Housing Policy Team and the Housing Commission, with the Housing Commission making a recommendation to the City Council; and

WHEREAS, the Housing Policy Team reviewed the FY 2022-23 Housing Trust Fund Annual Report on November 20, 2023; and

WHEREAS, the Housing Commission recommended approval of the FY 2022-23 Housing Trust Fund Annual Report at their January 11, 2024, regular meeting.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City Council approves the FY 2022-23 Housing Trust Fund Annual Report, attached hereto as Attachment A.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

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KEITH BLACKBURN, Mayor

---

SHERRY FREISINGER, City Clerk  
(SEAL)

## **Housing Trust Fund FY 2022-23 Annual Report**

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### **Background**

The city's Inclusionary Housing Ordinance was established in April 1993 and requires that all residential developments greater than six units restrict 15 percent of the total number of homes in a project as affordable to low-income households. Some developments have the option to satisfy a portion of or all of their affordable housing obligation through payment of a housing impact fee, inclusionary housing in-lieu fees or affordable housing credit purchases. For the city to receive and use these fee payments, the Housing Trust Fund was established to confirm that fees collected were applied only towards the affordable housing needs of lower-income households.

The Housing Trust Fund receives revenue from a variety of sources, including interest from loans, housing credit purchases, housing impact fees, and interest earned on the fund balance. The Fund is intended to aid in the production, acquisition, rehabilitation and preservation of housing affordable to extremely low-, very low- and low-income households, and those experiencing homelessness. Reasonable costs of administration of the fund, programs and projects are allowed.

The Housing Trust Fund significantly contributes to the success of the city's inclusionary housing program. The Housing Trust Fund has been an indispensable tool to attract other funding sources to affordable housing projects, leveraging the city's investment up to five times with outside funding sources. With its diversity of revenue sources, the Housing Trust Fund has provided sustained support for the inclusionary housing program, resulting in approximately 2,300 affordable homes in Carlsbad.

On Dec. 12, 2020, the City Council adopted City Council Policy No. 90 which outlines the priorities, expectations and policies for HTF administration. The Policy calls for an Annual Report that shall be reviewed by the city's Housing Policy Team, composed of representatives from Finance, Community Development, Housing Services and the City Attorney's office, and the Housing Commission.

### **Summary of use of funds**

The Housing Trust Fund has been used successfully to assist an array of new housing construction, land acquisition, first-time homebuyer loans and low income and homeless services. During FY 2022-23 there were the following project or program expenditures and commitments:

Category	Expenditures	Encumbrances (Prior Year Commitments already removed from Fund Balance)	New Loan Commitments
Construction of new affordable housing	\$4,087,226	\$2,480,438	\$1,535,621
Tyler Court	\$84,002		
Preservation of affordable housing	\$20,647		
Homeless Services	\$55,990		
Administration	\$155,723		
Other Housing Administrative support	\$100,000		
<b>TOTAL</b>	<b>\$4,503,588</b>	<b>\$2,480,438</b>	<b>\$1,535,621</b>

Below are the descriptions of HTF uses by category for FY 22-23.

*Construction of new affordable housing-\$4,087,226*

Historically, the Housing Trust Fund is predominantly used to subsidize the construction of new affordable housing in Carlsbad. Money from the Housing Trust Fund is often leveraged by other local and non-local sources of subsidy: Community Development Block Grants, the HOME federal funding program, the city Low and Moderate Income Housing Fund; federal and state low income housing tax credits and others.

Financial assistance from the Housing Trust Fund is typically made in the form of long-term loans of 30 to 55 years at an interest rate of generally not more than three percent. Loan repayment requirements will vary by type of assistance. For example, repayment of principal and interest of first-time homebuyer loans are usually deferred for 15 or even 30 years, unless the home is sold. Repayments on loans to multi-family rental projects are amortized over the loan term, and payments are usually made on a surplus cash basis, that is, annual gross revenue minus annual operating expenses. At the end of the loan term or upon sale or transfer of the property, any remaining principal and accrued interest becomes due and payable at that time.

*Windsor Pointe*

In 2017 and 2020 the City Council approved financing for the Windsor Pointe affordable housing project. Project completion occurred during the 2022-23 fiscal year with city expenditures of \$1,317,664. The project, developed by Affirmed Housing, offers permanent supportive housing project for homeless households with severe mental illness and affordable housing for other low-income households with a veteran preference. The project is 48 units located on two non-contiguous sites in the Barrio neighborhood, at 965 Oak Ave. and 3606 Harding St.





### *Aviara Apartments*

Aviara East Apartments is a 70-unit affordable housing project located on the east side of Aviara Parkway south of Palomar Airport Road and north of Laurel Tree Lane. The overall Aviara Apartment project is required to provide 70 units affordable to lower-income households. According to City Council Policy Statement No. 90, money from Housing Trust Fund is not to be used to satisfy a development's requirement to provide

affordable housing in accordance with the city's Inclusionary Housing Ordinance but may be used to assist in exceeding the requirement. The City Council approved a \$3,100,000 loan from the city's Housing Trust Fund in 2021, to deepen the affordability of 7 units to serve very low-income households. Construction commenced during fiscal year 2022-23 with city expenditures of \$2,769,562. The remaining \$330,438 will be expended during final phases of construction.

### *Tyler Court-\$84,002*

In 1999, the Redevelopment Agency of the City of Carlsbad purchased the 75-unit Tyler Court Senior Apartment complex for the purpose of providing permanent affordable housing for very low-income senior residents. The day-to-day management is provided by a contract with a private property management company that oversees ongoing maintenance, repairs and capital improvements using reserve funds out of the Tyler Court Apartment Fund held by the City of Carlsbad. Based on the limited rental revenue, not all repair and maintenance projects can be done when identified. Each year city staff works with property management staff to estimate a dollar amount for repair and capital needs and then funds are appropriated in the budget for the following fiscal year. During FY23, the city transferred \$60,000 from the Housing Trust Fund toward the Tyler Court Apartment Fund to cover net operating costs. There were also costs of \$24,002 awaiting reimbursement from additional federal grant revenue.



### *Preservation of affordable housing-\$20,647*

As part of the city's affordable housing efforts, the city has purchased affordable housing units with the intent to resell them to eligible lower-income buyers, thereby preserving, extending and enhancing the existing affordable housing stock in Carlsbad. Most of the unit purchases utilized Community Development Block Grant (CDBG) funding, but one unit was purchased and rehabilitated with HTF. Some of the costs (improvements and homeowner association fees) were incurred in FY 2022-23. When it was resold, proceeds were returned to the HTF.



### *Homeless Services-\$55,990*

The Housing Trust Fund has also been used to support a variety of services for low income and homeless individuals and families. For example, the Housing Trust Fund has provided funding

each year for the Carlsbad Service Center, which provides temporary day labor employment services, employment training and readiness, access to benefits, basic needs, rental assistance and case management. The Housing Trust Fund also supports a Housing Navigation program and the year-round Bridge-to-Housing network coordinated by the Alliance for Regional Solutions.

#### Administration-\$155,723

Housing Trust Fund dollars are used to cover administrative costs that are necessary to administer the fund. These include personnel expenses and maintenance and operational (not used for travel and training) expenses that are specifically related to the administration of the HTF. Total administrative expenses may not exceed 5% of the available housing trust fund balance as of the end of the prior fiscal year. The following administrative category would be added toward total administrative expenses against the cap.

#### Other Housing Administrative support- \$100,000

Funds may also be used to supplement administrative and operational support for other housing programs. There is a dollar amount set aside annually to ensure administration of the Housing Choice Voucher Program (rental assistance) is fully covered. Funds for administration of that program come from the U.S. Department of Housing & Urban Development. It is expected that funds will cover the administrative costs, but there have been instances when the timing of funds from HUD are received after the costs are incurred. It is essential to keep this program operational, so this budget allocation allows the city to maintain program administration without falling into a funding deficit. If the funds are not needed to balance at fiscal year end, they can be returned to the HTF.

#### **Summary of new projects**

In addition to the expenditures outlined in the section above, the City Council also approved new loan commitments from the HTF in the amount of \$1.5 million during FY 22-23. The projects for these loan commitments are described below.

#### *La Posada Shelter*

La Posada is the city's only homeless shelter and is operated by Catholic Charities. It currently provides 100 beds, of which 50 are reserved for farmworkers. The City Council expressed support for Catholic Charities to expand the capacity of the La Posada shelter to serve more individuals experiencing homelessness, including space for women and families. The total project cost is currently estimated at \$10 to \$12 million, depending on the inclusion of a third story to include more bed space to serve more individuals. The project is anticipated to start construction in 2024 if enough capital for construction can be raised by Catholic Charities.



City staff have been actively seeking outside funding alternatives to reduce the amount of capital needed to be raised so that project construction can start. The City Council approved documents at the Feb. 7, 2023, City Council meeting to accept \$2 million in funds from the

County of San Diego and, in turn, grant the funds to Catholic Charities towards the expansion. On May 16, 2023, the City Council approved \$729,379 in Permanent Local Housing Allocation funds and \$1,470,621 from the HTF towards the project.



#### *Marja Acres Senior Apartments*

The Marja Acres Apartments project is a 47-unit, 100% affordable senior housing project located on the west side of El Camino Real, just south of Kelly Drive being developed by USA Properties. As an approved density bonus project, Marja Acres is required to provide 46 senior apartments affordable to lower-income seniors. The City Council approved a \$650,000 loan from the city's Housing Trust Fund on Oct. 12, 2021, to deepen the affordability of five of the units to extremely low-income levels. On Oct. 11, 2022, the City Council approved an additional \$65,000 to the loan amount for a total of \$715,000, due to a funding gap that had increased since the time the original city HTF loan was awarded due to rising construction costs, utility operating costs and interest rates. The project site is currently being graded, and construction is anticipated to begin by 2024.

### **Financial Status of the HTF**

#### *Revenue sources*

Fund receipts vary from year to year, but generally average between \$1-2 million annually. Revenues come primarily from residential development activity, loan repayments and interest income. No General Fund money is deposited to the Housing Trust Fund.

<b>Beginning Available Fund Balance</b>	<b>\$10,680,198</b>
New Loan Receivable	4,087,226
Fee Revenue	297,855
Interest Revenue	274,019
(int + prin) Loan Payments	670,420
Resale of Aff. Units.	174,356
<b>Total Increase in Fund Balance</b>	<b>\$5,503,876</b>
Reduction in Fund Balance (Loans Issued)	(4,087,226)
Affordable Housing Expenditures/Contributions	(76,637)
Transfer to Section 8 Admin	(100,000)
Tyler Ct. Transfer	(84,002)
Administrative Expenses	(155,723)
<b>Total Decrease in Fund Balance</b>	<b>(\$4,503,588)</b>
<b>New Loan Commitments</b>	<b>(\$1,535,621)</b>
<b>Ending Available Fund Balance<sup>1</sup></b>	<b>\$10,144,865</b>

1. Total fund balance is presented net of previously committed but not yet funded developer loans of \$4,016,059.

### **Summary of administrative and non-project expenses**

The funding activities of the Housing Trust Fund require administrative support. The table below shows actual administrative support expenditures for the last two fiscal years and the current fiscal year administrative support budget paid by the Housing Trust Fund. The FY 2022-

23 administrative costs of \$255,723 were 2.4% of the approximately \$10.7 million FYE 22 Fund Balance. Total administrative expenses may not exceed 5% of the available housing trust fund balance as of the end of the prior fiscal year. The maximum administrative cap for FY 2022-23 was \$534,010.

Housing Trust Fund Administration	2021-22 (Actual)	2022-23 (Actual)	2023-24 (Budget)
Personnel <sup>[1]</sup>	41,585	43,438	143,140
Maintenance & Operations	75,175	112,285	115,390
Transfer to Section 8 Admin	50,000	100,000	300,000
Total administration	\$166,760	\$255,723	\$558,530

<sup>[1]</sup> Excludes personnel expense for the Housing Navigation program in Homeless Services.

### Review of prior year funding priorities

The City Council approved the HTF priorities via City Council Policy No. 90 in Dec. 2020. Priorities are in the following order:

1. Construction of new affordable housing
2. Preservation of housing at-risk of conversion to market rate
3. Acquisition/rehabilitation of distressed/at-risk affordable housing
4. Rental assistance and homelessness programs
5. Land acquisition for future affordable units
6. Conversion of market rate units to affordable housing

### Upcoming funding priorities

There has been no change to the funding priorities.

### Summary of pending assistance requests

There are no pending requests.

### Summary of denied assistance requests

There were no requests denied in FY 22-23.

### YTD Summary

As of the beginning of FY 2022-23, the Housing Trust Fund had an available cash balance of \$10.68 million. The HTF made new loan commitments in the amount of \$1.5 million during the fiscal year, but also received almost \$1.5 million in revenue. In summary, the HTF continues to be a valuable source of funding to help create a diverse affordable housing stock.



## CITY COUNCIL

## Staff Report

**Meeting Date:** Feb. 6, 2023

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Jeff Murphy, Community Development Director  
jeff.murphy@carlsbadca.gov, 442-339-2783

**Subject:** Authorization to Negotiate with North County Transit District on an Agreement for Managed Parking Options within the Carlsbad Village area, including the Carlsbad Village Transit Station.

**District:** 1

**Recommended Action**

Adopt a resolution authorizing the Community Development Director and Real Estate Manager to negotiate with the agent for the North County Transit District on an agreement for managed parking within the Carlsbad Village area, including the Carlsbad Village Transit Station (Exhibit 1).

**Executive Summary**

Over the past several months, the North County Transit District (NCTD) has been pursuing efforts to redevelop its properties as a potential way of increasing ridership, supporting regional housing goals and generating ongoing revenue for the agency. The Carlsbad Village Transit Station along State Street, north of Grand Avenue, is one of the NCTD properties being considered for redevelopment.

As part of this effort, NCTD recently reached out to city staff requesting the city's participation in developing a parking agreement, including a possible joint-use parking structure, that could benefit Carlsbad Village Transit Station transit riders, future uses of the station site, and businesses and visitors in the surrounding Carlsbad Village area.

The action being considered authorizes the Community Development Director and Real Estate Manager to initiate negotiations with the agent for NCTD on an agreement for managed parking within the Carlsbad Village area, including the Carlsbad Village Transit Station. Once developed, the draft agreement will be brought back to City Council for consideration and action.

**Explanation & Analysis**

The NCTD has recently been pursuing efforts to redevelop its properties as a potential way of increasing ridership, supporting regional housing goals and generating ongoing revenue for the agency. As part of that effort, NCTD is seeking to redevelop the two transit stations located within Carlsbad, the Poinsettia Co Transit Station along Avenida Encinas north of

Poinsettia Lane and the Carlsbad Village Transit Station along State Street, north of Grand Avenue. The City Council memorandum dated Jan. 19, 2023, (Exhibit 2) includes information and background on NCTD's efforts to redevelop both stations. As of the writing of that memorandum, NCTD is continuing its negotiations with the selected developers; No formal development applications have been submitted to the city for processing and no additional information on the project's scope have been released.

Mayor Blackburn and Mayor Pro Tem Bhat-Patel, as the city's representatives on the NCTD Board of Directors, received a letter from NCTD on Oct 31, 2023, (Exhibit 3) requesting the city's participation in developing a parking strategy, including a possible joint-use parking structure, that could benefit Carlsbad Village Transit Station transit riders, future uses on the station site, and businesses and visitors in the surrounding Carlsbad Village area.

With potential parking challenges in Carlsbad Village, especially considering the recent passage of Assembly Bill 2097, NCTD acknowledges that an expanded need for parking near and around the Carlsbad Village Transit Station would ensure a more complete planning effort as part of NCTD's redevelopment effort. (AB 2097 imposed restrictions on the city's ability to impose minimum parking standards on new development projects, as detailed in Exhibit 4.)

To assess opportunities to re-establish and/or address long-term parking needs, NCTD would like to begin discussions with city staff to identify goals and objectives for onsite, offsite and managed parking options within the Carlsbad Village area, including the Carlsbad Village Transit Station. As part of this discussion, NCTD would like to explore opportunities for a possible joint-use parking structure, potential alternative parking sites, continued use of existing city-leased parking spaces and potential realignment of infrastructure resulting from parking adjustments in the Village area.

NCTD's request coincides with several managed parking goals found within Section 4.5.2 of the city's Village & Barrio Master Plan.<sup>1</sup> These goals are to:

- Make parking more convenient for community members, employees, and visitors.
- Promote more efficient use of existing parking.
- Support future parking needs and mobility options.
- Explore options to make the downtown area more inviting.

Section 4.5.2.D of the Village & Barrio Master Plan includes specific parking management strategies relative to shared and leased parking spaces in existing city facilities and NCTD facilities for public use.

The Carlsbad Village, Barrio & Beach Area Parking Management Plan<sup>2</sup> also includes similar parking management strategies as those listed in Village & Barrio Master Plan and includes a

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<sup>1</sup> The Village & Barrio Master Plan, which governs land use allowances within the Village and Barrio communities, was approved by the City Council on Aug. 27, 2019, and certified by the California Coastal Commission on Oct. 16, 2019. The land use policies and programs listed in the plan covers the area reflected in Exhibit 5.

<sup>2</sup> The Carlsbad Village, Barrio and Beach Area Parking Management Plan, which provides short-, medium-, and long-term strategies to improve the efficiency and effectiveness of the parking system in the village and barrio communities, was approved by the City Council on Sep. 14, 2017. The parking strategies listed in the plan covers the geographic area reflected in Exhibit 6.

strategy to work with NCTD to investigate opportunities to incorporate public parking into future non-rail development on NCTD property.

Staff find that NCTD's Oct. 31, 2023, request helps advance the parking goals and management strategies set forth within city-adopted land use plans. Approval of the proposed resolution will provide clear authority and direction to initiate discussions with NCTD for the purpose of developing an agreement for managed parking within the Carlsbad Village area, including the Carlsbad Village Transit Station and to return to the City Council with that agreement for consideration and action.

#### **Fiscal Analysis**

There is no fiscal impact associated with the proposed action. Any fiscal impacts associated with implementation of the agreement will be presented at the time the agreement is brought forward for City Council consideration and action.

#### **Next Steps**

Once authorized, the Community Development Director and Real Estate Manager will initiate discussions with the agent for NCTD on the development of a parking strategy and preparation of an agreement. Since NCTD's negotiations with the selected developers are still ongoing, it is unclear when a draft agreement will be ready for City Council consideration. City staff will provide the City Council with a status report in July 2024 via a City Council memorandum, assuming an agreement is not developed sooner.

#### **Environmental Evaluation**

This action does not require environmental review because it does not constitute a project within the meaning of the California Environmental Quality Act under California Public Resources Code Section 21065 in that it has no potential to cause either a direct physical change or a reasonably foreseeable indirect physical change in the environment.

#### **Exhibits**

1. City Council resolution
2. [City Council memorandum dated Jan. 19, 2023](#) (on file in the office of the City Council)
3. North County Transit District letter dated Oct. 31, 2023
4. City Council memorandum - dated Dec. 8, 2022
5. Village & Barrio Master Plan Area
6. Village, Barrio and Beach Area Parking Management Plan Area

**RESOLUTION NO. \_\_\_\_\_**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING THE COMMUNITY DEVELOPMENT DIRECTOR AND REAL ESTATE MANAGER TO NEGOTIATE WITH THE AGENT FOR THE NORTH COUNTY TRANSIT DISTRICT ON AN AGREEMENT FOR MANAGED PARKING WITHIN THE CARLSBAD VILLAGE AREA, INCLUDING THE CARLSBAD VILLAGE TRANSIT STATION

WHEREAS, the City Council of the City of Carlsbad, California has determined that over the past several months, the North County Transit District has been pursuing efforts to redevelop their properties as a potential way of increasing ridership, supporting regional housing goals, and generating ongoing revenue for the agency, including the Carlsbad Village Transit Station located along State Street, north of Grand Avenue; and

WHEREAS, as part of their redevelopment efforts, Mayor Blackburn and Mayor Pro Tem Bhat-Patel, as the city's representative on the North County Transit District Board of Directors, received on Oct. 31, 2023, a letter from the North County Transit District requesting the city's participation in developing a parking agreement that could benefit Carlsbad Village Station transit riders, future uses on the Carlsbad Village Transit Station site, and businesses/visitors in the surrounding Carlsbad Village area; and

WHEREAS, Section 4.5.2 of the city's Village & Barrio Master Plan, which governs land use activities within the Carlsbad Village area, including the Carlsbad Village Transit Station, contains several goals associated with managed parking and increased mobility such as, making parking more convenient for community members, employees, and visitors, promoting more efficient use of existing parking, supporting future parking needs and mobility options, and exploring options to make the downtown area more inviting; and

WHEREAS, the city's Carlsbad Village, Barrio & Beach Area Parking Management Plan, dated September 14, 2017, includes several parking management strategies for the downtown area, including a strategy to work with North County Transit District to investigate opportunities to incorporate public parking into future non-rail development on North County Transit District property; and

WHEREAS, the staff is recommending authorization for the Community Development Director to negotiate with the agent for the North County Transit District on an agreement for managed parking within the Carlsbad Village area, including the Carlsbad Village Station.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

- 1. That the above recitations are true and correct.
- 2. That the Community Development Director and Real Estate Manager are authorized to negotiate with the agent for the North County Transit District on an agreement for managed parking within the Carlsbad Village area, including the Carlsbad Village Station.
- 3. That the Community Development Director and/or the Real Estate Manager will return to the City Council to consider the approval an agreement upon the conclusion of the negotiations.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:  
NAYS:  
ABSTAIN:  
ABSENT:

\_\_\_\_\_  
KEITH BLACKBURN, Mayor

\_\_\_\_\_  
SHERRY FREISINGER, City Clerk  
(SEAL)

City Council Memorandum Dated Jan. 19, 2023  
(on file in the Office of the City Clerk)



810 Mission Avenue  
 Oceanside, CA 92054  
 (760) 966-6500  
 (760) 967-2001 (fax)  
 GoNCTD.com

October 31, 2023

Mr. Keith Blackburn, Mayor  
 Ms. Priya Bhat-Patel, Mayor Pro Tempore  
 City of Carlsbad  
 1200 Carlsbad Village Drive  
 Carlsbad, CA 92008  
 Sent Via Electronic Mail: keith.blackburn@carlsbadca.gov and priya.bhat-patel@carlsbadca.gov

Re: City of Carlsbad – Carlsbad Village Redevelopment Projects

Dear Mayor Blackburn and Mayor Pro Tem Bhat-Patel:

This letter is to update the City of Carlsbad (City) regarding the North County Transit District's (NCTD) planned redevelopment of the Carlsbad Village Transit Station as a mixed-use transit-oriented development project. NCTD initiated development efforts at this site on March 19, 2021, when it issued Task Order No. 06 to CBRE, Inc. (CBRE), NCTD's On-Call Real Estate Service Provider. Through CBRE, a Request for Proposals (RFP) was issued on April 8, 2022. After a robust proposal review process, the NCTD Board of Directors approved Sea Breeze Properties and Fabric Investments, a partnership, on January 19, 2023, as the development team for the Carlsbad Village Transit Station.

The redevelopment footprint includes the following:

1. Approximately 0.75-acre area currently leased to the City for City employee parking pursuant to NCTD Agreement number 229.40-576-PK-CSBD (City Parking Lease)
2. Approximately 0.26-acre parcel leased to the City for the depot building and adjacent property pursuant to NCTD Agreement number 229.2-229.3-0521-GL-CSBD
3. Approximately 0.44-acre parcel leased to the City for public parking pursuant to NCTD Agreement number 229.49-789-PK-CA

With potential parking challenges in the village, especially in light of the recent passing of Assembly Bill 2097, NCTD acknowledges that an expanded need for parking near and around the Carlsbad Village Station would ensure a more

complete planning effort as part of NCTD's redevelopment effort. In order to assess opportunities to re-establish and/or address long-term parking needs, NCTD would like to begin discussions with City staff to identify goals and objectives for onsite, offsite, and managed parking options within the Carlsbad Village area, including the Carlsbad Village Station. As part of this discussion, NCTD would like to explore opportunities for a possible joint-use parking structure, potential alternative parking sites, and continued use of existing leased parking spaces.

NCTD looks forward to collaborating with the City to jointly address the parking needs of both agencies and to ensure that the development of the Carlsbad Village Transit Station is compatible with the City's long-term vision for the Carlsbad Village area. To begin discussion and coordination, please have a member of City staff contact Lillian Doherty, Director of Planning and Development by e-mail to [ldoherty@nctd.org](mailto:ldoherty@nctd.org) or by phone to (760) 967-2803.

Sincerely,

A handwritten signature in dark ink, appearing to read "Tracey Foster".

Tracey Foster  
Chief Development Officer

cc: Scott Chadwick, City Manager  
Lillian Doherty, Director of Planning and Development

To the members of the:  
 CITY COUNCIL  
 Date 12/8/22 CA ☒ CC ☒  
 CM ☒ ACM ☒ DCM (3) ☒



## Council Memorandum

December 8, 2022

**To:** Honorable Mayor Hall and Members of the City Council  
**From:** Gary Barberio, Deputy City Manager, Community Services  
 Jeff Murphy, Community Development Director  
**Via:** Geoff Patnoe, Assistant City Manager   
**Re:** Assembly Bill 2097 – State Parking Requirements (Districts 1 & 3)

This memorandum provides an overview of the restrictions imposed by Assembly Bill (AB) 2097 on the city's ability to impose minimum parking standards on new development projects.

### Background

On September 28, 2022, in response to the state housing crisis, Governor Newsom signed several legislative bills that focused on increasing housing production in California. As with prior state legislative changes, many of the bills adopted limit or restrict local land use authority to make the local housing approval processes more administrative (by-right), with fewer local restrictions and limitations. However, one bill in particular, AB 2097 (Friedman), stands out from the rest as possibly the most impactful to the city's land use authority.

### Discussion

Most cities, including Carlsbad, have historically required that new residential and commercial development provide onsite parking spaces to sufficiently accommodate occupants and customers and reduce impacts to neighboring land uses. The commonly applied parking standard is formula based, where the minimum number of required parking spaces is dependent upon the size and type of use being built. For example, Carlsbad requires one parking space for every 100 square feet of restaurant space, two parking spaces for each apartment unit with two or more bedrooms, and so on.

Based largely on a body of academic research regarding the potential impacts minimum parking ratios have on car ownership, vehicle miles traveled, and use of public transit, the state legislature passed AB 2097, which added Government Code §65863.2, that effectively eliminates parking requirements in new residential and commercial developments when located within a half-mile of a major transit stop. For Carlsbad, the half-mile radius is measured from two qualifying stops: the Carlsbad Village Station (District 1) and the Poinsettia Station (District 3).

According to the Assembly Floor Analysis<sup>1</sup> on AB 2097, the study found that in buildings with no on-site parking, only 38% of households owned a car, but in buildings with at least one parking space per unit, the study found that more than 81% of households owned automobiles. As such, by eliminating

<sup>1</sup> The Assembly Floor Analysis (AFA) Unit is a part of the CA State Assembly Chief Clerk's Office, who is responsible for providing the public and Assembly Members with analyses, prepared by committee staff, of every bill and amendment on the Floor.

parking minimums, the state legislature believes that fewer households will rely on the automobile for transportation. Ultimately, the state legislature's intent with the passage of AB 2097, which is effective January 1, 2023, is that it will help drive down construction costs (making units more affordable), increase public transit ridership, and promote walkable and bikeable communities so people can get around without a car, which will reduce the greenhouse gas emissions responsible for climate change.

The bill provides for limited exceptions for when parking can be required for new development and includes provisions that allow the city to continue to apply minimum parking standards for electric vehicle charging stations as well as required parking spaces accessible to persons with disabilities, irrespective of distance from a major transit stop. To help staff and the public better understand the purpose of AB 2097 and the allowances under the new state law, an Informational Bulletin has been drafted (Attachment A). Maps of the properties affected by AB 2097, which will eventually be accessible via hyperlinks in the bulletin, have also been developed (Attachment B and C).

#### **Next Steps**

After the first of the year, the bulletin will be added to the Community Development Department Informational Bulletin Library, which is available online and accessible to the public<sup>2</sup>. The bulletin includes several hyperlinks to various reference documents, including the new state parking law and the new state building code. Since those codes are not effective until January 1, 2023, posting the informational bulletin sooner is not practical.

Staff will continue to monitor any additional guidance provided from regulatory agencies (such as the California Coastal Commission or Governor's Office of Planning and Research) and update as appropriate.

Attachment: A. Informational Bulletin – AB 2097 Parking Requirements  
B. Half-mile radius from Carlsbad Village Station  
C. Half-mile radius from Poinsettia Station

cc: Scott Chadwick, City Manager  
Cindie McMahon, City Attorney  
Ron Kemp, Assistant City Attorney  
Jamie Wood, Environmental Sustainability Director  
Tom Frank, Transportation Director  
Jason Haber, Intergovernmental Affairs Director  
Mike Strong, Assistant Community Development Director  
Sarah Lemons, Senior Program Manager  
Nathan Schmidt, Transportation Planning and Mobility Manager  
Katie Hentrich, Climate Action Plan Administrator  
Jason Geldert, Engineering Manager  
Eric Lardy, City Planner

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<sup>2</sup> <https://www.carlsbadca.gov/departments/community-development/departamental-information-bulletins>

# PARKING REQUIREMENTS

This bulletin provides an overview of the restrictions imposed by the state legislature under AB 2097 on the city's ability to require minimum parking standards on certain private development projects.



## BACKGROUND

Most cities, including Carlsbad, have historically required that new residential and commercial development provide onsite parking spaces to sufficiently accommodate occupants and customers and reduce impacts to neighboring land uses. The commonly applied parking standard is formula based, where the minimum number of required parking spaces is dependent upon the size and type of use being built. For example, Carlsbad requires one parking space for every 100 square feet of restaurant space, two parking spaces for each apartment unit with two or more bedrooms, and so on.

Based largely on a body of academic research regarding the potential impacts minimum parking ratios have on car ownership, vehicle miles traveled, and use of public transit, the state legislature passed AB 2097, which added Government Code §65863.2, that effectively eliminates parking requirements in new residential and commercial developments when located within a half-mile of a major transit stop.

According to the Assembly Floor Analysis on AB 2097, the study found that in buildings with no on-site parking, only 38% of households owned a car, but in buildings with at least one parking space per unit, the study found that more than 81% of households owned automobiles. As such, by eliminating parking minimums in new development, the state legislature believes that fewer households will rely on the automobile for transportation.

## Documents Referenced

AB 2097 State Parking Requirements; [§65863.2](#)  
 Carlsbad Village Station Eligible Parcels; [Map](#)  
 Poinsettia Station Eligible Parcels; [Map](#)  
 Carlsbad Housing (Element) Plan; [IB-137](#)  
 2021-2029 Housing Element; [Plan](#)  
 Carlsbad Parking Standards; [§21.44](#)  
 EV Charging Station Requirements; [§18.21.040](#)  
 EV Charging Permit Streamlining; [IB-165](#)  
 State Density Bonus Law; [IB-112](#)  
 Supportive Housing Defined; [§21.04.355.1](#)  
 Transitional Housing Defined; [§21.04.362](#)

Developers could still voluntarily provide onsite parking (and many likely will), but the number of parking spaces provided will be based on builder preference and market demand, not by city-established minimum parking standards.

The state legislature's intent with this action, which is effective January 1, 2023, is that it will help drive down construction costs (making units more affordable), reduce vehicle traffic, increase public transit ridership, and promote walkable and bikeable communities so people can get around without a car, which will reduce the greenhouse gas emissions responsible for climate change.

## NEW STATE LIMITS ON PARKING

### AREAS AFFECTED

Pursuant to Government Code §65863.2(a), a city cannot impose or enforce any minimum automobile parking requirements on a residential, commercial, or other development project (except for hotels, motels, short-term rentals, or other transient lodging --- city parking standards still apply to those) if the project is located within one-half mile of public transit. The state defines public transit as a "major transit stop," containing any one of the following:

- Fixed rail station
- Bus rapid transit stop
- Intersection of two or more major bus routes where buses stop every 15 minutes or less during peak commute periods
- high-quality transit corridor included in a regional transportation plan

The city does not have any high-quality transit corridors per SANDAG's 2021 Regional Transportation Plan. And North County Transit District's Breeze bus system, does not meet the bus stop requirements and therefore does not qualify.

Currently, there are only two locations in the city that meet the definition of public transit --- Carlsbad Village Station and Poinsettia Station. Maps have been provided showing those parcels that are subject to §65863.2. See "Documents Referenced" above.

In cases where only a portion of the project site is located within one-half mile of a major transit stop, the following standards must be met in order to be eligible.

- At least 75% of the total project site is located within one-half mile of a major transit stop; and
- At least 90% of the proposed residential units, or 100 units or more, whichever is less, are located one-half mile of a major transit stop.

Projects failing to meet these requirements do not qualify for the allowances under §65863.2 and must meet current city parking standards.



## EV CHARGING & ADA PARKING

Irrespective of proximity to public transit, state law allows the city to continue to apply minimum parking standards for electric vehicle (EV) charging stations as well as required parking spaces accessible to persons with disabilities (ADA).

- For EV stations, the required number of EV parking spaces is provided in Table 5.106.5.3.1 of Carlsbad Municipal Code §18.21.040. The parking requirement is based on the total number of actual parking spaces that would have otherwise applied to the development if the state code section did not exist. Refer to [IB-165](#) for an overview of the city's streamlining provisions and alternative standards for EV charging stations.

- For ADA parking, the city applies the standards set forth in Chapter 1109A (multifamily) and Chapter 11B (commercial) of Title 24, Volume 1 of the 2023 CA Building Code. Like EV spaces, the total number of ADA spaces is based on the total number of actual parking spaces that would have otherwise applied to the development.



## EXEMPTIONS

The city may apply its minimum parking standards if it makes written findings that failure to impose parking standards will result in one of the following to occur.

- Hinders the city's ability to meet its share of low- and very low-income housing. Refer to [IB-137](#) for more on the city's Housing Element and affordable housing requirements.
- Hinders the city's ability to meet any special housing needs for elderly or persons with disability. Refer to the city's [2021-2029 Housing Element](#) for more information.
- The proposed "housing development project" will negatively impact existing residential or commercial parking that is located within one-half mile of the project. The state defines a housing development project as either:
  - A 100% residential development; or
  - Mixed-use development where at least two-thirds of the project is designed for residential use; or
  - Project includes [transitional housing](#) or [supportive housing](#).

The city exemption determination must be supported by a preponderance of the evidence in the record showing that not imposing or enforcing minimum parking standards would have a substantially negative impact on the above

referenced development. The exemption finding must be made by the city within 30 days following receipt of a completed application.

## EXCEPTIONS TO THE EXEMPTIONS

Government Code §65863.2(c) provides a list of specific project types that are not subject to the above exemption provisions. In other words, the city cannot impose minimum parking standards on the following housing development projects, irrespective of whether the above discussed exemption findings can be made.

- The housing development project contains fewer than 20 housing units.
- The housing development project dedicates a minimum of 20% of the total housing units to very low-, low-, or moderate-income households, students, elderly, or persons with disabilities.
- The housing development project is subject to parking reductions based on the provisions of any other applicable law. As an example, the proposed development is a density bonus project, which offers reduced parking standards for development projects. Please refer to [IB-112](#) for more on density bonus law.



## PARKING SPACES PROVIDED VOLUNTARILY

When a project voluntarily provides parking, the city is limited to only imposing the following parking requirements:

- The city may require that the voluntary parking spaces meet minimum location and design standards.
- If a project voluntarily provides parking spaces, the city can require that the spaces be available to the public.

- If a project voluntarily provides parking spaces, the city can require that a parking fee be charged to residents or customers for use. Conversely, the city cannot require that the voluntarily provided parking spaces be offered to the residents or customers free of charge.



## YOUR OPTIONS FOR SERVICE

Questions pertaining to this state law, please contact the Planning Division at 442-339-2600 or via email at [Planning@CarlsbadCA.gov](mailto:Planning@CarlsbadCA.gov).



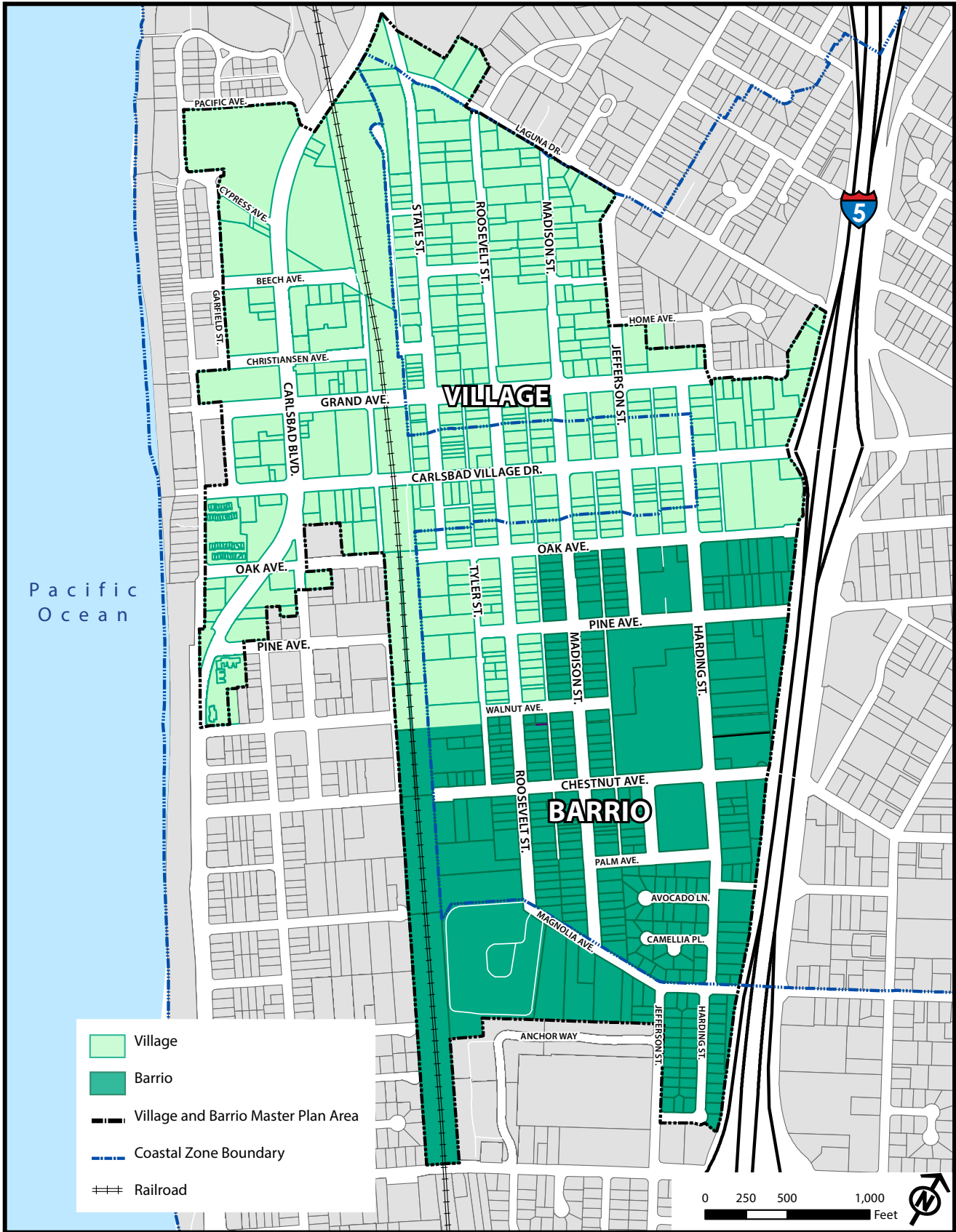


## Half Mile Radius

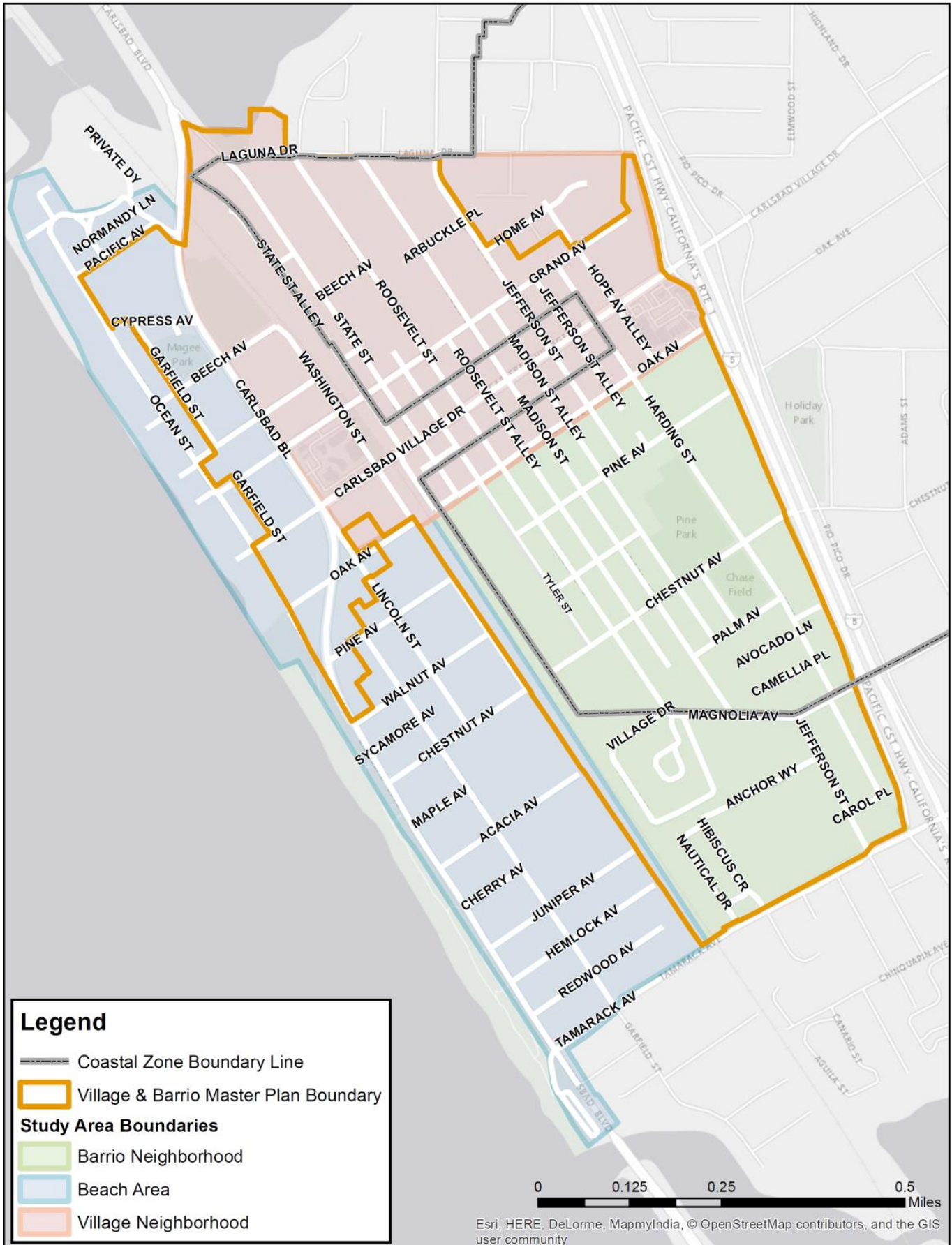
**AB 2097**



Village & Barrio Master Plan Area



Village Barrio and Beach Area Parking Management Plan Area





## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Sheila Cobian, Legislative & Constituent Services Director  
sheila.cobian@carlsbadca.gov, 442-339-2917

**Subject:** Adoption of Ordinance Nos. CS-465 and CS-466 2021-2029 Housing Element Rezoning Program

**Districts:** All

### Recommended Action

Adoption of the following:

1. "Ordinance No. CS-465, an Ordinance of the City Council of the City of Carlsbad, California, amending the Zoning Ordinance and Zoning Map, Title 21 of the Carlsbad Municipal Code, to implement portions of objectives b, c, and d of Housing Element Program 1.1 (provide adequate sites to accommodate the Regional Housing Needs Assessment (RHNA)), and objective b of Housing Element Program 1.3 (Alternative Housing) for Map 1 (All Sites except sites 8 and 15, which are removed)"
2. "Ordinance No. CS-466, an Ordinance of the City Council of the City of Carlsbad, California, approving amendments to the Bressi Ranch Master Plan, Fenton Carlsbad Center Specific Plan, Green Valley Master Plan, North County Plaza Specific Plan, and Westfield Carlsbad Specific Plan to implement portions of objectives b, c, and d of Housing Element Program 1.1 (provide adequate sites to accommodate the Regional Housing Needs Assessment (RHNA)), and objective b of Housing Element Program 1.3 (Alternative Housing)"

### Executive Summary

The City Council is being asked to adopt Ordinance Nos. CS-465 and CS-466.

- Ordinance No. CS-465 amends the Zoning Ordinance and Zoning Map, Title 21 of the Carlsbad Municipal Code, to implement portions of the city's Housing Element programs to provide adequate sites to accommodate regional housing needs and provide affordable housing.
- Ordinance No. CS-466 approves amendments to the Bressi Ranch Master Plan, Fenton Carlsbad Specific Plan, Green Valley Master Plan, North County Plaza Specific Plan, and Westfield Carlsbad Specific Plan to ensure consistency with the Zoning Ordinance and Zoning Map amendments.

### **Explanation & Analysis**

Ordinance Nos. CS-465 and CS-466 were introduced and first read at the City Council meeting held on Jan. 30, 2024. On a motion by Mayor Blackburn, seconded by Mayor Pro Tem Bhat-Patel, the City Council voted 5-0 to introduce Ordinance Nos. CS-465 and CS-466 amending the Zoning Ordinance and Zoning Map, Title 21 of the Carlsbad Municipal Code, to implement portions of objectives b, c, and d of Housing Element Program 1.1 and objective b of Housing Element Program 1.3 for Map 1 and amending the Bressi Ranch Master Plan, Fenton Carlsbad Center Specific Plan, Green Valley Master Plan, North County Plaza Specific Plan, and Westfield Carlsbad Specific Plan.

The second reading allows the City Council to adopt the ordinances. The ordinances shall be effective thirty days after their adoption for properties outside the coastal zone. For properties inside the coastal zone, the ordinances shall be effective thirty days after their adoption or upon Coastal Commission approval of LCPA 2022-0015, whichever occurs later.

The City Clerk shall certify the adoption of these ordinances and cause the full text of the ordinances or a summary of the ordinances prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after their adoption.

### **Fiscal Analysis**

There is no direct fiscal impact associated with the recommended action. The requirement to build additional housing units in the city will generate additional revenue; however, the timing and amount of this revenue are difficult to predict, so it will be incorporated into the city's budget on an annual basis.

### **Next Steps**

The City Clerk's Office will have the ordinances, or a summary of the ordinances, published in a newspaper of general circulation within 15 days following adoption of the ordinances.

### **Environmental Evaluation**

A final environmental assessment/program environmental impact report (EIR) (State Clearinghouse No. 2022090339) relative to the Housing Element Implementation and Public Safety Element update has been prepared and the City Council has certified it with the approval of City Council Resolution No. 2024-14. The action before the City Council to adopt implementing ordinances directly related to the project considered in the EIR. This action was evaluated for environmental processing in accordance with the California Environmental Quality Act, (CEQA, Public Resources Code section 21000), and its implementing regulations (the CEQA Guidelines, Article 14 of the California Code of Regulations section 15000). No further environmental documentation is necessary, in accordance with CEQA Guidelines Section 15162(b).

### **Exhibits**

1. Ordinance No. CS-465
2. Ordinance No. CS-466

**ORDINANCE NO. CS-465**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AMENDING THE ZONING ORDINANCE AND ZONING MAP, TITLE 21 OF THE CARLSBAD MUNICIPAL CODE, TO IMPLEMENT PORTIONS OF OBJECTIVES B, C, AND D OF HOUSING ELEMENT PROGRAM 1.1 (PROVIDE ADEQUATE SITES TO ACCOMMODATE THE REGIONAL HOUSING NEEDS ASSESSMENT (RHNA)), AND OBJECTIVE B OF HOUSING ELEMENT PROGRAM 1.3 (ALTERNATIVE HOUSING) FOR MAP 1 (ALL SITES EXCEPT SITES 8 AND 15, WHICH ARE REMOVED)

CASE NAME: HOUSING ELEMENT IMPLEMENTATION AND PUBLIC SAFETY  
ELEMENT UPDATE

CASE NO: ZCA 2022-0004/ZC 2022-0001/LCPA 2022-0015 (PUB 2022-  
0010)

WHEREAS, the City Council adopted an update to the General Plan Housing Element on April 6, 2021; and

WHEREAS, on July 13, 2021, the State Department of Housing and Community Development certified the city's adopted Housing Element as being in substantial compliance consistent with state housing law; and

WHEREAS, the certified Housing Element contains programs, further broken down into objectives, that identify specific actions the city must implement on an ongoing basis or by specific due dates; and

WHEREAS, to implement Housing Element Program 1.1 (Provide Adequate Sites to Accommodate RHNA), and specifically objectives 1.1 b., 1.1 c. and 1.1 d.; and to implement Housing Element Program 1.3 (Alternative Housing), and specifically objective 1.3 b., the City Planner has prepared amendments to the Zoning Ordinance and Zoning Map (Title 21 of the Carlsbad Municipal Code) and to the Local Coastal Program (ZCA 2022-0004/ZC 2022-0001/LCPA 2022-0015) pursuant to Chapter 21.52 of the Carlsbad Municipal Code, Section 30514 of the Public Resources Code, and Section 13551 of California Code of Regulations Title 14, Division 5.5; and

WHEREAS, on October 18, 2023, the Planning Commission held a duly noticed public hearing as prescribed by law to consider ZCA 2022-0004/ZC 2022-0001/LCPA 2022-0015; and

WHEREAS the Planning Commission adopted Planning Commission Resolutions 7498 and 7499 recommending to the City Council that ZCA 2022-0004/ZC 2022-0001/LCPA 2022-0015 be approved; and

WHEREAS, on December 7, 2023, the Airport Land Use Commission reviewed and found that the proposed Zone Code Amendment is conditionally consistent with the adopted McClellan-Palomar Airport Land Use Compatibility Plan; and

WHEREAS the City Council of the City of Carlsbad held a duly noticed public hearing as prescribed by law to consider ZCA 2022-0004/ZC 2022-0001/LCPA 2022-0015; and

WHEREAS at said public hearing, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, the City Council considered all factors, including written public comments, if any, related to ZCA 2022-0004/ZC 2022-0001/LCPA 2022-0015.

NOW, THEREFORE, the City Council of the City of Carlsbad, California, ordains as follows that:

1. The above recitations are true and correct.
2. That the findings of the Planning Commission in Planning Commission Resolution No. 7498 and No. 7499 shall also constitute the findings of the City Council.
3. That Section 21.05.030 of the Carlsbad Municipal Code, being the Zoning Map, and the Local Coastal Program Zoning Map are amended as shown on the maps marked "Exhibit ZC 2022-0001/LCPA 2022-0015" dated October 18, 2023, attached hereto as Attachment A and made a part hereof.
4. That Ordinance CS-432 as adopted by the City Council on September 27, 2022, is pending Coastal Commission review and is incorporated into this ordinance.
5. That Section 21.16.010 A.1. of the Carlsbad Municipal Code is amended to read as follows:

**21.16.010 Intent and purpose.**

- A. The intent and purpose of the R-3 multiple-family residential zone is to:
  1. Implement the R-15 (Residential 11.5-15 du/ac) and R-23 (Residential 19-23 du/ac) land use designations of the Carlsbad general plan; and
  6. That Section 21.18.010 A.1. of the Carlsbad Municipal Code is amended to read as follows:

**21.18.010 Intent and purpose.**

- A. The intent and purpose of the R-P residential-professional zone is to:
  1. Implement the office and related commercial (O), R-15 (Residential 11.5-15 du/ac) and R-23 (Residential 19-23 du/ac) land use designations of the Carlsbad general plan;
  7. That Section 21.22.010 A. 1. of the Carlsbad Municipal Code is amended to read as follows:

**21.22.010 Intent and Purpose.**

- A. The intent and purpose of the R-W residential waterway zone is to:

1. Implement the R-23 (Residential 19-23 du/ac) land use designation of the Carlsbad general plan;
8. That Section 21.24.010 A.1 of the Carlsbad Municipal Code is amended to read as follows:

**21.24.010 Intent and purpose.**

- A. The intent and purpose of the RD-M residential density-multiple zone is to:
1. Implement the R-8 (Residential 4-8 du/ac), R-15 (Residential 11.5-15 du/ac), R-23 (Residential 19-23 du/ac), R-30 (Residential 26.5-30 du/ac), R-35 (Residential 32.5-35 du/ac) and R-40 (Residential 37.5-40 du/ac) land use designations of the Carlsbad general plan; and
  9. That the following use listings from Table A of Section 21.24.020 of the Carlsbad Municipal Code are amended to read as follows:

Use	P	CUP	Acc
Dwelling, one-family (see notes 2, 3 and 7 below) (defined: Section 21.04.125)	X		
Dwelling, two-family (see note 7 below; defined: Section 21.04.130)	X		
Dwelling, multiple-family (see note 7 below; if the multiple-family dwelling is not subject to note 7, it shall be subject to Section 21.53.120 if more than 4 units are proposed; defined: Section 21.04.135)	X		

10. That the notes following Table A of Section 21.24.020 of the Carlsbad Municipal Code are amended to read as follows by the revision of note 3 and the addition of note 7.

**Notes:**

3. Within the R-15, R-23, and R-30 land use designations, one-family dwellings are permitted when developed as two or more detached units on one lot provided the minimum density of the designation can be attained. In the R-35 and R-40 land use designations, one family dwellings are not permitted. Also, a single one-family dwelling shall be permitted on any legal lot that existed as of October 28, 2004, and which is designated and zoned for residential use, unless the lot has been rezoned by the City Council to meet RHNA requirements as detailed in the programs of the Housing Element, in which case it shall meet the minimum density of the designation. Any proposal to subdivide land or construct more than one dwelling shall be subject to the density and intent of the underlying residential land use designation.
7. Housing developments that contain a minimum of 20 percent affordability to lower-income households as required by Government Code section 65583(c)(1) and 65583.2(h) and that are on specific sites rezoned by the City Council to meet RHNA requirements as detailed in the programs of the Housing Element shall be permitted “by right” as that term is defined in Government Code Section 65583.2(h) and shall be subject to the mitigation measures of Supplemental Environmental Impact Report EIR 2022-0007, certified by City Council Resolution 202X-XXX.

11. That Section 21.24.030 of the Carlsbad Municipal Code is amended to read as follows:

**21.24.030 Building Height**

No building shall exceed a height of thirty-five feet. When the RD-M zone implements the R-35 and R-40 land use designations, no building shall exceed a height of forty-five feet. In all designations RD-M implements, protrusions may exceed the maximum heights permitted as described in Section 21.46.020.

12. That Section 21.24.040 of the Carlsbad Municipal Code is amended to read as follows:

**21.24.040 Front yard.**

Every lot shall have a front yard of not less than ten feet in depth. However, a front yard of not less than twenty feet in depth shall be provided to carport or garage openings that face onto the front yard.

13. That Section 21.24.050 of the Carlsbad Municipal Code is amended to read as follows:

**21.24.050 Side yard.**

A. Every lot shall have a side yard as follows:

1. Interior lots shall have a side yard on each side of the lot of not less than five feet in width;
2. Corner lots and reversed corner lots shall have side yards as follows:
  - a. On the side lot line which adjoins another lot, the side yard shall be the same as that required on an interior lot, and
  - b. On any side of a lot which is adjacent to a street, the side yard shall be ten feet.

14. That Section 21.24.080 of the Carlsbad Municipal Code is amended to read as follows:

**21.24.080 Yards—Structures over thirty-five feet in height.**

The above specified yard requirements apply only to those structures up to a height of thirty-five feet and to those structures when the RD-M Zone implements the R-35 and R-40 land use designations. For any other structure which has had its height increased by approval of a specific plan, the yards shall be increased at a ratio of one and one-half additional foot horizontally, for each eight feet of vertical construction. (Ord. NS-718 § 14, 2004)

15. That Section 21.24.100 B. of the Carlsbad Municipal Code is amended to read as follows:

**21.24.100 Lot area.**

- B. The minimum lot area of a lot in the RD-M zone, when the zone implements the R-15, or R-23, R-30, R-35 or R-40 land use designations, shall not be less than ten thousand square feet, except that the joining of two smaller lots shall be permitted although their total area does not equal the required lot area. (Ord. NS-718 § 14, 2004)

16. That Section 21.24.110 of the Carlsbad Municipal Code is amended to read as follows:

**21.24.110 Lot coverage.**

All buildings, including accessory buildings and structures, shall cover no more of the lot than sixty percent. In the R-35 and R-40 land use designations, all buildings, including accessory buildings and structures, shall cover no more than seventy-five percent of the lot.

17. That Table A of Section 21.45.040 of the Carlsbad Municipal Code is amended to reflect the renumbering of notes in Table A and in the note list following the table due to the addition of note 5:

Zone	Residential Use	
	One-Family Dwelling or Twin-Home on Small Lots (one unit per lot)	Condominium Project
R-1	(1) or (4)	One-family dwellings - (3) or (4)
		Two-family dwellings - (1) or (4)
		Multiple-family dwellings - (4)
R-2	P	One-family or two-family dwellings - P
		Multiple-family dwellings - (2) or (4)
R-3	P	P
RD-M	P(5)	P
R-W	X	P
R-P	(6)	(7)
RMHP	P	P
P-C	(8)	(8)
V-B	(9)	(9)
Accessory Uses	(10)	(10)

**Notes:**

- (1) Permitted when the project site is contiguous to a higher intensity land use designation or zone, or an existing project of comparable or higher density.
- (2) Permitted when the proposed project site is contiguous to a lot or lots zone R-3, R-T, R-P, C-1, C-2, C-M or M, but in no case shall the project site consist of more than one lot nor be more than 90 feet in width, whichever is less.
- (3) Permitted when developed as two or more detached units on one lot.

- (4) Permitted when the project site contains sensitive biological resources as identified in the Carlsbad Habitat Management Plan. In the case of a condominium project, attached or detached units may be permitted when the site contains sensitive biological resources.
- (5) One-family dwellings or twin-homes on small lots (one unit per lot) are not permitted in the RD-M Zone when it implements the R-35 or R-40 land use designation.
- (6) Permitted when the R-P zone implements the R-15 land use designation.
- (7) Permitted when the R-P zone implements the R-15 or R-23 land use designations.
- (8) Permitted uses shall be consistent with the master plan.
- (9) Refer to the Village and Barrio master plan for permitted uses.
- (10) Refer to Table F for permitted accessory uses.

18. That the text in reference number rows “C.9” and “C.12” of Table C of Section 21.45.060 of the Carlsbad Municipal Code is amended to reflect the updated General Plan designations:

REF. NO.	SUBJECT	DEVELOPMENT STANDARD		
C.9	Community Recreational Space <sup>(1)</sup>	Community recreational space shall be provided for all projects of 11 or more dwelling units, as follows:		
		Minimum community recreational space required	Project is NOT within R-23, R-30, R-35 or R-40 general plan designations	200 square feet per unit
			Project IS within R-23, R-30, R-35 or R-40 general plan designation	150 square feet per unit
		Projects with 11 to 25 dwelling units	Community recreational space shall be provided as either (or both) passive or active recreation facilities.	
C.12	Recreational Vehicle (RV) Storage <sup>(1)</sup>	Required for projects with 100 or more units, or a master or specific plan with 100 or more planned development units. Exception: RV storage is not required for projects located within the R-15, R-23, R-30, R-35 or R-40 land use designations.		
		20 square feet per unit, not to include area required for driveways and approaches.		
		Developments located within master plans or residential specific plans may have this requirement met by the common RV storage area provided by the master plan or residential specific plan.		
		RV storage areas shall be designed to accommodate recreational vehicles of various sizes (i.e. motorhomes, campers, boats, personal watercraft, etc.).		
		The storage of recreational vehicles shall be prohibited in the front yard setback and on any public or private streets or any other area visible to the public. A		

		provision containing this restriction shall be included in the covenants, conditions and restrictions for the project. All RV storage areas shall be screened from adjacent residences and public rights-of-way by a view-obscuring wall and landscaping.
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19. That the text in reference number rows “E.4,” “E.5,” “E.7,” and “E.8” of Table E of Section 21.45.080 of the Carlsbad Municipal Code is amended to reflect the updated General Plan designations:

REF. NO.	SUBJECT	DEVELOPMENT STANDARD		
E.4	Maximum Building Height	Same as required by the underlying zone, and not to exceed three stories <sup>(1), (7)</sup>		
		Projects within the R-23 and R-30 general plan designations <sup>(1), (7)</sup>	40 feet, if roof pitch is 3:12 or greater	
			35 feet, if roof pitch is less than 3:12	
		Projects within the R-35 and R-40 designations <sup>(7)</sup>	Building height shall not exceed three stories	
			45 feet, if roof pitch is 3:12 or greater	
			40 feet, if roof pitch is less than 3:12	
E.5	Minimum Building Setbacks	From a private or public street <sup>(2), (3)</sup>	Residential structure	10 feet
			Direct entry garage	20 feet
		From a drive-aisle <sup>(4)</sup>	Residential structure (except as specified below)	5 feet, fully landscaped (walkways providing access to dwelling entryways may be located within required landscaped area)
			Residential structure directly above a garage	0 feet when projecting over the front of a garage.
			Garage	3 feet
				Garages facing directly onto a drive-aisle shall be equipped with an automatic garage door opener.
				0 feet (residential structure and garage)

			Projects of 25 units or less within the R-15, R-23, R-30, R-35, and R-40 general plan designations	Garages facing directly onto a drive-aisle shall be equipped with an automatic garage door opener.
			Balconies/decks (unenclosed and uncovered)	0 feet May cantilever over a drive-aisle, provided the balcony/deck does not impede access and complies with all other applicable requirements, such as: <ul style="list-style-type: none"> <li>• Setbacks from property lines</li> <li>• Building separation</li> <li>• Fire and Engineering Department requirements</li> </ul>
		From the perimeter property lines of the project site (not adjacent to a public/private street)	The building setback from an interior side or rear perimeter property line shall be the same as required by the underlying zone for an interior side or rear yard setback.	
<b>E.7</b>	Resident Parking <sup>(6)</sup>	All dwelling types	If a project is located within the R-23, R-30, R-35 or R-40 general plan designations, resident parking shall be provided as specified below, and may also be provided as follows: <ul style="list-style-type: none"> <li>• 25% of the units in the project may include a tandem two-car garage (minimum 12 feet × 40 feet).</li> <li>• Calculations for this provision resulting in a fractional unit may be rounded up to the next whole number.</li> </ul>	
		One-family and two-family dwellings	2 spaces per unit, provided as either: <ul style="list-style-type: none"> <li>• a two-car garage (minimum 20 feet × 20 feet), or</li> <li>• 2 separate one-car garages (minimum 12 feet × 20 feet each)</li> <li>• In the R-W Zone, the 2 required parking spaces may be provided as 1 covered space and 1 uncovered space<sup>(5)</sup></li> </ul>	
		Multiple-family dwellings	Studio and one-bedroom units	1.5 spaces per unit, 1 of which must be covered <sup>(5)</sup> When calculating the required number of parking spaces, if the calculation results in a fractional parking space, the required number of parking spaces shall always be

				rounded up to the nearest whole number.	
			Units with two or more bedrooms	2 spaces per unit, provided as either: <ul style="list-style-type: none"><li>• a one-car garage (12 feet × 20 feet) and 1 covered or uncovered space; or<sup>(5)</sup></li><li>• a two-car garage (minimum 20 feet × 20 feet), or</li><li>• 2 separate one-car garages (minimum 12 feet × 20 feet each)</li><li>• In the R-W Zone and the Beach Area Overlay Zone, the 2 required parking spaces may be provided as 1 covered space and 1 uncovered space<sup>(5)</sup></li></ul>	
				Required parking may be provided within an enclosed parking garage with multiple, open parking spaces, subject to the following: <ul style="list-style-type: none"><li>• Each parking space shall maintain a standard stall size of 8.5 feet by 20 feet, exclusive of supporting columns; and</li><li>• A backup distance of 24 feet shall be maintained in addition to a minimum 5 feet turning bump-out located at the end of any stall series.</li></ul>	
				Required resident parking spaces shall be located no more than 150 feet as measured in a logical walking path from the entrance of the units it could be considered to serve.	
<b>E.8</b>	Private Recreational Space	One-family, two-family, and multiple-family dwellings	Required private recreational space shall be designed so as to be functional, usable, and easily accessible from the dwelling it is intended to serve.		
			Required private recreational space shall be located adjacent to the unit the area is intended to serve.		
			Required private recreational space shall not be located within any required front yard setback area, and may not include any driveways, parking areas, storage areas, or common walkways.		
		One-family and two-family dwellings	Minimum total area per unit	Projects not within the R-15, R-23, or R-30 general plan designations	400 square feet
				Projects within the R-15, R-23 or R-30 general plan designations	200 square feet

			May consist of more than one recreational space.				
			May be provided at ground level and/or as a deck/balcony or roof deck.				
			If provided at ground level	Minimum dimension	Not within the R-15, R-23 or R-30 general plan designations	15 feet	
					Within the R-15, R-23 or R-30 general plan designations	10 feet	
				Shall not have a slope gradient greater than 5%.			
				Attached solid patio covers and decks/balconies may project into a required private recreational space, subject to the following:			
				<ul style="list-style-type: none"><li>The depth of the projection shall not exceed 6 feet (measured from the wall of the dwelling that is contiguous to the patio/deck/balcony).</li></ul>			
				<ul style="list-style-type: none"><li>The length of the projection shall not be limited, except as required by any setback or lot coverage standards.</li></ul>			
				Open or lattice-top patio covers may be located within the required private recreation space (provided the patio cover complies with all applicable standards, including the required setbacks).			
				If provided above ground level as a deck/balcony or roof deck	Minimum dimension	6 feet	
			Minimum area		60 square feet		
			Multiple-family dwellings	Minimum total area per unit (patio, porch, or balcony)	60 square feet		
				Minimum dimension of patio, porch or balcony	6 feet		

			Projects of 11 or more units that are within the R-23, R-30, R-35, and R-40 general plan designations may opt to provide an additional 75 square feet of community recreation space per unit (subject to the standards specified in Table C of this chapter), in lieu of providing the per unit private recreational space specified above.
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20. That Section 21.90.045 of the Carlsbad Municipal Code is amended to reflect the addition of text describing growth management control points and that the table titled “Allowed Dwelling Units Per Acre” within Section 21.90.045 is amended with updates to the General Plan Density Ranges:

**21.90.045 Growth management residential control point established.**

In order to ensure that residential development does not exceed those limits established in the general plan, the following growth management control points are established for the residential density ranges of the land use element.

These growth management control points help the city reasonably estimate potential dwelling unit yields for purposes of determining the future public facility needs of new development.

**Allowed Dwelling Units Per Acre**

General Plan Density Ranges	Growth Management Control Point
R 1.5 0—1.5	1.0
R-4 0—4.0	3.2
R-8 4.0—8.0	6.0
R-15 11.5—15.0	11.5
R-23 19.0—23.0	19.0
R-30 26.5—30.0	26.5
R-35 32.5—35	32.5
R-40 37.5—40	37.5

21. That new Section 21.90.200 of the Carlsbad Municipal Code, is added to read as follows:

**21.90.200 State law preemption**

Notwithstanding above sections to the contrary, including but not necessarily limited to sections 21.90.010, 21.90.045, 21.90.180, and 21.90.185, state legislation (SB 166, and SB 330, the Housing Crisis Act of 2019) preempt the city from implementing residential growth management plan caps, residential quadrant limits and residential control points. As a result, the City Council passed Resolution 2021-074 finding that it cannot and will not enforce these residential caps, quadrant limits, and control points.

EFFECTIVE DATE OF THIS ORDINANCE APPLICABLE TO PROPERTIES OUTSIDE THE COASTAL ZONE:

This ordinance shall be effective thirty days after its adoption; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

EFFECTIVE DATE OF THIS ORDINANCE APPLICABLE TO PROPERTIES INSIDE THE COASTAL ZONE:

This ordinance shall be effective thirty days after its adoption or upon Coastal Commission approval of LCPA 2022-0015, whichever occurs later; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the 30th day of January, 2024, and thereafter

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

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CINDIE K. McMAHON, City Attorney

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KEITH BLACKBURN, Mayor

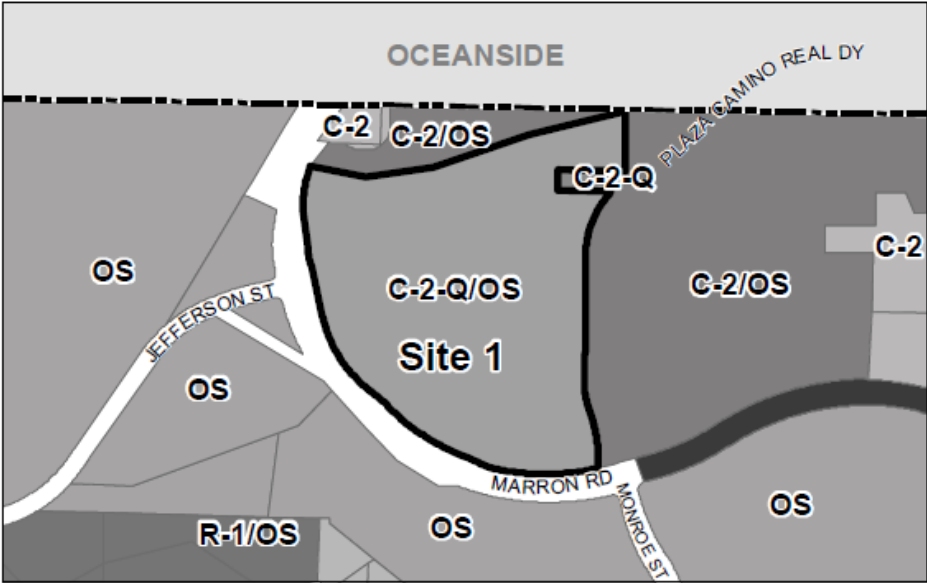
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SHERRY FREISINGER, City Clerk  
(SEAL)

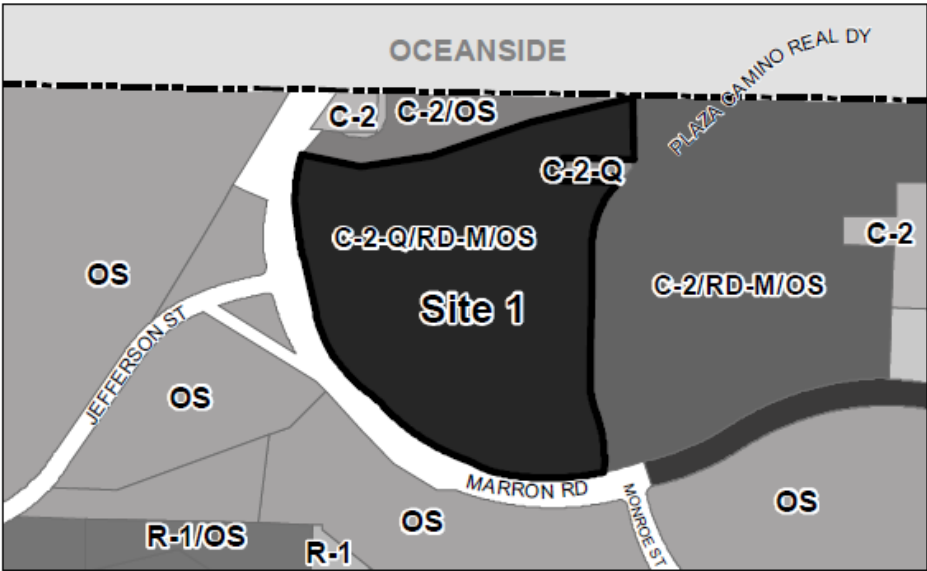
Exhibit “ZC 2022-0001/LCPA 2022-0015”

October 18, 2023

Site 1 – NORTH COUNTY PLAZA



EXISTING



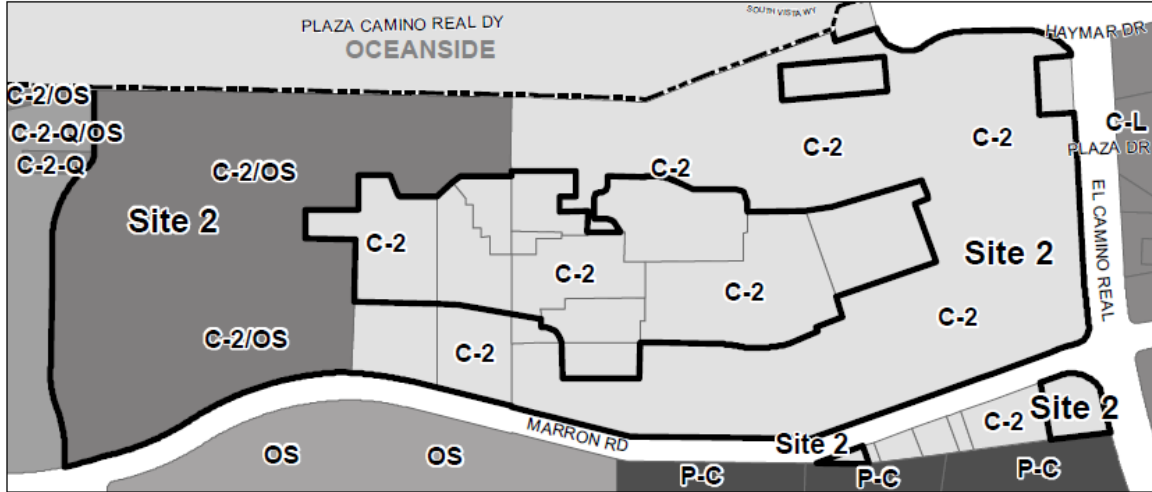
PROPOSED

Zoning Map Designation Change		
Property APN	From:	To:
A. 156-301-16-00	C-2-Q/OS	C-2-Q/RD-M/OS

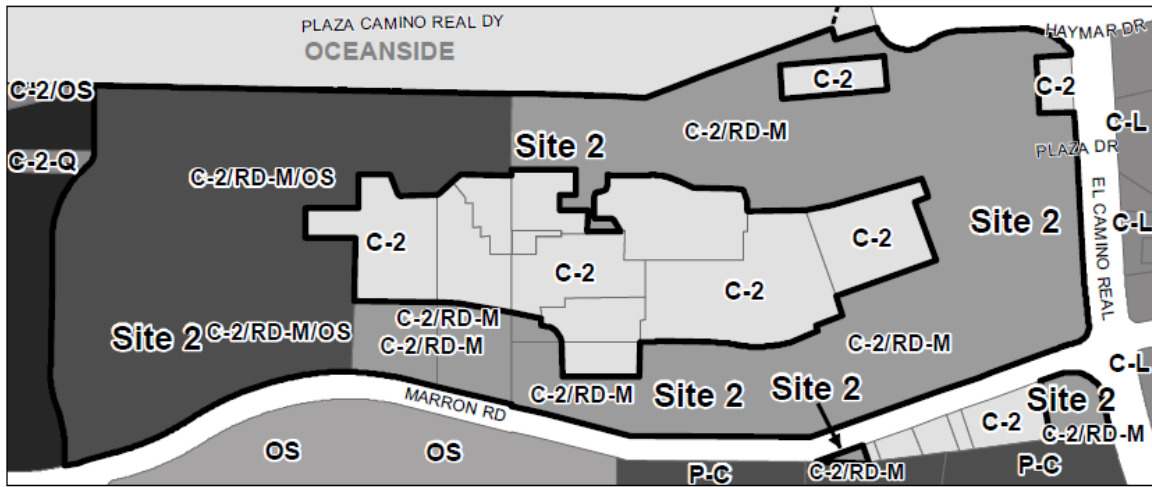
# Exhibit “ZC 2022-0001”

October 18, 2023

## Site 2 – THE SHOPPES AT CARLSBAD PARKING LOT



EXISTING



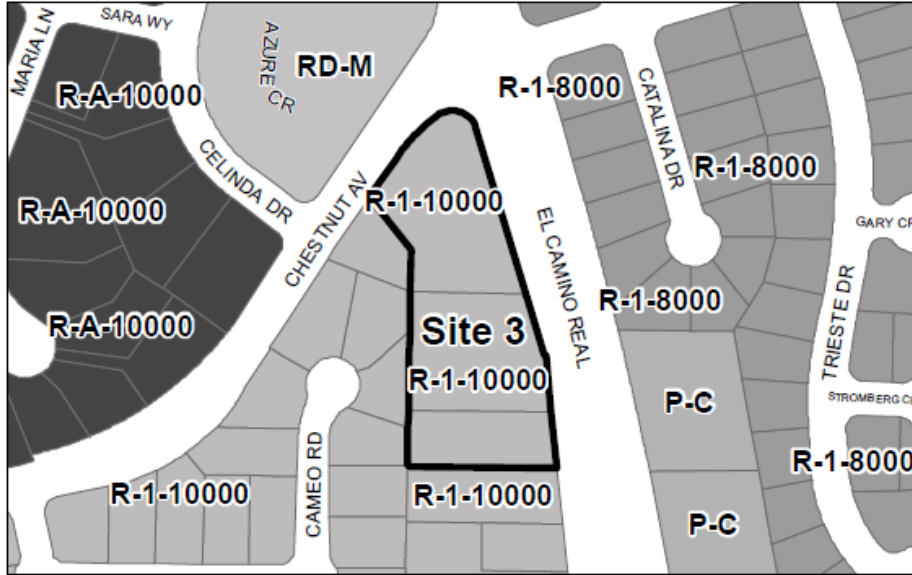
PROPOSED

Zoning Map Designation Change		
Property APN	From:	To:
A. 156-301-11-00	C-2/OS	C-2/RD-M/OS
B. 156-302-14-00	C-2	C-2/RD-M
C. 156-302-35-00	C-2	C-2/RD-M
D. 156-301-06-00	C-2	C-2/RD-M
E. 156-301-01-00	C-2	C-2/RD-M
F. 156-302-23-00	C-2	C-2/RD-M
G. 156-302-17-00	C-2	C-2/RD-M

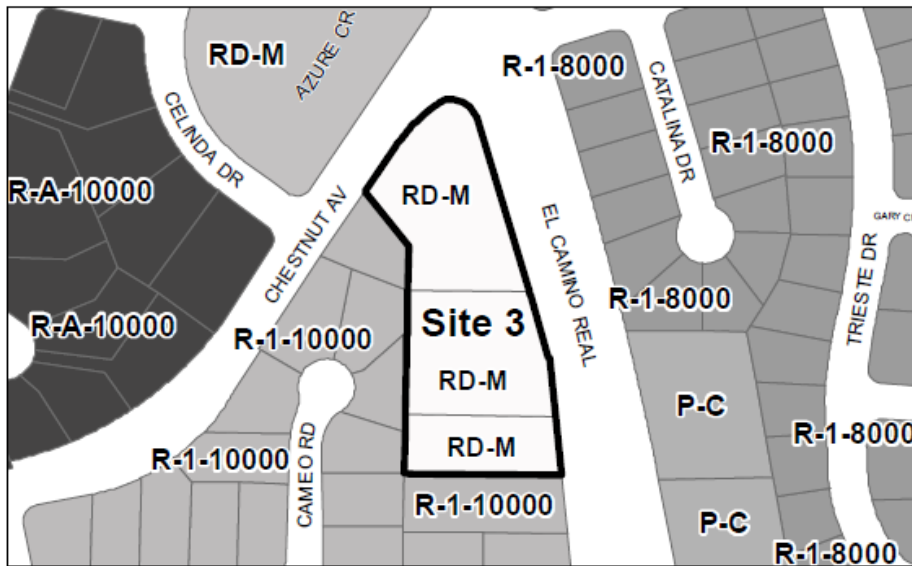
# Exhibit “ZC 2022-0001”

October 18, 2023

## Site 3 – CHESTNUT AT EL CAMINO REAL PARCEL



EXISTING



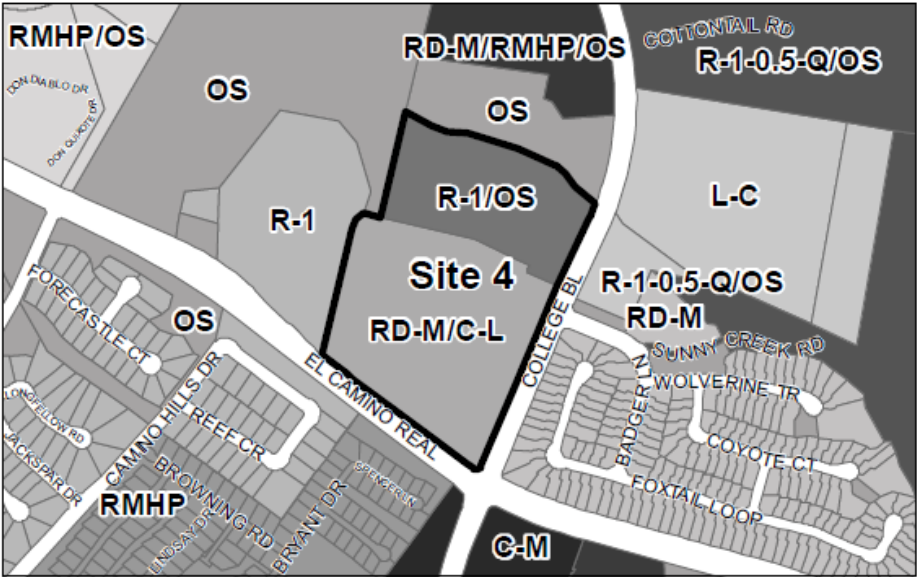
PROPOSED

Zoning Map Designation Change		
Property APN	From:	To:
A. 167-080-34-00	R-1-10000	RD-M
B. 167-080-49-00	R-1-10000	RD-M
C. 167-080-50-00	R-1-10000	RD-M

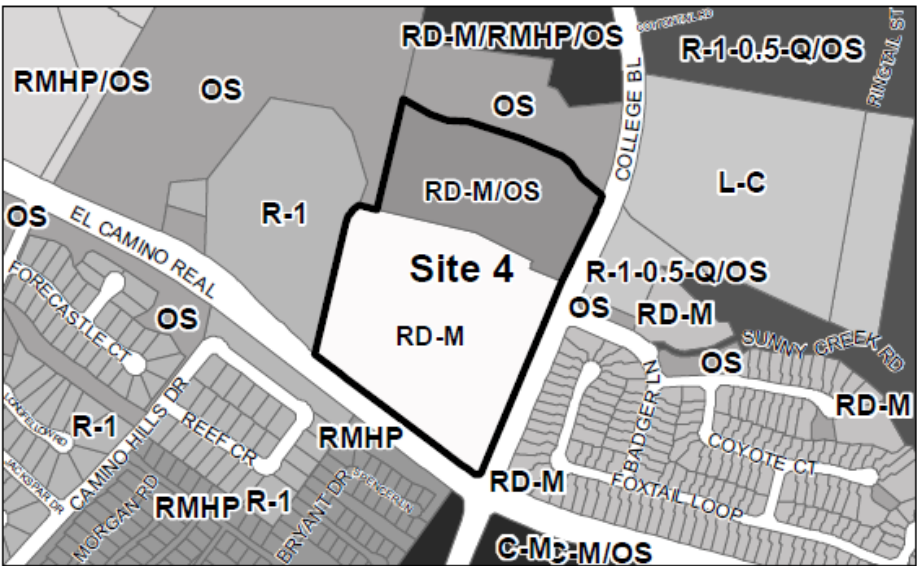
Exhibit “ZC 2022-0001”

October 18, 2023

Site 4 – ZONE 15 CLUSTER



EXISTING



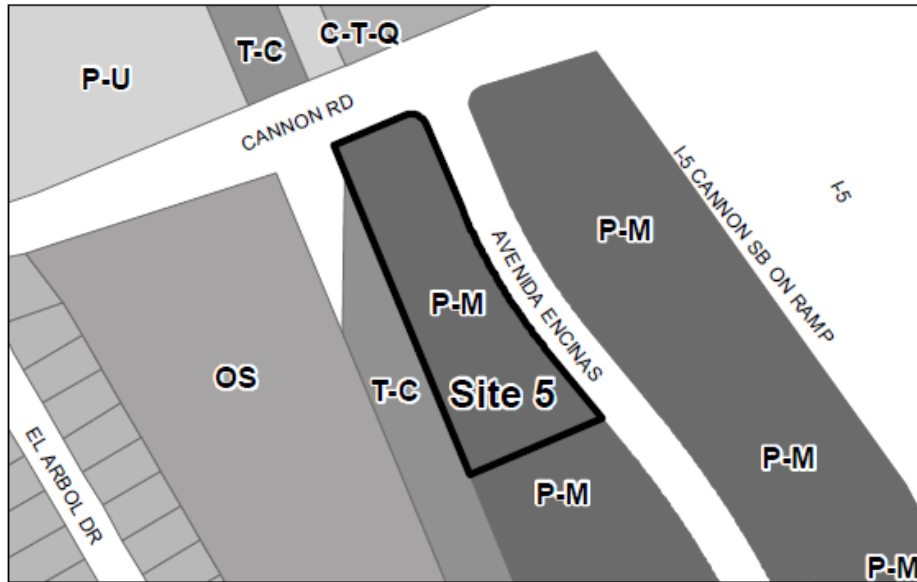
PROPOSED

Zoning Map Designation Change		
Property APN	From:	To:
A. 209-060-72-00	R-1/OS	RD-M/OS
B. 209-090-11-00	RD-M/C-L	RD-M

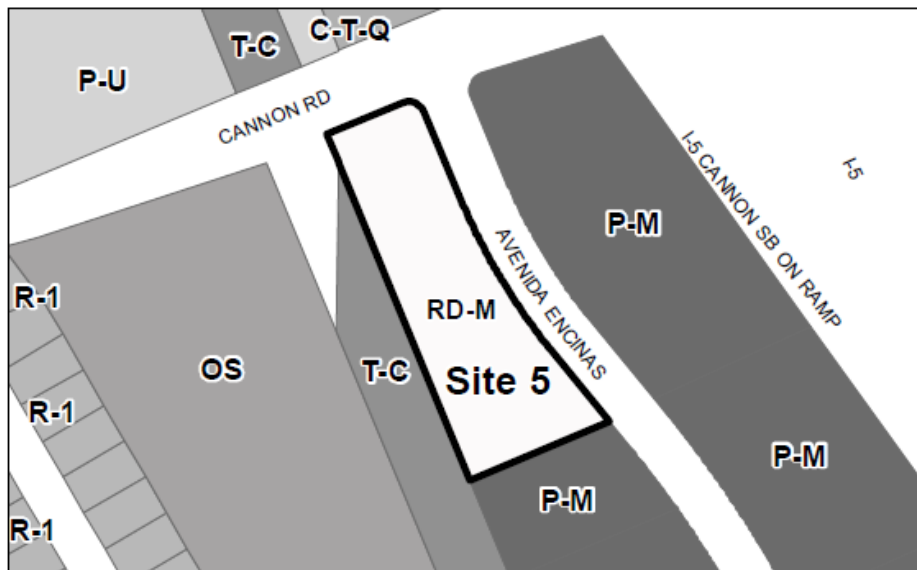
# Exhibit “ZC 2022-0001/LCPA 2022-0015”

October 18, 2023

## Site 5 – AVENIDA ENCINAS CAR STORAGE LOT



EXISTING



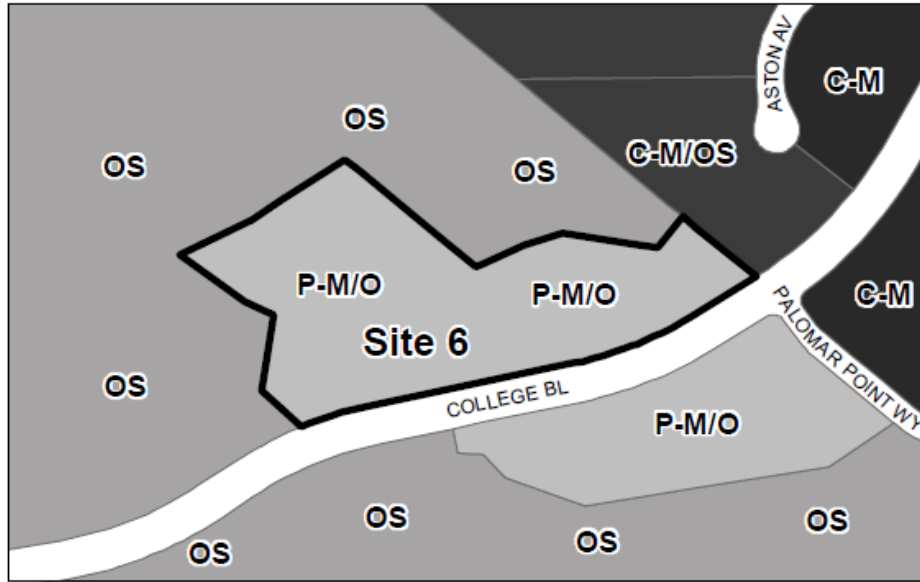
PROPOSED

Zoning Map Designation Change		
Property APN	From:	To:
A. 210-090-24-00	P-M	RD-M

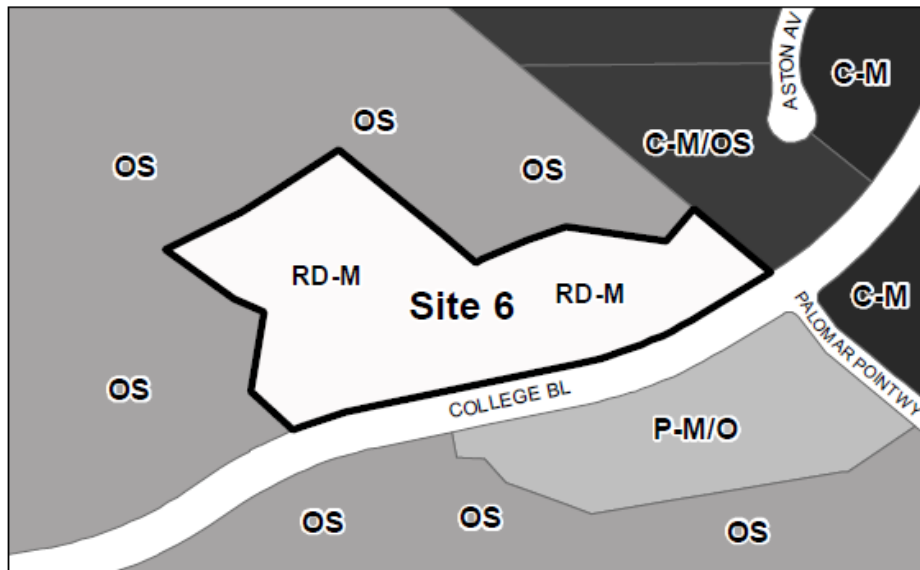
# Exhibit “ZC 2022-0001/LCPA 2022-0015”

October 18, 2023

## Site 6 – CROSSINGS GOLF COURSE LOT 5



EXISTING



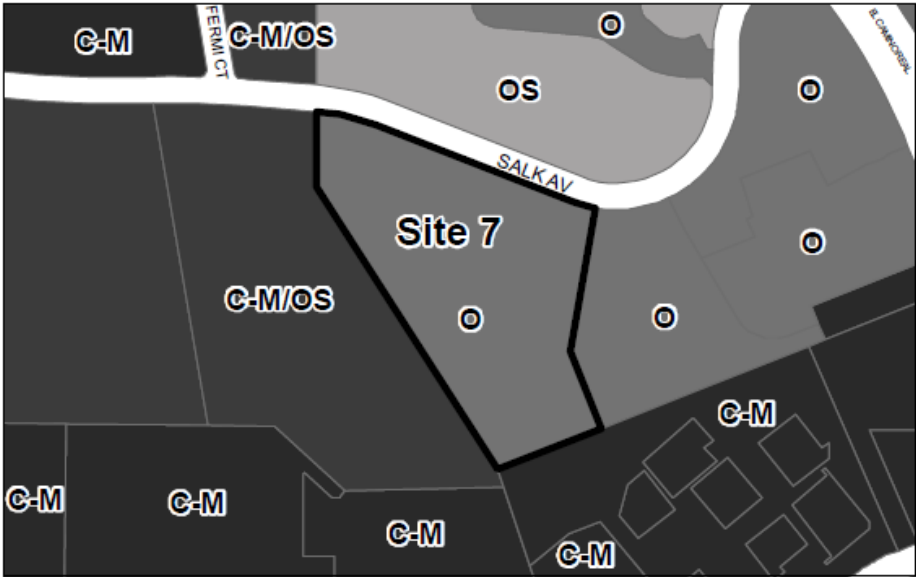
PROPOSED

Zoning Map Designation Change		
Property APN	From:	To:
A. 212-270-05-00	P-M/O	RD-M

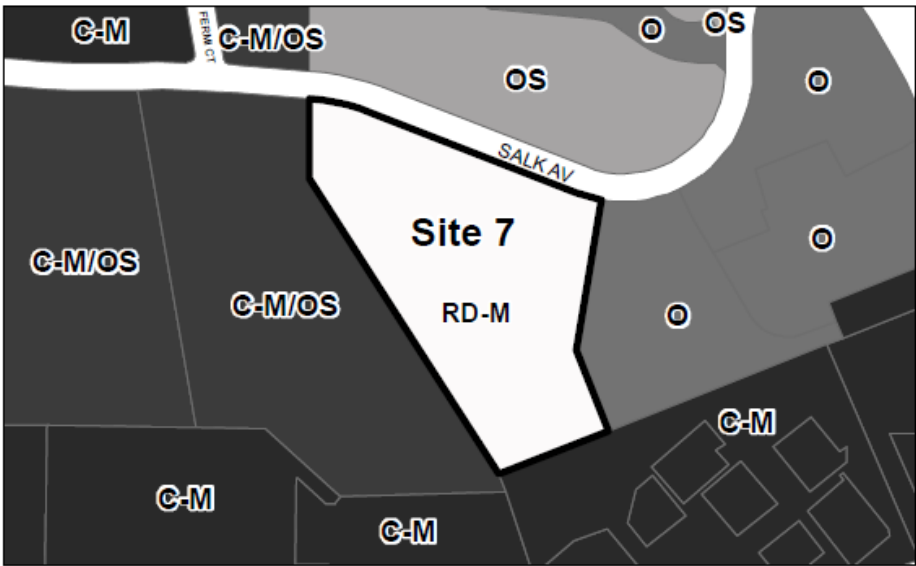
Exhibit “ZC 2022-0001”

October 18, 2023

Site 7 – SALK AVENUE PARCEL



EXISTING



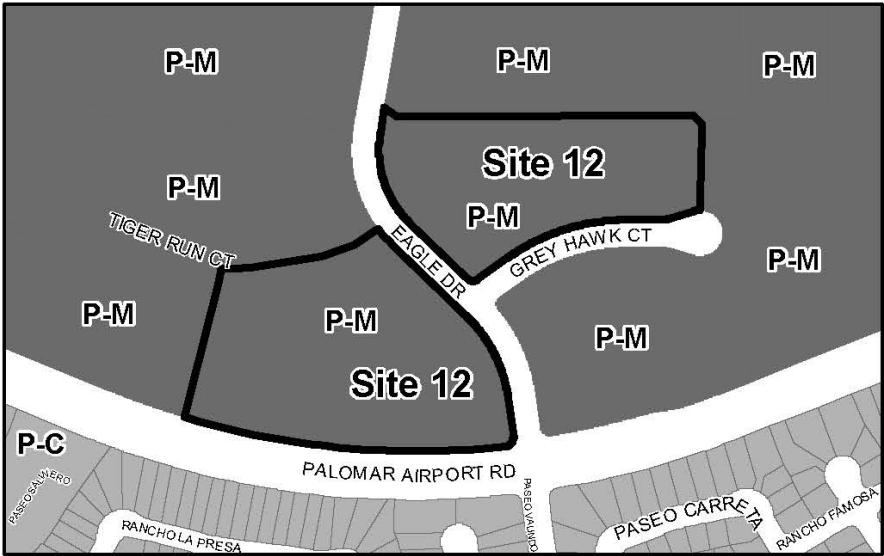
PROPOSED

Zoning Map Designation Change		
Property APN	From:	To:
A. 212-021-04-00	O	RD-M

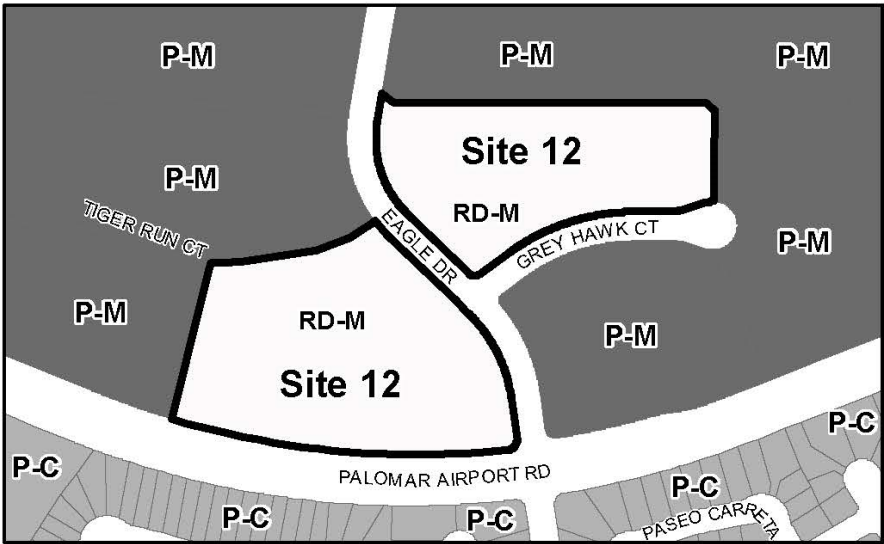
Exhibit “ZC 2022-0001”

October 18, 2023

Site 12 – INDUSTRIAL SITES EAST OF MELROSE DRIVE



EXISTING



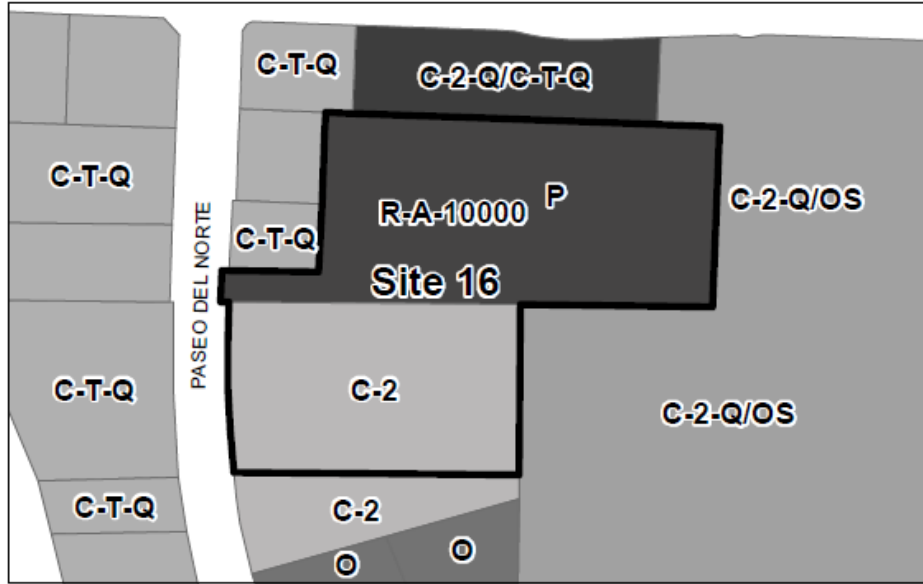
PROPOSED

General Plan Map Designation Change		
Property APN	From:	To:
A. 221-015-08-00	P-M	RD-M
B. 221-014-03-00	P-M	RD-M

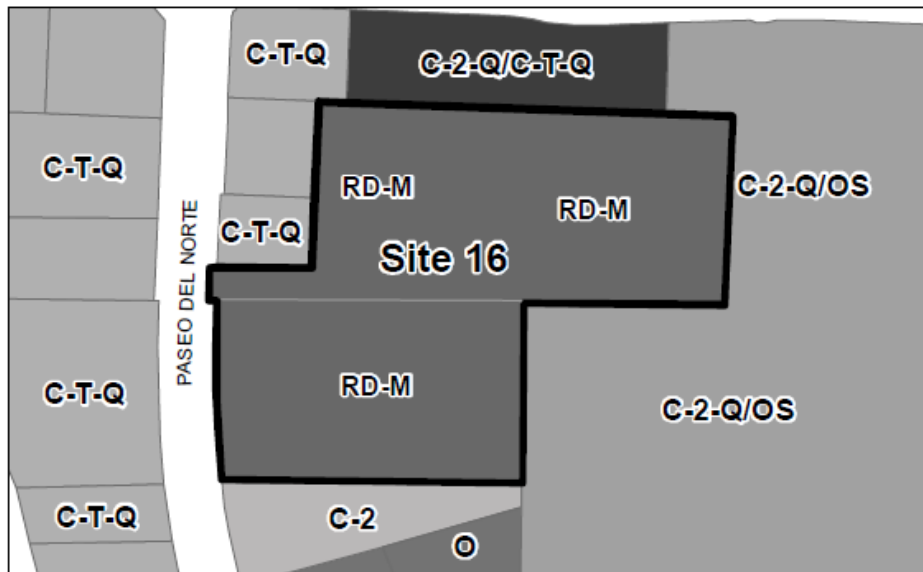
# Exhibit “ZC 2022-0001/LCPA 2022-0015”

October 18, 2023

## Site 16 – CALTRANS MAINTENANCE STATION AND PACIFIC SALES



EXISTING



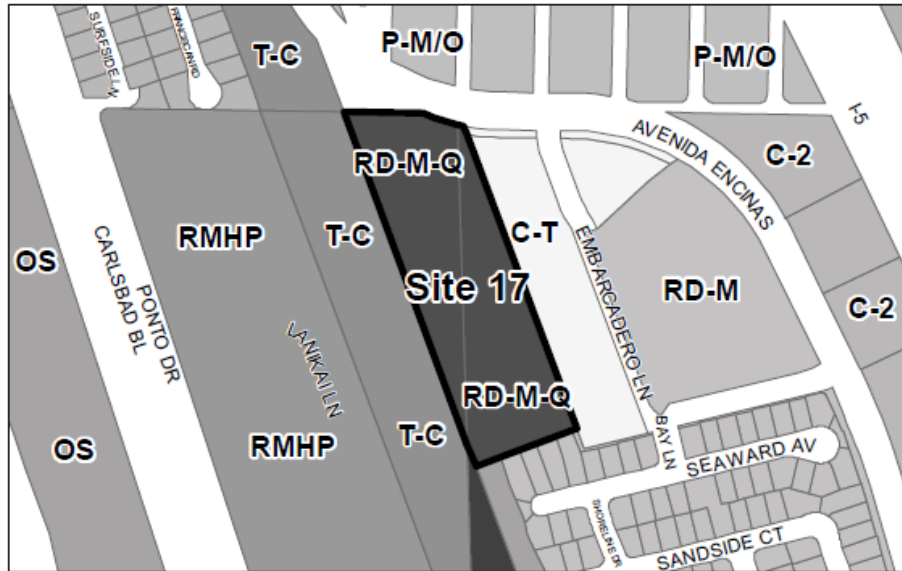
PROPOSED

Zoning Map Designation Change		
Property APN	From:	To:
A. 211-050-08-00	R-A-10000	RD-M
B. 221-050-09-00	C-2	RD-M

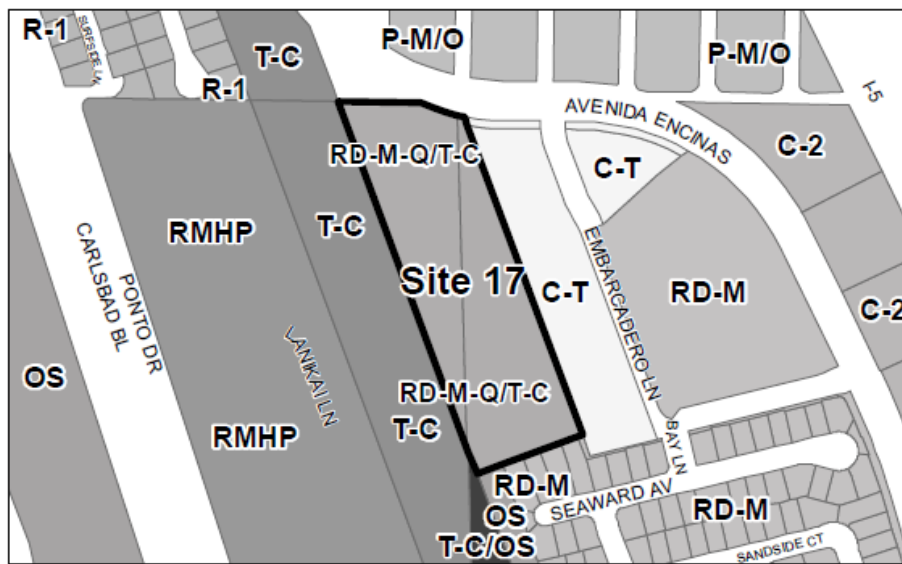
# Exhibit “ZC 2022-0001/LCPA 2022-0015”

October 18, 2023

## Site 17 – NCTD POINTSETTIA COASTER STATION



**EXISTING**



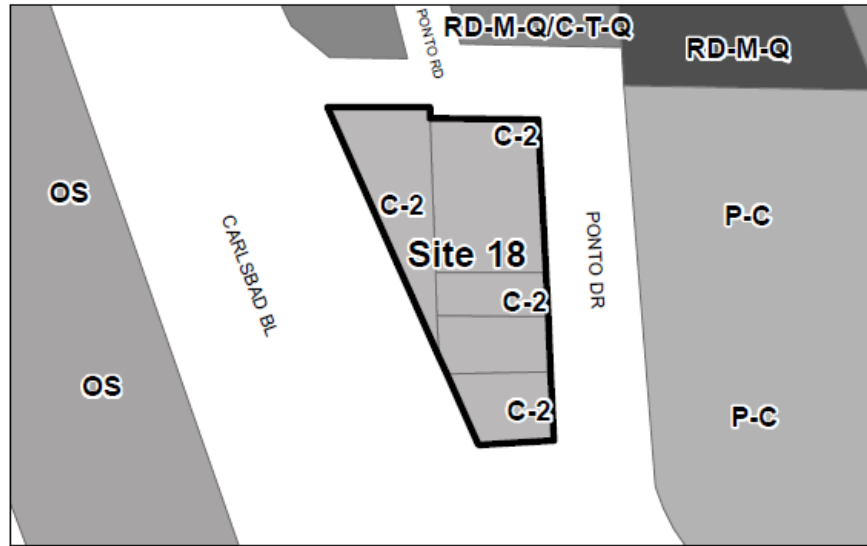
**PROPOSED**

Zoning Map Designation Change		
Property APN	From:	To:
A. 214-150-08-00	RD-M-Q	RD-M-Q/T-C-Q
B. 214-150-20-00	RD-M-Q	RD-M-Q/T-C-Q

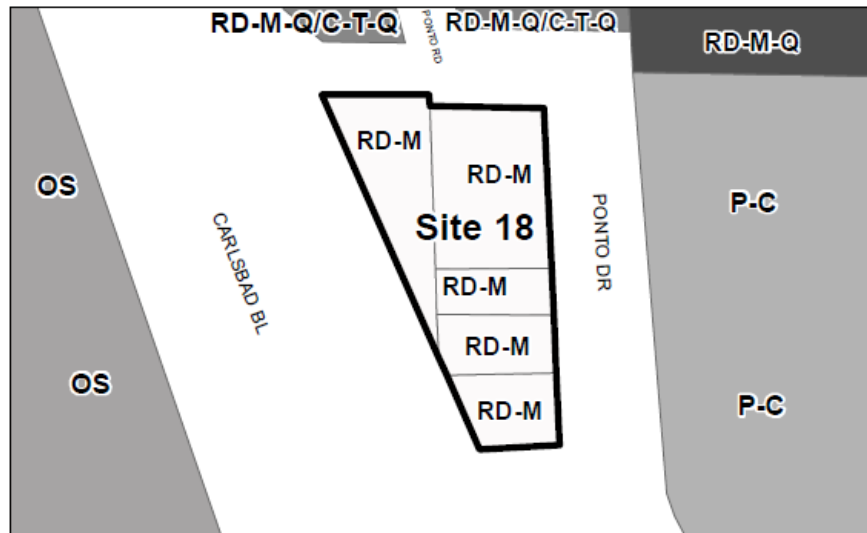
# Exhibit “ZC 2022-0001/LCPA 2022-0015”

October 18, 2023

## Site 18 – NORTH PONTO PARCELS



**EXISTING**



**PROPOSED**

General Plan Map Designation Change		
Property APN	From:	To:
A. 216-010-01-00	C-2	RD-M
B. 216-010-02-00	C-2	RD-M
C. 216-010-03-00	C-2	RD-M
D. 216-010-04-00	C-2	RD-M
E. 216-010-05-00	C-2	RD-M

**ORDINANCE NO. CS-466**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING AMENDMENTS TO THE BRESSI RANCH MASTER PLAN, FENTON CARLSBAD CENTER SPECIFIC PLAN, GREEN VALLEY MASTER PLAN, NORTH COUNTY PLAZA SPECIFIC PLAN, AND WESTFIELD CARLSBAD SPECIFIC PLAN TO IMPLEMENT PORTIONS OF OBJECTIVES B, C, AND D OF HOUSING ELEMENT PROGRAM 1.1 (PROVIDE ADEQUATE SITES TO ACCOMMODATE THE REGIONAL HOUSING NEEDS ASSESSMENT (RHNA)), AND OBJECTIVE B OF HOUSING ELEMENT PROGRAM 1.3 (ALTERNATIVE HOUSING)

CASE NAME: HOUSING ELEMENT IMPLEMENTATION AND PUBLIC SAFETY ELEMENT UPDATE

CASE NO: AMEND 2023-0008/AMEND 2023-0009/AMEND 2023-0010/AMEND 2023-0011/AMEND 2023-0012/LCPA 2022-0015 (PUB 2022-0010)

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WHEREAS, the City Council adopted an update to the General Plan Housing Element on April 6, 2021; and

WHEREAS, on July 13, 2021, the State Department of Housing and Community Development certified the city's adopted Housing Element as being in substantial compliance consistent with state housing law; and

WHEREAS, the certified Housing Element contains programs, further broken down into objectives, that identify specific actions the city must implement on an ongoing basis or by specific due dates; and

WHEREAS, to implement Housing Element Program 1.1 (Provide Adequate Sites to Accommodate RHNA), and specifically objectives 1.1 b., 1.1 c. and 1.1 d.; and to implement Housing Element Program 1.3 (Alternative Housing), and specifically objective 1.3 b., the City Planner has prepared amendments to the Bressi Ranch Master Plan, Fenton Carlsbad Center Specific Plan, Green Valley Master Plan, North County Plaza Specific Plan, and Westfield Carlsbad Specific Plan and to the Local Coastal Program (AMEND 2023-0008/AMEND 2023-0009/AMEND 2023-0010/AMEND 2023-0011/AMEND 2023-0012/LCPA 2022-0015) pursuant to Chapters 21.38, 21.52 and 21.54 of the Carlsbad Municipal Code, Section 30514 of the Public Resources Code, and Section 13551 of California Code of Regulations Title 14, Division 5.5; and

WHEREAS, on October 18, 2023, the Planning Commission held a duly noticed public hearing as prescribed by law to consider AMEND 2023-0008/AMEND 2023-0009/AMEND 2023-0010/AMEND 2023-0011/AMEND 2023-0012/LCPA 2022-0015; and

WHEREAS the Planning Commission adopted Planning Commission Resolution 7499 recommending to the City Council that AMEND 2023-0008/AMEND 2023-0009/AMEND 2023-0010/AMEND 2023-0011/AMEND 2023-0012/LCPA 2022-0015 be approved; and

WHEREAS, as required by state law, a six-week notice of availability was issued for LCPA 2022-0015 from October 13, 2023 to November 24, 2023, and no comments were received; and

WHEREAS, on December 7, 2023, the Airport Land Use Commission reviewed and found that the proposed amendments to the Bressi Ranch Master Plan (AMEND 2023-0008) and Fenton Carlsbad Center Specific Plan (AMEND 2023-0009), both of which are within the Airport Influence Area of the adopted McClellan-Palomar Airport Land Use Compatibility Plan, are conditionally consistent with said plan; and

WHEREAS the City Council of the City of Carlsbad held a duly noticed public hearing as prescribed by law to consider AMEND 2023-0008/AMEND 2023-0009/AMEND 2023-0010/AMEND 2023-0011/AMEND 2023-0012/LCPA 2022-0015; and

WHEREAS at said public hearing, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, the City Council considered all factors, including written public comments, if any, related to AMEND 2023-0008/AMEND 2023-0009/AMEND 2023-0010/AMEND 2023-0011/AMEND 2023-0012/LCPA 2022-0015.

NOW, THEREFORE, the City Council of the City of Carlsbad, California, ordains as follows that:

1. The above recitations are true and correct.
2. That the findings of the Planning Commission in Planning Commission Resolution 7499 shall also constitute the findings of the City Council.
3. That the Bressi Ranch Master Plan, Fenton Carlsbad Center Specific Plan, Green Valley Master Plan, North County Plaza Specific Plan, and Westfield Carlsbad Specific Plan are amended as shown on the attached exhibit "AMEND 2023-0008/AMEND 2023-0009/AMEND 2023-0010/AMEND 2023-0011/AMEND 2023-0012, HOUSING ELEMENT IMPLEMENTATION AND PUBLIC SAFETY ELEMENT UPDATE, PROPOSED MASTER PLAN AND SPECIFIC PLAN AMENDMENTS" dated October 18, 2023, hereto as Attachment A and made a part hereof.

EFFECTIVE DATE OF THIS ORDINANCE APPLICABLE TO PROPERTIES OUTSIDE THE COASTAL ZONE: This ordinance shall be effective thirty days after its adoption; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the

City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

EFFECTIVE DATE OF THIS ORDINANCE APPLICABLE TO PROPERTIES INSIDE THE COASTAL ZONE:

This ordinance shall be effective thirty days after its adoption or upon Coastal Commission approval of LCPA 2022-0015, whichever occurs later; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the  
30th day of January, 2024, and thereafter

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad  
on the \_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

CINDIE K. McMAHON, City Attorney

KEITH BLACKBURN, Mayor

SHERRY FREISINGER, City Clerk  
(SEAL)



## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 06, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Sheila Cobian, Legislative & Constituent Services Director  
sheila.cobian@carlsbadca.gov, 442-339-2917

**Subject:** Adoption of Ordinance No. CS-467 Aura Circle Open Space Designation

**District:** 1

### Recommended Actions

Adopt Ordinance No. CS-467 "An Ordinance of the City Council of the City of Carlsbad, California, amending Section 21.05.030 of the Carlsbad Municipal Code by approving amendments to the Zoning Map and the Local Coastal Program Zoning Map to change zoning from One Family Residential, minimum 8,000 square foot lot size (RR-1-8000) and Open Space (OS) to Open Space (OS) for a 14.58 acre property at the terminus of Aura Circle; and an amendment to the Zoning Map to change zoning from One Family Residential (R-1) to Open Space (OS) for a 3.1-acre property located at 1605 Buena Vista Way."

### Executive Summary

The recommended action would change the land use designations and zoning on the two city-owned properties from residential to open space to reflect the actual uses of the properties.

- One site, acquired in 2020, is an undeveloped hillside property surrounded by homes at the end of Aura Circle and just west of Kelly Drive.
- The other, located southeast of Buena Vista Way and Elmwood Street, is the former site of a water storage reservoir and is now the Buena Vista Reservoir Park.

### Explanation & Analysis

Ordinance No. CS-467 was introduced and first read at the City Council meeting held on Jan. 30, 2024. On a motion by Mayor Pro Tem Bhat-Patel, seconded by Council Member Acosta, the City Council voted 5-0 to introduce Ordinance No. CS-467. The second reading allows the City Council to adopt the ordinance.

### Fiscal Analysis

There is no fiscal impact from the recommended action.

### Next Steps

The City Clerk Services Manager will have the ordinance, or a summary of the ordinance, published in a newspaper of general circulation within 15 days following adoption of the ordinance.

For Aura Circle, since it is in the Coastal Zone, amendments to the Zoning Map will become effective when the California Coastal Commission approves the Local Coastal program Amendment. Staff will apply to the California Coastal Commission for a Local Coastal Program Amendment following the City Council's adoption of the ordinance.

For the Buena Vista Park property, amendments to the Zoning Map will become effective thirty days following adoption of the ordinance.

#### Environmental Evaluation

The City Planner has determined that the project is exempt from the provisions of CEQA, pursuant to CEQA Guidelines Section 15061(B)(3) (General Rule) and City of Carlsbad Municipal Code Chapter 19.04.070(A)(1)(c), which applies to minor municipal code amendments that do not involve physical modifications or lead to physical improvements beyond those typically exempt. A notice of exemption will be filed by the City Planner upon project approval.

#### Exhibits

1. Ordinance No. CS-467

**ORDINANCE NO. CS-467**

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AMENDING SECTION 21.05.030 OF THE CARLSBAD MUNICIPAL CODE BY APPROVING AMENDMENTS TO THE ZONING MAP AND THE LOCAL COASTAL PROGRAM ZONING MAP TO CHANGE ZONING FROM ONE FAMILY RESIDENTIAL, MINIMUM 8,000 SQUARE FOOT LOT SIZE (R-1-8000) AND OPEN SPACE (OS) TO OPEN SPACE (OS) FOR A 14.58 ACRE PROPERTY AT THE TERMINUS OF AURA CIRCLE; AND AN AMENDMENT TO THE ZONING MAP TO CHANGE ZONING FROM ONE FAMILY RESIDENTIAL (R-1) TO OPEN SPACE (OS) FOR A 3.1-ACRE PROPERTY LOCATED AT 1605 BUENA VISTA WAY

CASE NAME: AURA CIRCLE OPEN SPACE AND BUENA VISTA PARK OPEN SPACE  
 CASE NO: ZC 2021-0001/LCPA 2021-0011 (PUB 2021-0002) AND ZC 2021-0002 (PUB 2021-0003)

WHEREAS, the City Planner has prepared amendments to the Zoning Map (Title 21 of the Carlsbad Municipal Code) (ZC 2021-0001 and ZC 2021-0002) and to the Local Coastal Program (LCPA 2021-0011) pursuant to Chapter 21.52 of the Carlsbad Municipal Code, Section 30514 of the Public Resources Code, and Section 13551 of California Code of Regulations Title 14, Division 5.5; and

WHEREAS, the amendments regard two separate properties owned by the City of Carlsbad and described as follows:

Property 1 - APN 207-100-48 ("Aura Circle Open Space"):

**THAT PORTION OF LOT "I" OF RANCHO AGUA HEDIONDA, IN THE CITY OF CARLSBAD, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, ACCORDING TO MAP THEREOF NO. 823, FILED IN THE OFFICE OF THE COUNTY RECORDER OF SAN DIEGO COUNTY, NOVEMBER 16, 1896, DESCRIBED AS FOLLOWS:**

**BEGINNING AT THE NORTHWEST CORNER OF LOT 17, OF LAGUNA RIVIERA UNITY NO. 1, IN THE CITY OF CARLSBAD, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, ACCORDING TO MAP THEREOF NO. 5871, FILED IN THE OFFICE OF THE COUNTY RECORDER OF SAN DIEGO COUNTY, APRIL 21, 1967; THENCE ALONG THE WESTERLY BOUNDARY OF SAID MAP NO 5871 TO THE NORTHEAST CORNER OF LOT 37 OF LAGUNA RIVIERA UNITY NO. 2, IN THE CITY OF CARLSBAD, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, ACCORDING TO MAP THEREOF NO. 6165, FILED IN THE OFFICE OF THE COUNTY RECORDER OF SAN DIEGO COUNTY, AUGUST 8, 1968; THENCE ALONG THE NORTHERLY BOUNDARY OF SAID MAP NO. 6165, TO THE SOUTHEAST CORNER OF LOT 298 OF LAGUNA RIVIERA UNIT NO. 9, IN THE CITY OF CARLSBAD, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, ACCORDING TO MAP THEREOF NO. 7516, FILED IN THE OFFICE OF THE COUNTY RECORDER OF SAN DIEGO COUNTY, DECEMBER**

29, 1972; THENCE ALONG THE EASTERLY BOUNDARY OF SAID MAP NO. 7516 TO THE MOST NORTHERLY CORNER OF LOT 286 OF SAID MAP NO. 7516, BEING ON THE SOUTHERLY LINE OF LOT 131 OF CARLSBAD TRACT NO. 76-15, UNIT 3 (PALISADES POINT), IN THE CITY OF CARLSBAD, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, ACCORDING TO MAP THEREOF NO. 10579 TO THE MOST SOUTHERLY CORNER OF CARLSBAD TRACT NO. 73-8 (CARLSBAD PALISADES) UNIT NO. 1, IN THE CITY OF CARLSBAD, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, ACCORDING TO MAP THEREOF NO. 8039, FILLED IN THE OFFICE OF THE COUNTY RECORDER OF SAN DIEGO COUNTY, NOVEMBER 6, 1974; THENCE NORTHEASTERLY ALONG SAID NORTHEASTERLY LINE OF SAID MAP NO. 8039 TO THE POINT OF BEGINNING.

Property 2 – APN 156-200-16 (“Buena Vista Park Open Space”):

**THAT PORTION OF TRACT NUMBER ONE TWENTY-ONE (121) CARLSBAD LANDS AS SHOWN ON MAP THEREOF NUMBER 1661 ON RECORD IN THE OFFICE OF THE RECORDER OF SAN DIEGO COUNTY BOUNDED BY A LINE DESCRIBED AS FOLLOWS, TO-WIT:**

**BEGINNING AT THE MOST NORTHWESTERLY CORNER OF SAID TRACT NUMBER ONE TWENTY-ONE (121) AND RUNNING THENCE SOUTH EIGHTY-NINE DEGREES FIVE MINUTES (89 05’) EAST FIVE HUNDRED TWO (502.0) FEET TO A POINT; THENCE SOUTH TWENTY-THREE DEGREES FOUR MINUTES (23 04’) EAST FOUR HUNDRED THIRTY-FOUR AND FIFTY-EIGHT HUNDREDTHS (434.58) FEET TO A POINT; THEN SOUTH FIFTY-FIVE DEGREES TWENTY-SEVEN MINUTES (55 27’) WEST TWO HUNDRED FEET (200) TO A POINT: THENCE NORTH THIRTY-FOUR DEGREES THIRTY-THREE MINUTES (34 33’) WEST FIVE HUNDRED NINETY-FIVE AND THIRTY-FOUR HUNDREDTHS (596.34) FEET TO A POINT: THENCE NORTH EIGHTY-NINE DEGREES FIVE MINUTES (89 05’) WEST, ONE HUNDRED SIXTY-NINE AND FORTY-TWO HUNDREDTHS (169.42) FEET TO A POINT: THENCE NORTH NO DEGREES FIFTY-MINUTES (0 52’) WEST TWENTY-EIGHT AND TWENTY-FIVE HUNDREDTHS (28.25) FEET TO THE POINT OF BEGINNING; and**

WHEREAS, on Oct. 20, 2021, the Planning Commission held a duly noticed public hearing as prescribed by law to consider ZC 2021-0001/LCPA 2021-0011 and ZC 2021-0002; and

WHEREAS the Planning Commission adopted Planning Commission Resolutions 7428 and 7429 recommending to the City Council that ZC 2021-0001/LCPA 2021-0011 and ZC 2021-0002 be approved; and

WHEREAS, the City Council held a duly noticed public hearing as prescribed by law to consider said request; and

WHEREAS, at said public hearing, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, said City Council considered all factors relating to the “ZC 2021-0001/LCPA 2021-0011 – Aura Circle Open Space” and “ZC 2021-0002 - Buena Vista Park Open Space.”

NOW, THEREFORE, the City Council of the City of Carlsbad, California, does ordain as follows that:

1. The above recitations are true and correct.
2. Section 21.05.030 of the Carlsbad Municipal Code, being the Zoning Map and the Local Coastal Program Zoning Map, is amended as shown on the maps marked “Exhibit ZC 2021-0001 – Aura Circle Open Space,” dated March 1, 2021, “Exhibit LCPA 2021-0011 – Aura Circle Open Space”, dated March 1, 2021, and “Exhibit ZC 2021-0002 - Buena Vista Park Open Space” also dated March 1, 2021, all of which are attached hereto as Attachment A and made a part hereof.
3. The findings and conditions of the Planning Commission in Planning Commission Resolutions 7428 and 7429 shall also constitute the findings and conditions of the City Council.

EFFECTIVE DATE: This ordinance shall be effective thirty days after its adoption, and the City Clerk shall certify to the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption. Notwithstanding the preceding, ZC 2021-0001 and LCPA 2021-0011 – Aura Circle Open Space shall not be effective until approved by the California Coastal Commission. This restriction does not apply to ZC 2021-0002 - Buena Vista Park Open Space.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the 30th day of January, 2024, and thereafter

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

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CINDIE K. McMAHON, City Attorney

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KEITH BLACKBURN, Mayor

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SHERRY FREISINGER, City Clerk  
(SEAL)



## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Suzanne Smithson, Library & Cultural Arts Director  
suzanne.smithson@carlsbadca.gov, 442-339-2011  
Fiona Everett, Senior Management Analyst  
fiona.everett@carlsbadca.gov, 442-339-2014

**Subject:** Accept Work Plans for Fiscal Year 2023-24 for the Library Board of Trustees and the Arts Commission

**Districts:** All

### Recommended Actions

Adopt a resolution accepting the fiscal year 2022-23 work plan report of accomplishments and approving the fiscal year 2023-24 work plan for the Library Board of Trustees.

Adopt a resolution accepting the fiscal year 2022-23 work plan report of accomplishments and approving the fiscal year 2023-24 work plan for the Arts Commission.

### Executive Summary

The City Council is being asked to review and approve the fiscal year 2022-23 reports of accomplishments and the proposed fiscal year 2023-24 work plans for the Library Board of Trustees and the Arts Commission, as required by Carlsbad Municipal Code Section 2.15.020(C).

Several of the tasks in the fiscal year 2022-23 work plans are either in process, recurring or ongoing. The board and the commission have therefore carried forward those tasks to the proposed fiscal year 2023-24 work plan.

The purpose of these annual work plans is to encourage increased dialogue between boards and commissions and the City Council. They are also intended to ensure that boards and commissions are working in line with the priorities of the City Council.

### Explanation & Analysis

#### **Library Board of Trustees**

The City Council approved the fiscal year 2022-23 Library Board of Trustees Work Plan on Mar. 7, 2023. The commission's report of accomplishments outlines the status of the work plan's goals and tasks (Exhibit 1, Attachment A).

Library staff assisted trustees with the preparation of an updated work plan that is consistent with the duties described in the Carlsbad Municipal Code chapter that governs the commission, Chapter 2.16. The fiscal year 2023-24 work plan includes edits to the previous plan, as shown in Exhibit 3. At their meeting on Sept. 27, 2023, the Library Board of Trustees voted unanimously (with Trustee Schatt absent) to accept the updated work plan and recommended that the City Council approve the plan (Exhibit 1, Attachment B).

### **Arts Commission**

The City Council approved the fiscal year 2022-23 Arts Commission Work Plan on Mar. 7, 2023. The commission's report of accomplishments outlines the status of the work plan's goals and tasks (Exhibit 2, Attachment A).

Staff assisted commissioners with the preparation of an updated work plan that is consistent with the duties described in the Carlsbad Municipal Code chapter that governs the commission, Chapter 2.18. The fiscal year 2023-24 work plan includes edits to the previous plan, as shown in Exhibit 4.

On Oct. 5, 2023, the Arts Commission voted unanimously (with Commissioners Ferone and George absent) to accept the updated work plan and recommended that the City Council approve the plan (Exhibit 2, Attachment B).

### **Fiscal Analysis**

There is no direct fiscal impact associated with approving these work plans.

### **Next Steps**

The Library Board of Trustees and the Arts Commission and staff will focus efforts on the activities listed in the approved work plans.

### **Environmental Evaluation**

This action does not require environmental review because it does not constitute a project within the meaning of the California Environmental Quality Act under California Public Resources Code Section 21065 in that it has no potential to cause either a direct physical change or a reasonably foreseeable indirect physical change in the environment.

### **Exhibits**

1. City Council resolution - Library Board of Trustees work plan for fiscal year 2023-24
2. City Council resolution - Arts Commission work plan for fiscal year 2023-24
3. Library Board of Trustees Work Plan for Fiscal Year 2023-24, with changes highlighted
4. Arts Commission Work Plan for Fiscal Year 2023-24, with changes highlighted

**RESOLUTION NO. \_\_\_\_\_**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACCEPTING THE FISCAL YEAR 2022-23 WORK PLAN REPORT OF ACCOMPLISHMENTS AND APPROVING THE FISCAL YEAR 2023-24 WORK PLAN FOR THE LIBRARY BOARD OF TRUSTEES

WHEREAS, the City Council of the City of Carlsbad, California has determined that annual work plans ensure boards and commissions are working in line with priorities of the City Council; and

WHEREAS, Chapter 2.15 of the Carlsbad Municipal Code (CMC) requires that each board or commission provide to the City Council for its approval an annual work plan of activities to be undertaken by the board or commission and a subsequent report of its accomplishments; and

WHEREAS, Chapter 2.16 of the CMC details the composition of the Library Board of Trustees; and

WHEREAS, on Mar. 7, 2023, the City Council accepted the fiscal year 2022-23 Library Board of Trustees Work Plan; and

WHEREAS, at the Library Board of Trustees meeting in September 2023, staff assisted trustees with the preparation of an updated work plan that is consistent with the duties described in CMC Chapter 2.16; and

WHEREAS, the mission of the Library Board of Trustees is to advise the City Council in matters pertaining to library services, as well as the rules and regulations necessary to operate the library; and

WHEREAS, on Sept. 27, 2023, the Library Board of Trustees voted unanimously to accept the updated work plan and is recommending that the City Council approve the plan.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City Council accepts the fiscal year 2022-23 Library Board of Trustees Work Plan report of accomplishments (Attachment A).
3. That the City Council of the City of Carlsbad approves the fiscal year 2023-24 Library Board of Trustees Work Plan (Attachment B).

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

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KEITH BLACKBURN, Mayor

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SHERRY FREISINGER, City Clerk  
(SEAL)

**Library Board of Trustees  
FY 2022-23 Work Plan Accomplishments**

**I. Mission Statement**

The mission of the board of library trustees is to advise the city council in matters pertaining to library services, as well as the rules and regulations necessary to operate the library.

**II. Composition**

The board of library trustees shall consist of five members, appointed by the mayor with the approval of the city council.

**III. FY 2022-23 Goals & Tasks**

The City of Carlsbad Library Board of Trustees focus focused on the following FY 2022-23 Goals and Tasks:

<b>GOAL</b>	<b>TASK</b>	<b>STATUS, COMMENTS</b>
Review and approve rules and regulations of the library as developed and revised from time to time	<ul style="list-style-type: none"> <li>• Approved updated staff appearance policy in August 2022</li> <li>• Approved update to library's Collection Development policy in June 2023.</li> </ul>	Ongoing, as needed
Review and approve the library's response to the California Public Library survey submitted annually to the California State Library	<ul style="list-style-type: none"> <li>• Approved annual report submitted in October 2022.</li> </ul>	Annual, ongoing goal
Receive reports on and maintain knowledge of library services and programs <ul style="list-style-type: none"> <li>○ Serve as a liaison from the community on its needs and interests</li> <li>○ Serve as an ambassador to the community in promoting library services</li> </ul>	<ul style="list-style-type: none"> <li>• Received and reviewed monthly reports on library activities</li> <li>• Received presentations from the following divisions: Genealogy &amp; Carlsbad History, Kanopy, Circulation, Digital Initiatives and Special Projects,</li> </ul>	Ongoing

GOAL	TASK	STATUS, COMMENTS
	Community Outreach, Childrens Services, <ul style="list-style-type: none"> <li>Received presentations regarding major programs such as Carlsbad Reads Together and Summer Reading Adventure</li> <li>Received presentation on Freedom to Read</li> </ul>	
Receive an annual report on safety and security of library facilities	<ul style="list-style-type: none"> <li>No update; pending current facility review project</li> </ul>	Ongoing, as needed
Provide community perspective on issues and interests related to library service delivery and facilities	<ul style="list-style-type: none"> <li>Trustees have shared the community's comments and questions with department staff</li> </ul>	Ongoing, as needed
Provide recommendations on the proposed budget and use of community contributions for the delivery of library services	<ul style="list-style-type: none"> <li>Provided concurrence on the department budget submission for FY 2023-24 in May 2023</li> </ul>	Annual and ongoing
Maintain awareness of and promote community support of the library, and of opportunities to collaborate with other community partners	<ul style="list-style-type: none"> <li>Provide a trustee as representative on the Carlsbad Library &amp; Arts Foundation Board</li> </ul>	Ongoing

Promote progressive and innovative delivery of services to ensure the library remains in the forefront of community life	<ul style="list-style-type: none"> <li>Supported and requested the addition of streaming services Hoopla and Kanopy in December 2022</li> </ul>	Ongoing
Advise the city council on resource sharing among library jurisdictions, as needed	<ul style="list-style-type: none"> <li>Discussed upcoming Link+ opportunity through Serra Cooperative</li> </ul>	
Provide community perspective in the strategic planning of library services	<ul style="list-style-type: none"> <li>No update for 2022-23</li> </ul>	
Participate in relevant events, community meetings and conversations on behalf of the board of library trustees		
Serve on relevant city committees as a representative of the board of library trustees as requested (e.g., review website, Carlsbad Reads Together, etc.)	<ul style="list-style-type: none"> <li>Provided a trustee as a representative on the Growth Management Citizens Committee</li> </ul>	Growth Management Citizens Committee concluded in April 2023

City of Carlsbad  
Library Board of Trustees Work Plan  
Fiscal Year 2023-2024

I. Mission Statement

The mission of the board of library trustees is to advise the city council in matters pertaining to library services, as well as the rules and regulations necessary to operate the library.

II. Composition

The board of library trustees shall consist of five members, appointed by the mayor with the approval of the city council.

III. FY 2023-2024 Goals & Tasks

The City of Carlsbad Library Board of Trustees has selected to focus on the following goals and tasks:

- Review and vote whether to approve rules and regulations of the library as developed and revised from time to time
  - Receive report and vote whether to approve various policies and procedures that are anticipated to be updated in fiscal year 2023-24
- Review and vote whether to approve the library's response to the California Public Library survey submitted annually to the California State Library
  - Receive and discuss annual survey report
- Receive reports on and maintain knowledge of library services and programs:
  - Serve as a liaison from the community on its needs and interests
  - Serve as an ambassador to the community in promoting library services
- Receive an annual report on safety and security of library facilities
  - Receive report on city consultant's library facility security assessment
- Provide community perspective on issues and interests related to library service delivery and facilities

- Provide recommendations on the proposed budget and use of community contributions for the delivery of library services
  - Receive report and vote whether to support the annual budget submission
- Maintain awareness of and promote community support of the library, and of opportunities to collaborate with other community partners
- Promote progressive and innovative delivery of services to ensure the library remains in the forefront of community life
- Advise the city council on resource sharing among library jurisdictions, as needed
- Provide community perspective in the strategic planning of library services
  - Review and discuss update to strategic plan
- Participate in relevant events, community meetings and conversations on behalf of the board of library trustees
- Serve on relevant city committees as a representative of the board of library trustees as requested (e.g., review website, Carlsbad Reads Together, etc.)

**RESOLUTION NO.**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACCEPTING THE FISCAL YEAR 2022-23 WORK PLAN REPORT OF ACCOMPLISHMENTS AND APPROVING THE FISCAL YEAR 2023-24 WORK PLAN FOR THE ARTS COMMISSION

WHEREAS, the City Council of the City of Carlsbad, California has determined that annual work plans ensure boards and commissions are working in line with priorities of the City Council; and

WHEREAS, Chapter 2.15 of the Carlsbad Municipal Code (CMC) requires that each board or commission provide to the City Council for its approval an annual work plan of activities to be undertaken by the board or commission and a subsequent report of its accomplishments; and

WHEREAS, Chapter 2.18 of the CMC details the composition of the Arts Commission; and

WHEREAS, on Mar. 7, 2023, the City Council accepted the fiscal year 2022-23 Arts Commission Work Plan; and

WHEREAS, at the September 2023 Arts Commission meeting, staff assisted trustees with the preparation of an updated work plan that is consistent with the duties described in CMC Chapter 2.18; and

WHEREAS, the mission of the Arts Commission is to advise the city council on arts and culture related matters and serve as a resource to the Cultural Arts Office providing insight and feedback representing the community perspective, by focusing on the presentation of a diverse range of arts and cultural experiences which showcase the full spectrum of artistic styles and traditions, and appeal to and represent the interests of the greater community; and

WHEREAS, on Oct. 5, 2023, the Arts Commission voted unanimously (with Commissioners Ferone and George – Absent) to accept the updated work plan and is recommending that the City Council approve the plan.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City Council accepts the fiscal year 2022-23 Arts Commission Work Plan report of accomplishments (Attachment A).

3. That the City Council of the City of Carlsbad approves the fiscal year 2023-24 Arts Commission Work Plan (Attachment B).

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the \_\_\_ day of \_\_\_\_\_, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

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KEITH BLACKBURN, Mayor

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SHERRY FREISINGER, City Clerk  
(SEAL)

**Arts Commission  
FY 2022-23 Work Plan Accomplishments**

**I. Mission Statement**

The City of Carlsbad's Arts Commission mission is to advise the City Council on arts and culture related matters and to serve as a resource to the Cultural Arts Office, providing insight and feedback, representing the community's perspective. This mission is accomplished through the Arts Commission's focus on the presentation of a diverse range of arts and cultural experiences, which showcase the full spectrum of artistic styles and traditions, and appeal to and represent the interests of the greater community.

**II. Composition**

The Arts Commission shall consist of seven members, appointed by the mayor with the approval of the City Council.

**III. FY 2022-23 Goals & Tasks**

The Arts Commission focused on the following FY 2022-23 Goals and Tasks:

GOAL	TASK	STATUS, COMMENTS
Provide to the City Council for its approval an annual work plan of activities to be undertaken and a subsequent report of its accomplishments	<ul style="list-style-type: none"> <li>City Council approve FY 2022-23 workplan on March 7, 2023</li> </ul>	Annual
Monitor and report to the City Council on the progress of the initiatives detailed in the Arts & Culture Master Plan, including adapting to current community needs and reassessing the current status of the ten-year timeline		Ongoing

Provide community perspective on issues and interests related to arts and culture in Carlsbad, as related to programming by Cultural Arts	<ul style="list-style-type: none"> <li>Assisted with community surveying in support of the Americans for the Arts Economic &amp; Prosperity Study 6</li> </ul>	Surveying occurred throughout Summer 2022 and continued in 2023. Carlsbad's contribution to the survey data was completed in Summer 2023
Review and approve staff suggestions for updating the Arts Commission ordinance in the municipal code (Chapter 2.18)	<ul style="list-style-type: none"> <li>Updated the Arts Commission ordinance to better align with tasks related to the Arts &amp; Culture Master Plan as well as alignment with other Boards and Commissions as noted in CMC 1.20 and 2.15</li> </ul>	Completed. Updated ordinance adopted by City Council on Feb. 14, 2023
Commit to diversity, equity and inclusion, while fostering mutual respect for the beliefs and values of all individuals and groups in the arts, including hosting a presentation from the city's new diversity, equity and inclusion manager and exploring the prospect for a collaborative townhall meeting in the future		ongoing

Quarterly, identify one topic that deepens awareness of national trends and emerging priorities in the arts, relevant to the Arts & Culture Master Plan, inviting the community to participate through attendance and encouraging input	<ul style="list-style-type: none"> <li>Focusing on a single topic such as arts education or public art allowed for a deeper exploration of community interests and needs</li> </ul>	
Research best practices to strengthen content knowledge to serve as an arts advocate in our community, such as studying the results of the Americans for the Arts Economic and Prosperity Study (AEP6)		
Arts Commissioners will attend one cultural arts event and one community-based arts event per quarter		ongoing
Explore the possibility of regular reports at Arts Commission meetings by the Carlsbad Friends of the Arts and the Carlsbad Library & Arts Foundation		

Serve on relevant committees, such as permanent Public Art and Business Outreach (including a focus on cultural tourism) as a representative of the Arts Commission	<ul style="list-style-type: none"> <li>In FY 2022-23, provided a commissioner as representative on the city's Growth Management Citizens Committee</li> </ul>	ongoing
Participate in the Community Arts Grants process including the reassessment of funding priorities, recommending potential panelists to be vetted by city staff, auditing the work of the grant's panels, approving the final funding plan and, when possible, conducting site visits by attending grantee events and programs	<ul style="list-style-type: none"> <li>In FY 2022-23, participated in and approved the funding plan for the FY 2022-23 Community Arts Grants and for the FY 2023-24 Community Arts Grants</li> </ul>	Annual ongoing program

City of Carlsbad  
Arts Commission Work Plan  
Fiscal Year 2023-24

I. Mission Statement

The City of Carlsbad's Arts Commission mission is to advise the City Council on arts and culture related matters and to serve as a resource to the Cultural Arts Office, providing insight, feedback and representing the community's perspective. This mission is accomplished through the Arts Commission's focus on the presentation of a diverse range of arts and cultural experiences, which showcase the full spectrum of artistic styles and traditions and appeals to and represents the interests of the greater community.

II. Composition

The Arts Commission shall consist of seven members, appointed by the mayor with the approval of the City Council.

III. FY 2023-24 Goals & Tasks

The Arts Commission has selected to focus on the following goals and tasks:

- Provide to the City Council for its approval an annual work plan of activities to be undertaken and a subsequent report of its accomplishments.
- Monitor and report to the City Council the progress of the initiatives detailed in the Arts & Culture Master Plan, including adapting to current community needs and reassessing the current status of the ten-year timeline.
- Provide community perspective on issues and interests related to arts and culture in Carlsbad, as related to programming by Cultural Arts.
- Commit to diversity, equity and inclusion, while fostering mutual respect for the beliefs and values of all individuals and groups in the arts, including hosting a presentation from the city's new diversity, equity and inclusion manager and exploring the prospect for a collaborative townhall meeting in the future.
- Quarterly, identify one topic that deepens awareness of national trends and emerging priorities in the arts, relevant to the Arts & Culture Master Plan, inviting the community to participate through attendance and encouraging input. These could be presented quarterly by arts staff and/or specialists.
- Research best practices to strengthen content knowledge to serve as an arts advocate in our community, such as studying the results of the Americans for the

Arts Economic and Prosperity Study (AEP6).

- Arts Commissioners will attend one cultural arts event and one community-based arts event per quarter, incorporating events/presentation by Community Arts Grants grantees, and report at commission meetings.
- Explore the possibility of regular and reciprocal reports at Arts Commission meetings by the Carlsbad Friends of the Arts and the Carlsbad Library & Arts Foundation.
- Serve on relevant committees, such as permanent Public Art and Business Outreach (including a focus on cultural tourism) as a representative of the Arts Commission.
- Participate in the Community Arts Grants process including the reassessment of funding priorities, recommending potential panelists to be vetted by city staff, auditing the work of the grant's panels, approving the final funding plan, and when possible, conducting site visits by attending grantee events and programs.

City of Carlsbad  
Library Board of Trustees Work Plan  
Fiscal Year 202~~32~~-202~~43~~

I. Mission Statement

The mission of the board of library trustees is to advise the city council in matters pertaining to library services, as well as the rules and regulations necessary to operate the library.

II. Composition

The board of library trustees shall consist of five members, appointed by the mayor with the approval of the city council.

III. FY 202~~32~~-202~~43~~ Goals & Tasks

The City of Carlsbad Library Board of Trustees has selected to focus on the following goals and tasks:

- Review and vote whether to approve rules and regulations of the library as developed and revised from time to time
  - Receive report and vote whether to approve various policies and procedures that are anticipated to be updated in fiscal year 2023-24 and  
~~updated collection development policy and others as needed~~
- Review and vote whether to approve the library's response to the California Public Library survey submitted annually to the California State Library
  - Receive and discuss annual survey report
- Receive reports on and maintain knowledge of library services and programs:
  - Serve as a liaison from the community on its needs and interests
  - Serve as an ambassador to the community in promoting library services
- Receive an annual report on safety and security of library facilities
  - Receive report on city consultant's library facility security assessment
- Provide community perspective on issues and interests related to library service delivery and facilities

- Provide recommendations on the proposed budget and use of community contributions for the delivery of library services
  - ~~○ Receive report and vote whether to support the conversion of part time into full time staff positions~~
  - Receive report and vote whether to support the annual budget submission
- Maintain awareness of and promote community support of the library, and of opportunities to collaborate with other community partners
- Promote progressive and innovative delivery of services to ensure the library remains in the forefront of community life
- Advise the city council on resource sharing among library jurisdictions, as needed
  - ~~○ Receive report and vote whether to support the new Serra Cooperative Library System Link+ book sharing service~~
- Provide community perspective in the strategic planning of library services
  - ~~○ Support and advocate for a new Georgina Cole Library as part of the city hall building project~~
  - Review and discuss update to strategic plan
- Participate in relevant events, community meetings and conversations on behalf of the board of library trustees
- Serve on relevant city committees as a representative of the board of library trustees as requested (e.g., review website, Carlsbad Reads Together, etc.)
  - ~~○ Continue service on Growth Management Citizens Committee~~

City of Carlsbad  
Arts Commission Work Plan  
Fiscal Year 2022-23

I. Mission Statement

The City of Carlsbad's Arts Commission mission is to advise the City Council on arts and culture related matters and to serve as a resource to the Cultural Arts Office, providing insight and feedback, representing the community's perspective. This mission is accomplished through the Arts Commission's focus on the presentation of a diverse range of arts and cultural experiences, which showcase the full spectrum of artistic styles and traditions, and appeal to and represent the interests of the greater community.

II. Composition

The Arts Commission shall consist of seven members, appointed by the mayor with the approval of the City Council.

III. FY 2022-23 Goals & Tasks

The Arts Commission has selected to focus on the following goals and tasks:

- Provide to the City Council for its approval an annual work plan of activities to be undertaken and a subsequent report of its accomplishments.
- Monitor and report to the City Council on the progress of the initiatives detailed in the Arts & Culture Master Plan, including adapting to current community needs and reassessing the current status of the ten-year timeline.
- Provide community perspective on issues and interests related to arts and culture in Carlsbad, as well-related to as the delivery of programming by Cultural Arts.
- Review and approve staff suggestions for updating the Arts Commission ordinance in the municipal code (Chapter 2.18).
- Commit to diversity, equity and inclusion, while fostering mutual respect for the beliefs and values of all individuals and groups in the arts including hosting ~~an artstown hall meeting and~~ a presentation from the city's new diversity, equity and inclusion manager and explore the prospects for a collaborative townhall meeting in the future.
- ~~Dedicate Quarterly identify one Arts Commission topic that deepens awareness of national trends and emerging priorities in the arts, relevant to the Arts & Culture Master Plan per quarter (once every three months) to a single topic,~~ inviting the community to participate through attendance and ~~soliciting~~ encouraging input. ~~Potential topics include the new Village & Barrio creative~~

~~sector and arts district, the planning and development of new or augmented arts facilities as may be needed, sustainability in the arts and arts education in schools.~~

~~Develop an arts advocacy plan with guidelines, providing resources on best practices such as acquiring community input by each Arts Commissioner, encouraging attendance by Arts Commissioners at city and community arts events and exploring the possibility of regular reports at Arts Commission meetings by the Carlsbad Library & Arts Foundation and the Carlsbad Friends of the Arts.~~

- Research best practices to strengthen content knowledge to serve as an arts advocate in our community, such as studying the results of the Americans for the Arts Economic and Prosperity Study (AEP6).
- Arts Commissioners will attend one Cultural Arts event and one community-based arts event per quarter.
- Explore the possibility of regular reports at Arts Commission meetings by the Carlsbad Friends of the Arts and the Carlsbad Library & Arts Foundation.
- Serve on relevant committees, such as permanent Public Art and Business Outreach (including a focus on cultural tourism) as a representative of the Arts Commission.
- Participate in the Community Arts Grants process including the reassessment of funding priorities, recommending potential panelists to be vetted by city staff, auditing the work of the grant's panels, approving the final funding plan, and, when possible, conducting site visits by attending grantee events and programs.
- ~~Sponsor a public meeting workshop where the Arts Commissioners will receive an updated orientation and explore topics and themes that are relevant to their current workplan, as well as the Arts & Culture Master Plan.~~



## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Christie Calderwood, Assistant Chief of Police  
christie.calderwood@carlsbadca.gov, 442-339-2216

Mickey Williams, Chief of Police  
mickey.williams@carlsbadca.gov, 442-339-2130

**Subject:** Police Department Update

**Districts:** All

### Recommended Action

Receive a report on crime statistics, crime trends and the next steps for the Police Department in 2024.

### Executive Summary

The Carlsbad Police Department consistently monitors crime statistics and crime trends to prevent, deter and fight crime and to give the community timely information for the public's safety and overall quality of life.

This report is intended to provide the City Council with an overview of Carlsbad's crime statistics and trends, and the Police Department's strategies and plans for 2024.

As detailed below:

- While the number of reported crimes is down across the country, there's a widespread public perception that crime has been increasing. While the 2023 end-of-year data is not yet available, the FBI's crime statistics for 2022 show that national violent crime decreased 1.7% in 2022 compared to 2021:
  - Murder and non-negligent manslaughter recorded a 2022 nationwide decrease of 6.1% compared to the previous year.
  - In 2022, the number of offenses in the revised rape category saw a 5.4% decrease.
  - Aggravated assault in 2022 decreased by 1.1%.
- Data from the San Diego Association of Governments (SANDAG) show that the number of reported crimes in San Diego County, including in Carlsbad, was down by 8% in the first six months of 2023 compared to 2022 and 13% lower than in 2021.

- The Carlsbad Police Department saw a decrease at mid-year 2023 in the following crime types, the crimes that are tracked in the California Incident-Based Reporting System:
  - Assault
  - Rape
  - Burglary
  - Larceny
  - Motor Vehicle Theft
  - Fraud
- Carlsbad saw crime trends that also affected the rest of the county and state of California. These trends include:
  - Organized retail theft
  - Residential burglaries
  - Fentanyl overdoses
  - Catalytic converter thefts
  - Ghost guns
- San Diego County has seen an increase in firearm-related offenses in 2020 and 2021. Although 2022 is slightly down from 2021, it is still up from pre-pandemic levels.
- Carlsbad Police officers were involved in two officer-involved shootings in 2023. Both subjects in the shootings were carrying ghost guns; non-serialized and untraceable firearms that are purchased illegally, without a background check.
- The department continues to leverage emerging technologies such as license plate readers, vehicle dashboard cams and the use of e-citations, which have proven to be an essential and effective part of its crimefighting and efficiency efforts.

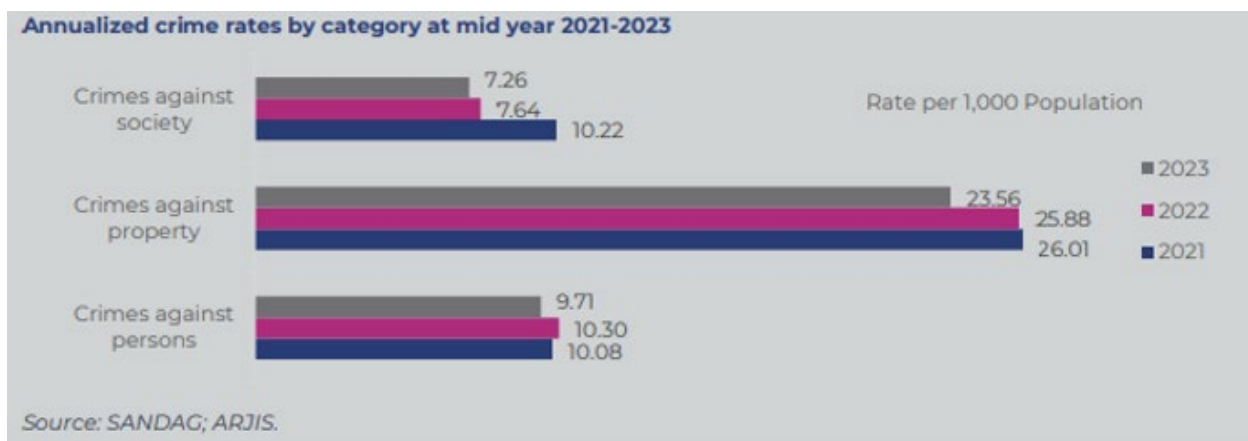
### **Explanation & Analysis**

#### **Crime statistics and trends**

The following data is based on mid-year 2023 statistics. SANDAG and its Automated Regional Justice Information System, known as ARJIS, have not yet released their annual 2023 report on crime in our region with data from the last six months of the year.

#### **Countywide crime**

- Six months into 2023, the annualized mid-year crimes against persons rate of 9.71 was 6% lower than it was at mid-year 2022, when it was 10.30. This decrease reflected fewer rapes (which were down by 32%) and homicides (down 17%).
- The annualized mid-year crimes against property rate of 23.56 was 9% lower than the 25.88 reported at mid-year 2022. Overall, there were decreases for all categories including 17% in burglaries, 12% in robberies, 5% in larceny thefts, and 4% in motor vehicle thefts.
- The annualized mid-year rate of crimes against society, such as drug and weapons violations, of 7.26 was also 5% lower than it was at mid-year 2022 (7.64%).



### Crimes in Carlsbad

The Police Department responded to 114,786 calls in 2023, which included routine and uneventful calls for service as well as highly volatile, dangerous situations that involved armed, violent criminal offenders.

From mid-year 2022 to mid-year 2023, Carlsbad saw an overall decrease in crime by 15%.

- For crimes against persons, which include murder, assault, rape and human trafficking, the city experienced a 19% reduction from mid-year 2022 to mid-year 2023.
- For crimes against property, which include theft, robbery, burglary, vandalism, auto theft and fraud, the city of Carlsbad saw a 15% reduction from mid-year 2022 to mid-year 2023
- In crimes against society, which includes drug, weapons and prostitution violations, Carlsbad saw a 12% reduction from mid-year 2022 to mid-year 2023.

More information on crime in the region can be found in Exhibit 1, Mid-Year SANDAG report, Crime in San Diego Region Mid-Year 2023 Statistics.

### Regional crime trends

Property crimes continued to be a trend across the region and are the majority of crime occurring in the city of Carlsbad. Department stores, the city's malls and grocery stores have been victims of organized retail theft. Residential burglars have targeted homes across the city forcing entry to steal valuables. The Police Department focused on the following regional trends for the city of Carlsbad in 2023:

- Organized retail theft
- Residential burglaries
- Fentanyl overdoses
- Catalytic converter theft
- Ghost guns

### Fentanyl overdoses

In 2021, the Carlsbad Police Department saw a total of 115 drug overdoses, 16 of them fatal), with the majority of them being fentanyl related. To address the spike in overdoses, the department changed the policy for overdose investigations in early 2021 to require a detective to be called in to investigate all overdoses that involve a juvenile, whether fatal or not, and all fatal overdoses involving an adult. The department also started using the Overdose Detection

Mapping Application. This application is a resource provided by the San Diego High Intensity Drug Trafficking Area.<sup>1</sup> It provides near real-time suspected overdose data across jurisdictions, including a mapping tool, to support public safety and public health efforts so that agencies can mobilize an immediate response to a sudden increase in overdose events. The department also purchased Narcan, a life-saving medication used to reverse an opioid overdose, including heroin, fentanyl and prescription opioid medications, and trained all officers on its use in 2021.

In 2022, the Carlsbad Police Department recorded a drop in overdoses with a total of 66, five of them fatal. In 2023, the city experienced a total of 38 overdoses, 11 fatal.

### **Countywide gun violence**

The volume of firearm-related calls for service in the San Diego region increased 34% from 2019 to 2020 but has decreased since the high in 2020. Countywide, there were daily averages of:

- 21.5 firearm-related calls for service in 2019
- 28.2 in 2020
- 27.9 in 2021
- 26.1 in 2022

A SANDAG report on firearm crime in the San Diego region, which included data from 2019-2022, was released in December 2023. The report showed an increase in the percentage of arrests for firearm-related offenses since 2019, even while there has been an overall downward trend in total arrest numbers. Nearly a third of the arrestees who responded for the report said they had carried a gun when committing a crime. It's worth noting that those arrestees who reported buying a ghost gun said it had been easy to obtain.

The mid-year SANDAG report, Firearm Crime in the San Diego Region Data Analysis from 2022, is provided as Exhibit 2.

### **Ghost guns**

The increasing use of ghost guns in the region and across the nation poses a major threat to law enforcement —and to the public.

Our department was involved in two officer-involved shootings in 2023. In both shootings, the offenders possessed ghost guns. These firearms are manufactured outside of the traditional supply chain and are especially attractive to criminals because they are manufactured and sold on the black market, therefore avoiding all firearms regulations, including a background check. Ghost guns do not have serial numbers and cannot be tracked by law enforcement.

Given this crime trend, and following the two shootings involving ghost guns, the Carlsbad Police Department recognized the need to focus on seizing these firearms. The department's Crime Suppression Team has been tasked with proactive work to seize non-serialized firearms and arrest the individuals who have or are distributing them. The department also established an ad-hoc task force with other North County police agencies, as well as the federal Bureau of Alcohol, Tobacco, Firearms and Explosives, to collaborate on enforcement actions and intelligence regarding these weapons. This task force is intended to be a proactive effort to seize these illegal guns.

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<sup>1</sup> The federal High Intensity Drug Trafficking Areas program assists federal, state and local law enforcement agencies operating in areas determined to be critical drug-trafficking regions.

In the last three years, the department has confiscated 42 ghost guns.

These two examples of ghost gun seizures illustrate how pervasive they have become:

- One ghost gun was thrown from a vehicle during a 2.8-mile pursuit that followed a traffic stop on May 11, 2023. The driver threw a 9mm non-serialized ghost gun out of the window of the vehicle before ultimately crashing. The gun was later recovered from the middle of the roadway.
- Two loaded 9mm non-serialized ghost guns were found and seized after an investigation of a fatal overdose at a local convenience store in August 2023, along with a seizure of illegal narcotics, including fentanyl. The suspect in that case is a multi-time convicted felon who was booked on numerous narcotics sales and weapons charges.

### **Expanding use of technology**

The Carlsbad Police Department is consistently looking for innovative ways to fight crime, and technology continues to evolve and assist police departments to work proactively and in real-time, rather than reactively. This is extremely important given the ever-increasing need to be more strategic and efficient with the resources we have.

Along with its Crime Analysis and Response model and the multiple database software systems that assist in deterring, investigating, and solving crimes, the department has found license plate readers to be a vital piece of technology. License plate readers assist officers in apprehending criminals and investigators working on crime trends such as organized retail crime, auto thefts, residential burglaries and violent crime.

License plate readers in the city of Carlsbad have been highly successful in apprehending criminals responsible for crime trends that otherwise may be difficult to solve, such as the recent residential burglaries.

### **License plate readers**

The following examples highlight the benefits of using license plate readers to take suspects into custody, recover stolen property and ghost guns, as well as prevent future crimes:

- In April 2022 - A license plate reader spotted a stolen vehicle near Melrose Avenue and Palomar Airport Road. Officers found it a few miles away and took juveniles into custody. A loaded 9mm non-serialized ghost gun was found under the passenger seat. The juveniles were arrested for possession of the stolen vehicle and the non-serialized firearm.
- In January 2023 - A group entered a Carlsbad drugstore and stole approximately \$700 worth of multivitamins and over-the-counter medications. Police Department investigators determined the group was part of an organized retail theft crew suspected in numerous thefts from other stores throughout Southern California, including stores in Carlsbad. The investigators found the suspects' license plate and added it to the license plate reader database as a "hot plate," which would trigger a notification to the police department if the license plate was scanned within the city. More than three weeks later, the license plate was scanned entering the city at El Camino Real and Plaza Drive. Officers located the suspect vehicle as it was approaching another drug store. Inside the vehicle, officers found two bags of merchandise that had been stolen from other retail

stores. The evidence was collected and returned to the stores they were stolen from, and all suspects were taken into custody with charges from multiple jurisdictions. (A similar incident occurred in May 2023, involving a different organized retail theft crew that was responsible for over 20 cases in San Diego County. The two suspects were taken into custody after their vehicle was located by a license plate reader.)

- In December 2023 - A student was walking home from school at Highland Drive and Chestnut Avenue when she was struck by a vehicle as she was crossing the street. The suspect fled, but a witness was able to provide a description of the vehicle and the driver. Using the license plate reader database, investigators were able to identify a potential suspect vehicle. Investigators then obtained surveillance footage that captured a photo of the vehicle leaving the area, which matched the vehicle they had found using the database. The driver, who was on probation for assault and had a criminal history that included driving under the influence resulting in injuries, reckless driving, auto theft, robbery, carjacking, burglary, and felony evading, was arrested for felony hit-and-run and was returned to prison.
- In December 2023 - Surveillance video captured the license plate of a vehicle seen driving away from a home that had been burglarized. Officers determined that the license plate had been stolen from another vehicle in Carlsbad shortly before the burglary. Using the license plate reader database, officers were able to locate the suspect vehicle's actual license plate when the vehicle entered the city before the commission of both crimes. With this information, investigators have been able to identify an organized crew that has been victimizing residents throughout the country and the investigation is still ongoing.

### **Real time crime center**

One technological improvement the department is exploring is to create what is known as a real time crime center. Many police departments across the country are developing these centers to better leverage a broad range of current and evolving technologies. These centers enable law enforcement agencies to swiftly gain situational awareness, proactively identify threats and efficiently coordinate human resources for faster resolution of both routine and more serious incidents. The Carlsbad Police Department is researching ways to integrate technology to implement an effective real time crime center, with the safety of our officers and community in mind.

The core function of a real time crime center is data gathering, analysis and information-sharing to aid in decision-making and response coordination. This role is essential in maximizing limited resources and driving real-time-data-informed decisions.

According to the Bureau of Justice Assistance at the U.S. Department of Justice, a real time crime center can be used to:

- Monitor and analyze live data streams from security cameras, license plate readers, social media, computer-aided dispatch systems, criminal databases and other sources.
- Better coordinate a department's resources, including both officers and non-sworn personnel.
- Identify high-crime areas, active crimes in progress, high-profile offenders or re-offenders.

- Help operators quickly visualize, correlate, and share relevant information with officers in the field and partner agencies through advanced analytics and mapping software.
- Allow analysts, officers, dispatchers and detectives to all work on an active crime scene at the same time, without everyone having to be in the same location.

These centers enable a more proactive approach, helping law enforcement agencies do more with their available resources. Cities across the country, such as Elk Grove, CA, Albuquerque, NM, New York, NY, and Austin, TX, to name a few, have adopted them and have found they have helped make their communities safer. There are costs associated with adopting any new technology. The Police Department is in the preliminary stages of researching what those costs may be.

### **Community survey**

The importance of having community input before any new technology adoption by the police department is paramount. It is also vitally important for the Police Department to balance privacy concerns with the adoption and implementation of technology. The Police Department, in conjunction with the Communication & Engagement Department, plans to conduct a community survey to assess how safe residents feel in the community, how satisfied they are with the Police Department and how comfortable the residents of Carlsbad are with the department's adoption of innovative technology. This survey is planned to be launched this April.

### **Fiscal Analysis**

There is no fiscal impact in receiving this report.

### **Next Steps**

The Police Department will continue to track and monitor crime statistics and crime trends that affect the city of Carlsbad through effective crime analysis and proactive policing. The department will continue to evaluate and consider technology options that enhance the safety of our community.

### **Environmental Evaluation**

This action does not require environmental review because it does not constitute a project within the meaning of the California Environmental Quality Act under California Public Resources Code Section 21065 in that it has no potential to cause either a direct physical change or a reasonably foreseeable indirect physical change in the environment.

### **Exhibits**

1. Mid-Year San Diego Association of Governments report, Crime in San Diego Region Mid-Year 2023 Statistics
2. SANDAG report, Firearm Crime in the San Diego Region Data Analysis from 2022

**SANDAG****CJBULLETIN**Research findings from  
the Criminal Justice  
Clearinghouse

# Crime in the San Diego Region Mid-Year 2023 Statistics

October 2023

Free Language Assistance | Ayuda gratuita con el idioma | Libreng Tulong sa Wika  
 Hỗ trợ ngôn ngữ miễn phí | 免费语言协助 | 免費語言協助 | مساعدة لغوية مجانية | 무료 언어 지원 | کمک زبان رایگان  
 無料の言語支援 | Бесплатная языковая помощь | Assistência linguística gratuita | मुफ्त भाषा सहायता  
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 Kaalmada Luqadda ee Bilaashka ah | Безкоштовна мовна допомога



[SANDAG.org/LanguageAssistance](https://SANDAG.org/LanguageAssistance) | 619.699.1900

# Introduction

Since 1980, SANDAG has been compiling and reporting regional crime statistics for San Diego County and remains the only local source for regional statistics not available at the national level. Up until this year, Uniform Crime Reporting (UCR) statistics have been presented. However, this standardized system has been replaced with the California Incident Based Reporting System (CIBRS)/ National Incident Based Reporting System (NIBRS). As such, this CJ Mid-Year Crime Bulletin presents Group A CIBRS/NIBRS data for the first six months of 2021, 2022, and 2023, as well as a comparison of mid-year 2022 UCR and CIBRS/NIBRS data. Additional information regarding CIBRS/NIBRS and this transition is provided at the end of this bulletin.

## Mid-Year 2023 Crime Statistics

### Overall crime

There were 65,840 CIBRS/NIBRS Group A offenses in the San Diego region for the first six months in 2023 (Appendix Table 1). This number was 8% lower than in 2022 (71,180), and -13% lower than in 2021 (75,266) (Appendix Table 1).

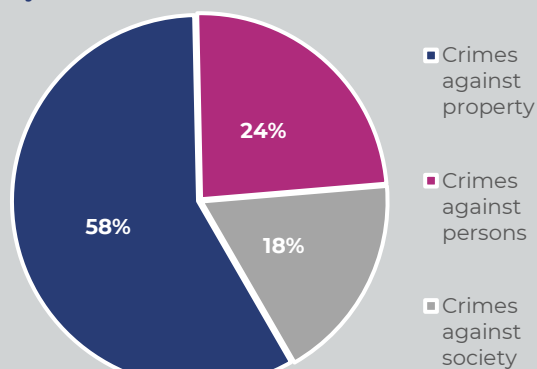
### Highlights

Six months into 2023, the annualized mid-year crimes against persons rate of 9.71 was 6% lower than it was at mid-year 2022 (when it was 10.30). This decrease reflected fewer rapes (-32%) and homicides (-17%).

The annualized mid-year crimes against property rate of 23.56 was 9% lower than the 25.88 reported at mid-year 2022. Overall, there were decreases for all categories including 17% in burglaries, 12% in robberies, 5% in larceny thefts, and 4% in motor vehicle thefts.

The annualized mid-year crimes against society rate of 7.26 was also 5% lower than it was at mid-year 2022 (7.64). The decrease reflected a lower number of weapon law violations (-15%) and drug narcotic violations (-8%), but there was an increase in drug equipment violations (3%).

Figure 1  
Proportion of Group A offenses by crimes category at mid-year 2023



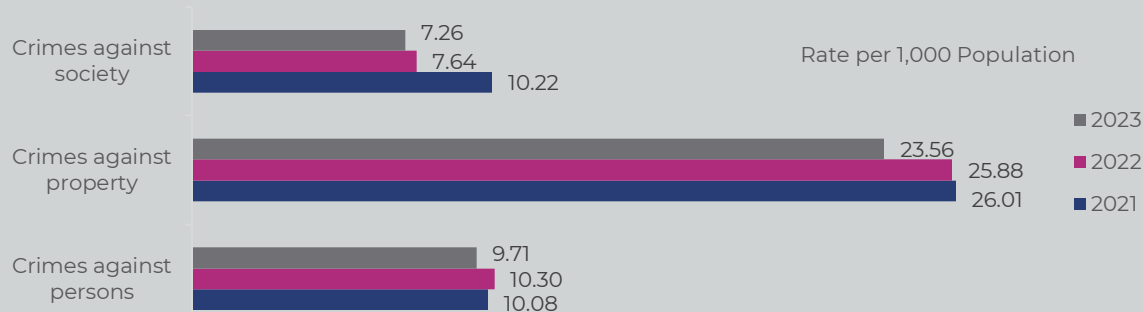
Source: SANDAG; ARJIS.

### Crimes against persons

Crimes against persons include 15 crime offenses (murder, negligent manslaughter, justifiable homicide, rape, sodomy, sexual assault with object, fondling, aggravated assault, simple assault, intimidation, kidnapping/abduction, incest, statutory rape, human trafficking-commercial sex acts, and human trafficking involuntary servitude). This category equates to the UCR Part I violent crime category, which includes four types of offenses (homicide, rape, robbery, and aggravated assault).

- According to CIBRS/NIBRS, a total of 15,766 crimes against persons incidents were reported to local law enforcement agencies in the region between January and June 2023 (Appendix Tables 1 and 7). This number was lower than in 2022 (-6%) (Appendix Tables 1 and 7) and 2021 (-4%) (not shown).
- The 2023 annualized<sup>1</sup> crimes against persons rate of 9.71 per 1,000 residents was lower than it was in 2022 (10.30) and 2021 (10.08) (Figure 2 and Appendix Table 3).
- Of the 18 jurisdictions with incident numbers large enough to compare in 2022 and 2023, 15 had a lower crime rate in 2023 and 3 had a higher rate (Appendix Table 3).
- There were 44 homicides in 2023, compared to 53 in 2022 (Appendix Table 1).
  - For the 22 homicide incidents in which a motive could be determined (to date) in the first six months of 2023, arguments were the most frequent (55%), followed by gang involvement (23%), child abuse (9%), robbery (9%), and domestic violence (5%) (not shown).
- The number of non-consensual sex offenses reported to law enforcement in San Diego County in the first half of 2023 (679) represented a 28% decrease from 2022 (949) (Appendix Table 1).
- The 4,484 aggravated assaults reported during the first six months of the year represented an increase of 4% from the same timeframe last year (Appendix Table 1). At the same time, the number of simple assaults incidents (9,096) which accounted for almost three in five (58%) of the total crimes against persons reported in 2023, decreased 9% from the 9,968 reported in 2022 (Appendix Table 1). Simple assaults include all assaults and attempted assaults which are not aggravated in nature and do not result in serious injury to the victim.
- The 1,132 reported acts of intimidation in mid-year 2023 increased 5% from 2022 (1,081) (Appendix Table 1).
- The 294 incidents of kidnapping and abduction for mid-year 2023 represented a decrease of 13% from 2022 (339) (Appendix Table 1).

**Figure 2**  
**Annualized crime rates by category at mid year 2021-2023**



Source: SANDAG; ARJIS.

<sup>1</sup> The annualized mid-year crime rates per 1,000 residents are estimated by multiplying the number of crimes reported between January and June by two and dividing that number by the population which has been divided by 1,000.

## Crimes against property

Crimes against property include 12 crime offenses (robbery, burglary, larceny theft, motor vehicle theft, arson, destruction of property, counterfeiting/forgery, fraud, embezzlement, extortion/blackmail, bribery, and stolen property). This category equates to the UCR Part I property crime category, which includes three types of offenses (burglary, larceny, and motor vehicle theft).

- A total of 38,276 crimes against property incidents were reported to law enforcement in the region during the first six months of 2023 (Appendix Tables 1 and 8). This number was 9% lower than in 2022 and 2021 (42,044 and 42,270 respectively). In 2023, these types of crime incidents accounted for almost six in every ten (58%) crimes committed in the region (Appendix Table 1).
- The 2023 annualized crimes against property rate of 23.56 per 1,000 residents was lower than in 2022 (25.88) and 2021 (26.01) (Figure 2 and Appendix Table 4).
- Of the 19 jurisdictions with incident numbers large enough to compare in 2022 and 2023, 17 had a lower crime rate in the first six months of 2023 and 2 had a higher rate (Appendix Table 4).
- The number of robberies across the region decreased 12% from mid-year 2022 (1,343) to 2023 (1,180) (Appendix Table 1). It should be noted that robbery was considered a violent crime under UCR Part I.
- The 3,334 burglaries reported in the first half of 2023 represented a decrease of 17% from 2022 (4,001) (Appendix Table 1).
- The number of larcenies reported in the region at mid-year 2023 (15,843), represented a 5% decrease from 2022 (16,671). Larcenies also represented around two in five (41%) of every crime against property incident reported at mid-year 2023 (Appendix Table 1).
- Motor vehicle thefts decreased 4% from 5,992 in mid-year 2022 to 5,753 at mid-year 2023 (Appendix Table 1).
- Arsons reported across the region were down 40% from 2022 (Appendix Table 1).
- There were 7,018 destruction of property (vandalism) offenses reported during the first six months of the year, 10% lower than in 2022 (7,807) (Appendix Table 1).
- All other crimes against property categories were lower in 2023 compared to the previous year. These categories included a decrease of 14% in counterfeiting/forgery, 15% for fraud offenses, and 14% for embezzlement (Appendix Table 1).

### What are the most common Group A offenses?

In the first six months of 2023, an average number of these 5 most common offenses were reported per day:

Larceny/theft: **88**

Simple assault: **50**

Destruction of property: **39**

Drug narcotic violations: **34**

Motor vehicle thefts: **32**

## Crimes against society

Crimes against society include 7 crime offenses (drug/narcotic violations, drug equipment violations, gambling offenses, pornography/obscene material, prostitution, weapon law violations, and animal cruelty). It should be noted that there was no comparable UCR Part I crime category.

- A total of 11,798 crimes against society incidents were reported to law enforcement in the region between January and June 2023 (Appendix Tables 1 and 9). This number was lower than in 2022 (-5%) (Appendix Table 1) and 2021 (-29%) (not shown).
- The 2023 annualized crimes against society rate of 7.26 per 1,000 residents was lower than in 2022 (7.64), and in 2021 (10.22) (Figure 2 and Appendix Table 5).
- Of the 18 jurisdictions with incident numbers large enough to compare in the first six months of 2022 and 2023, 9 had a higher crime rate, 8 had a lower crime rate, and 1 had the same rate in 2023. (Appendix Table 5).
- The 6,153 drug/narcotic violations reported during the first six months of the year represented a decrease of 8% compared to 2022 (6,666). On the other hand, drug equipment violations (4,038) increased 3% compared to 2022 (3,902) and prostitution crime incidents (140) increased 40% from 2022 (100)<sup>2</sup> (Appendix Table 1).
- The 1,430 weapon law violation offenses reported in the first half of 2023 was 15% lower than in 2022 (1,674) (Appendix Table 1).

### Most crime categories decreased from 2022 to 2023

Crime offenses that decreased	Crime offenses that increased
<ul style="list-style-type: none"> <li>• Homicide</li> <li>• Sex offenses</li> <li>• Simple assault</li> <li>• Kidnapping/Abduction</li> <li>• Robbery</li> <li>• Burglary</li> <li>• Larceny theft</li> <li>• Motor vehicle theft</li> <li>• Arson</li> <li>• Vandalism/Destruction of property</li> <li>• Forgery</li> <li>• Fraud</li> <li>• Embezzlement</li> <li>• Stolen property</li> <li>• Drug violations</li> <li>• Pornography</li> <li>• Weapon violations</li> </ul>	<ul style="list-style-type: none"> <li>• Aggravated assault</li> <li>• Intimidation</li> <li>• Drug equipment violations</li> <li>• Prostitution</li> </ul>

<sup>2</sup> Increase in prostitution crime incidents are due to large demand reduction operations across several jurisdictions.

# Understanding the crime reporting transition

## Uniform Crime Reporting (UCR) System

The Uniform Crime Reporting (UCR) System was used and maintained nationally by the Federal Bureau of Investigation (FBI) since the 1920s. This crime reporting system collected data on eight index crimes and only reported information on the most serious crime or highest charge that occurred within each incident. For example, if someone breaks into a vehicle, commits a simple assault, and then commits a rape, UCR would only count the rape offense (highest offense), since in this hierarchy system, only the most severe charge is recorded.

UCR had two specific categories known as Part I (8 offenses) and Part II (21 offenses). Once crime data were submitted, there was no continuous updating.

## National Incident Based Reporting System (NIBRS)

The National Incident Based Reporting System (NIBRS) is an incident-based reporting system that was first created in the 1980s. The system collects data on all crimes or offenses reported to law enforcement agencies, not just the highest charges within those crimes. NIBRS also collects more detailed information on each crime incident, as well as on separate offenses that occur within the same incident (e.g., an incident can include the crimes/offenses of rape, motor vehicle theft, and kidnapping). Law enforcement agencies must ensure that each offense is reported as a separate and distinct crime and not just a part of another offense. They must also report the date and time of the offense, location, victim and offender demographics, and the relationships between the individuals involved in the crime.

NIBRS has two specific crime categories known as Group A and Group B offenses. Group A offenses are the most serious crimes (e.g., murder, rape, robbery, and burglary). Group B offenses tend to be less serious in nature (e.g., disorderly conduct, curfew/loitering/vagrancy, drunkenness, and trespassing).

In order to comply with the FBI mandated NIBRS reporting deadline of 2021, San Diego County law enforcement agencies began cooperating with the Automated Regional Justice Information System (ARJIS) in 2016 to implement the new system and improve the quality and breadth of local crime data.

## California Incident Based Reporting System (CIBRS)

The California Incident-Based Reporting System (CIBRS) is a specialized reporting system under NIBRS to help California law enforcement agencies collect data efficiently. This system enables agencies to transmit their NIBRS data to the California Department of Justice (CA-DOJ), which then forwards the data to the United States Department of Justice (US-DOJ), to ensure adherence to NIBRS reporting standards. San Diego County law enforcement agencies became CIBRS compliant in 2022, one year after commencing their NIBRS data reporting efforts.

CIBRS also has two specific crime categories: Group A with the most serious crimes (52 offenses) and Group B with the less serious crimes (8 offenses).

## How do CIBRS and NIBRS differ?

The primary difference between CIBRS and NIBRS is that CIBRS is a state specific system that collects additional data elements (e.g., type of property stolen and its value, gang related crimes, hate crimes, and domestic violence incidents), while NIBRS is a national system that is used by law enforcement agencies across the United States with extra categories exclusive to federal and tribal law enforcement agencies (e.g., immigration violations, and fugitive offenses).

## How do CIBRS/NIBRS compare to UCR?

In order to understand the differences between CIBRS/NIBRS and UCR, the following tables compare how mid-year 2022 (the only year both crime categorization systems were used) CIBRS/NIBRS statistics compare to UCR statistics. As these tables show, due to the inclusion of additional crime categories and the fact that multiple offenses can be included in each crime (not just the most serious), the total number of crimes against persons at mid-year 2022 was 16,730, compared to 4,842 Part I violent crimes under UCR (Table 2), the total number of crimes against property was 42,044, compared to 27,832 Part I UCR property crimes (Table 3), and there were 12,406 crimes against society (Table 4).

When considering regional crime statistics moving forward, it is important to remember that the 71,180 CIBRS/NIBRS total Group A crimes reported at mid-year 2022 compared to the 32,674 total Part I UCR crimes reported reflect the multiple differences between the reporting systems as described in more detail in Tables 1-4, rather than a change in criminal behavior.

**Table 1: Differences between UCR and CIBRS/NIBRS**

UCR	CIBRS/NIBRS
<ul style="list-style-type: none"><li>• Most serious offense counted</li><li>• Includes 4 violent crimes and 3 property crimes as Part I offenses</li><li>• Static database and not continuously updated</li><li>• No mechanism to track whether crime is attempted or committed</li><li>• Only gathers weapon information for murder, robbery, and aggravated assaults</li></ul>	<ul style="list-style-type: none"><li>• Up to ten offenses counted</li><li>• Includes 15 crimes against persons, 26 crimes against property, and 11 crimes against society as part of Group A offenses</li><li>• Continuously updated database</li><li>• Tracks by labelling offenses with “A” for attempted and “C” for completed</li><li>• Collects weapons information on all violent crimes</li></ul>

**Table 2: CIBRS/NIBRS vs UCR 2022 comparison**

Crimes Against Persons	2022 CIBRS/NIBRS	2022 UCR
Murder	53	53
Negligent Manslaughter	2	N/A
Justifiable Homicide	0	N/A
Total Non-Consensual Sex Offenses	949	N/A
Rape	289	485
Sodomy	76	N/A
Sexual Assault with Object	55	N/A
Fondling	529	N/A
Aggravated Assault	4,294	4,304
Simple Assault	9,968	N/A
Intimidation	1,081	N/A
Kidnapping/Abduction	339	N/A
Total Consensual Sex Offenses:	42	N/A
Incest	0	N/A
Statutory Rape	42	N/A
Human Trafficking, Commercial Sex Acts	0	N/A
Human Trafficking, Involuntary Servitude	2	N/A
<b>Total</b>	<b>16,730</b>	<b>4,842</b>

Source: SANDAG; ARJIS

**Table 3: CIBRS/NIBRS vs UCR 2022 comparison**

Crimes Against Property	2022 CIBRS/NIBRS	2022 UCR
Robbery	1,343	1,360
Burglary/Breaking & Entering	4,001	3,880
Larceny/Theft Offenses	16,671	16,908
Motor Vehicle Theft	5,992	5,684
Arson	239	N/A
Destruction Of Property	7,807	N/A
Counterfeiting/Forgery	398	N/A
Fraud Offense	4,239	N/A
Embezzlement	91	N/A
Extortion/Blackmail	102	N/A
Bribery	1	N/A
Stolen Property Offenses	1,160	N/A
<b>Total</b>	<b>42,044</b>	<b>27,832</b>

Source: SANDAG; ARJIS

**Table 4: CIBRS/NIBRS vs UCR 2022 comparison**

Crimes Against Society	2022 CIBRS/NIBRS	2022 UCR
Drug/Narcotic Violations	6,666	N/A
Drug Equipment Violations	3,902	N/A
Gambling Offenses	4	N/A
Pornography/Obscene Material	33	N/A
Prostitution	100	N/A
Weapons Law Violation	1,674	N/A
Animal Cruelty	27	N/A
<b>Total</b>	<b>12,406</b>	<b>N/A</b>

Source: SANDAG; ARJIS

## Additional factors to note

The data provided in this mid-year crime report are collected from a continuously updated database. The crime numbers represent a point in time and may not reflect the current status of the database. For this report, data for ARJIS member agencies were downloaded from the CA-DOJ site on July 17, 2023, covering data from January 1 through June 30 for the years of 2021, 2022, and 2023. These data are operational in nature and subject to change, including changes to incidents and offenses which have already been posted on prior dates. For this report, only Group A offense data were available and verified by all law enforcement agencies in the region.

Due to the different methodologies used to compile and report data between UCR and CIBRS/NIBRS, the crime numbers shown here are not comparable to prior reports.

The number and type of crimes can be influenced by several factors, including the degree of opportunity to commit crimes in a given jurisdiction, which can be related to the amount of commercial land use and ease of access to the area.

It should be noted that in 2021, Coronado Police Department, California State University San Marcos, San Diego State University, and the University of California San Diego did not provide data because they were not fully transitioned to CIBRS/NIBRS. In 2022, San Diego State University and the University of California San Diego did not provide data for the same reason. As such, crime rates and other comparisons to previous years in the Appendix tables for these agencies are not represented. Due to the small number of crimes these agencies had in previous year's totals, these missing data do not have a significant effect on regional totals and rates presented here.

Crime statistics including Part B offenses as well as domestic violence, and hate crime incidents for January through December 2023 are expected to be available in March 2024.

If you have any questions about these numbers, please contact the Criminal Justice Research Division at (619) 699-1900. For more information about the SANDAG Criminal Justice Clearinghouse, please visit [SANDAG.org/CJ](https://sandag.org/CJ).

## Appendix Table 1

### CIBRS/NIBRS Group A offenses

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
<b>Crimes Against Persons</b>				
Murder	51	53	44	-17%
Negligent Manslaughter	0	2	0	--
Justifiable Homicide	2	0	0	--
Non-consensual Sex Offenses	981	949	679	-28%
Rape	327	289	197	-32%
Sodomy	97	76	46	-39%
Sexual Assault with Object	70	55	37	-33%
Fondling	487	529	399	-25%
Aggravated Assault	4,304	4,294	4,484	4%
Simple Assault	9,678	9,968	9,096	-9%
Intimidation	991	1,081	1,132	5%
Kidnapping/Abduction	329	339	294	-13%
Consensual Sex Offenses:	45	42	34	-19%
Incest	0	0	0	--
Statutory Rape	45	42	34	-19%
Human Trafficking, Commercial Sex Acts	0	0	0	--
Human Trafficking, Involuntary Servitude	5	2	3	--
<b>Total</b>	<b>16,386</b>	<b>16,730</b>	<b>15,766</b>	<b>-6%</b>
<b>Crimes Against Property</b>				
Robbery	1,189	1,343	1,180	-12%
Burglary/Breaking & Entering	3,671	4,001	3,334	-17%
Larceny/Theft Offenses	17,640	16,671	15,843	-5%
Motor Vehicle Theft	5,734	5,992	5,753	-4%
Arson	216	239	143	-40%
Destruction Of Property	7,774	7,807	7,018	-10%
Counterfeiting/Forgery	460	398	341	-14%
Fraud Offense	4,257	4,239	3,596	-15%
Embezzlement	73	91	78	-14%
Extortion/Blackmail	85	102	25	--
Bribery	2	1	0	--
Stolen Property Offenses	1,169	1,160	965	-17%
<b>Total</b>	<b>42,270</b>	<b>42,044</b>	<b>38,276</b>	<b>-9%</b>
<b>Crimes Against Society</b>				
Drug/Narcotic Violations	9,156	6,666	6,153	-8%
Drug Equipment Violations	5,122	3,902	4,038	3%
Gambling Offenses	2	4	4	--
Pornography/Obscene Material	23	33	31	-6%
Prostitution	462	100	140	40%
Weapons Law Violation	1,832	1,674	1,430	-15%
Animal Cruelty	13	27	2	--
<b>Total</b>	<b>16,610</b>	<b>12,406</b>	<b>11,798</b>	<b>-5%</b>
<b>Total Group A Offenses</b>	<b>75,266</b>	<b>71,180</b>	<b>65,840</b>	<b>-8%</b>

Notes: Group A offenses include crimes against persons, crimes against property, and crimes against society. Percent changes are not represented if either comparison number used to compute the crime equals 30 or less.

Source: SANDAG

**Appendix Table 2**  
**Annualized CIBRS/NIBRS Group A offenses crime rates per**  
**1,000 population by jurisdiction**

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
Carlsbad	43.95	45.37	38.55	-15%
Chula Vista	35.39	35.61	32.82	-8%
Coronado	--	37.26	42.64	14%
El Cajon	58.55	55.81	46.40	-17%
Escondido	54.94	53.45	42.74	-20%
La Mesa	47.16	46.27	49.64	7%
National City	56.93	55.70	54.86	-2%
Oceanside	59.56	56.40	46.66	-17%
San Diego	47.83	42.60	39.90	-6%
<b>Sheriff - Total</b>	<b>40.49</b>	<b>39.45</b>	<b>34.34</b>	<b>-13%</b>
Del Mar	47.51	66.17	47.85	-28%
Encinitas	43.32	44.12	34.98	-21%
Imperial Beach	45.75	41.38	38.72	-6%
Lemon Grove	71.04	63.50	68.79	8%
Poway	23.91	29.00	24.36	-16%
San Marcos	33.15	34.26	27.01	-21%
Santee	34.63	30.67	31.48	3%
Solana Beach	35.63	44.18	35.59	-19%
Vista	43.38	45.79	42.36	-7%
Unincorporated	41.40	38.86	33.01	-15%
<b>Total</b>	<b>46.31</b>	<b>43.82</b>	<b>40.53</b>	<b>-8%</b>

Notes: Group A offenses include crimes against persons, crimes against property, and crimes against society. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). The annualized crime rate per 1,000 population reflects the number of incidents reported in the first six months of the year, times two, divided by the population which has been divided by 1,000. Percent changes are not represented if either comparison number used to compute the crime rate equals 30 or less.

Source: SANDAG; SANDAG Population and Housing Estimates, v2022

### Appendix Table 3

#### Annualized crimes against persons rates per 1,000 population by jurisdiction

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
Carlsbad	7.05	7.22	5.87	-19%
Chula Vista	7.97	8.94	7.48	-16%
Coronado	--	6.02	6.73	12%
El Cajon	13.08	12.53	11.32	-10%
Escondido	9.56	10.37	9.38	-10%
La Mesa	10.26	10.32	13.13	27%
National City	14.74	13.93	13.08	-6%
Oceanside	12.83	12.88	11.92	-7%
San Diego	9.26	9.48	8.84	-7%
<b>Sheriff - Total</b>	<b>11.04</b>	<b>11.02</b>	<b>9.93</b>	<b>-10%</b>
Del Mar	8.09	11.71	10.69	--
Encinitas	8.17	7.15	5.33	-25%
Imperial Beach	14.14	12.12	10.82	-11%
Lemon Grove	16.41	17.40	16.08	-8%
Poway	4.67	4.96	5.70	15%
San Marcos	9.47	7.67	6.56	-14%
Santee	8.62	8.57	7.35	-14%
Solana Beach	5.89	5.93	5.00	-16%
Vista	12.06	11.73	10.57	-10%
Unincorporated	12.15	12.66	11.53	-9%
<b>Total</b>	<b>10.08</b>	<b>10.30</b>	<b>9.71</b>	<b>-6%</b>

Notes: Crimes against persons include murder, negligent manslaughter, justifiable homicide, non-consensual sex offenses, consensual sex offenses, human trafficking: commercial sex acts, and human trafficking: involuntary servitude. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). The annualized crime rate per 1,000 population reflects the number of incidents reported in the first six months of the year, times two, divided by the population which has been divided by 1,000. Percent changes are not represented if either comparison number used to compute the crime rate equals 30 or less.

Source: SANDAG; SANDAG Population and Housing Estimates, v2022

## Appendix Table 4

### Annualized crimes against property rates per 1,000 population by jurisdiction

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
Carlsbad	29.06	31.82	27.10	-15%
Chula Vista	20.97	21.69	19.89	-8%
Coronado	--	25.77	29.09	13%
El Cajon	28.28	28.55	24.63	-14%
Escondido	27.45	28.80	23.55	-18%
La Mesa	29.60	30.59	28.74	-6%
National City	34.26	35.59	35.33	-1%
Oceanside	31.53	34.66	27.07	-22%
San Diego	30.78	28.32	26.27	-7%
<b>Sheriff - Total</b>	<b>17.18</b>	<b>17.89</b>	<b>14.53</b>	<b>-19%</b>
Del Mar	34.87	48.36	31.56	-35%
Encinitas	22.20	21.95	18.99	-13%
Imperial Beach	17.24	18.37	17.00	-7%
Lemon Grove	32.24	29.66	26.94	-9%
Poway	14.58	17.80	12.96	-27%
San Marcos	14.18	17.20	10.77	-37%
Santee	14.30	14.44	15.59	8%
Solana Beach	25.25	32.78	22.95	-30%
Vista	18.99	24.73	19.52	-21%
Unincorporated	16.13	15.14	12.44	-18%
<b>Total</b>	<b>26.01</b>	<b>25.88</b>	<b>23.56</b>	<b>-9%</b>

Notes: Crimes against property category include robbery, burglary/breaking & entering, larceny/theft offenses, motor vehicle theft, arson, destruction of property, counterfeiting/forgery, fraud offense, embezzlement, extortion/blackmail, bribery, and stolen property offenses. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). The annualized crime rate per 1,000 population reflects the number of incidents reported in the first six months of the year, times two, divided by the population which has been divided by 1,000. Percent changes are not represented if either comparison number used to compute the crime rate equals 30 or less.

Source: SANDAG; SANDAG Population and Housing Estimates, v2022

## Appendix Table 5

### Annualized crimes against society rates per 1,000 population by jurisdiction

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
Carlsbad	7.83	6.33	5.59	-12%
Chula Vista	6.45	4.98	5.45	9%
Coronado	--	5.48	6.82	24%
El Cajon	17.19	14.73	10.45	-29%
Escondido	17.93	14.28	9.81	-31%
La Mesa	7.29	5.36	7.77	45%
National City	7.93	6.18	6.44	4%
Oceanside	15.20	8.86	7.67	-13%
San Diego	7.78	4.80	4.79	<-1%
<b>Sheriff - Total</b>	<b>12.26</b>	<b>10.54</b>	<b>9.88</b>	<b>-6%</b>
Del Mar	4.55	6.11	5.60	--
Encinitas	12.96	15.02	10.66	-29%
Imperial Beach	14.37	10.90	10.90	0%
Lemon Grove	22.39	16.45	25.77	57%
Poway	4.67	6.23	5.70	-9%
San Marcos	9.51	9.38	9.68	3%
Santee	11.70	7.66	8.54	11%
Solana Beach	4.49	5.46	7.65	40%
Vista	12.34	9.33	12.26	31%
Unincorporated	13.12	11.06	9.04	-18%
<b>Total</b>	<b>10.22</b>	<b>7.64</b>	<b>7.26</b>	<b>-5%</b>

Notes: Crimes against society category includes drug/narcotic violations, drug equipment violations, gambling offenses, pornography/obscene material, prostitution, weapons law violation, and animal cruelty. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). The annualized crime rate per 1,000 population reflects the number of incidents reported in the first six months of the year, times two, divided by the population which has been divided by 1,000. Percent changes are not represented if either comparison number used to compute the crime rate equals 30 or less.

Source: SANDAG; SANDAG Population and Housing Estimates, v2022

## Appendix Table 6

### CIBRS/NIBRS Group A offenses by jurisdiction

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
Carlsbad	2,542	2,622	2,228	-15%
Chula Vista	4,900	4,928	4,542	-8%
Coronado	--	415	475	14%
El Cajon	3,116	2,948	2,451	-17%
Escondido	4,159	4,027	3,220	-20%
La Mesa	1,429	1,399	1,501	7%
National City	1,758	1,712	1,686	-2%
Oceanside	5,180	4,880	4,037	-17%
San Diego	32,804	29,285	27,427	-6%
<b>Sheriff - Total</b>	<b>18,408</b>	<b>17,911</b>	<b>15,588</b>	<b>-13%</b>
Del Mar	94	130	94	-28%
Encinitas	1,337	1,357	1,076	-21%
Imperial Beach	605	543	508	-6%
Lemon Grove	974	865	937	8%
Poway	584	707	594	-16%
San Marcos	1,541	1,603	1,264	-21%
Santee	1,024	905	929	3%
Solana Beach	230	283	228	-19%
Vista	2,159	2,296	2,124	-7%
Unincorporated	9,860	9,222	7,834	-15%
Calif. State University San Marcos	--	110	70	-36%
San Diego State University	--	--	273	--
University of California San Diego	--	--	1,500	--
San Diego Harbor Police	882	694	673	-3%
California State Parks	88	249	169	-32%
<b>Total</b>	<b>75,266</b>	<b>71,180</b>	<b>65,840</b>	<b>-8%</b>

Notes: Group A offenses include crimes against persons, crimes against property, and crimes against society. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). The annualized crime rate per 1,000 population reflects the number of incidents reported in the first six months of the year, times two, divided by the population which has been divided by 1,000. San Diego. Percent changes are not represented if either comparison number used to compute the crime rate equals 30 or less. It should be noted that Coronado Police Department, California State University San Marcos, San Diego State University, and University of California San Diego did not report CIBRS data for 2021 because data was not available; San Diego State University, and University of California did not report CIBRS data for 2022 because data was not available.

Source: SANDAG

## Appendix Table 7

### Crimes against persons by jurisdiction

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
Carlsbad	408	417	339	-19%
Chula Vista	1,104	1,237	1,035	-16%
Coronado	--	67	75	12%
El Cajon	696	662	598	-10%
Escondido	724	781	707	-9%
La Mesa	311	312	397	27%
National City	455	428	402	-6%
Oceanside	1,116	1,114	1,031	-7%
San Diego	6,355	6,516	6,078	-7%
<b>Sheriff - Total</b>	<b>5,021</b>	<b>5,003</b>	<b>4,506</b>	<b>-10%</b>
Del Mar	16	23	21	--
Encinitas	252	220	164	-25%
Imperial Beach	187	159	142	-11%
Lemon Grove	225	237	219	-8%
Poway	114	121	139	15%
San Marcos	440	359	307	-14%
Santee	255	253	217	-14%
Solana Beach	38	38	32	-16%
Vista	600	588	530	-10%
Unincorporated	2,894	3,005	2,735	-9%
Calif. State University San Marcos	--	9	6	--
San Diego State University	--	--	42	--
University of California San Diego	--	--	397	--
San Diego Harbor Police	188	167	140	-16%
California State Parks	8	17	13	--
<b>Total</b>	<b>16,386</b>	<b>16,730</b>	<b>15,766</b>	<b>-6%</b>

Notes: Crimes against persons include murder, negligent manslaughter, justifiable homicide, non-consensual sex offenses, consensual sex offenses, human trafficking: commercial sex acts, and human trafficking: involuntary servitude. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). The annualized crime rate per 1,000 population reflects the number of incidents reported in the first six months of the year, times two, divided by the population which has been divided by 1,000. Percent changes are not represented if either comparison number used to compute the crime rate equals 30 or less. It should be noted that Coronado Police Department, California State University San Marcos, San Diego State University, and University of California San Diego did not report CIBRS data for 2021 because data was not available; San Diego State University, and University of California did not report CIBRS data for 2022 because data was not available.

Source: SANDAG

## Appendix Table 8

### Crimes against property by jurisdiction

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
Carlsbad	1,681	1,839	1,566	-15%
Chula Vista	2,903	3,002	2,753	-8%
Coronado	--	287	324	13%
El Cajon	1,505	1,508	1,301	-14%
Escondido	2,078	2,170	1,774	-18%
La Mesa	897	925	869	-6%
National City	1,058	1,094	1,086	-1%
Oceanside	2,742	2,999	2,342	-22%
San Diego	21,113	19,467	18,056	-7%
<b>Sheriff - Total</b>	<b>7,811</b>	<b>8,122</b>	<b>6,595</b>	<b>-19%</b>
Del Mar	69	95	62	-35%
Encinitas	685	675	584	-13%
Imperial Beach	228	241	223	-7%
Lemon Grove	442	404	367	-9%
Poway	356	434	316	-27%
San Marcos	659	805	504	-37%
Santee	423	426	460	8%
Solana Beach	163	210	147	-30%
Vista	945	1,240	979	-21%
Unincorporated	3,841	3,592	2,953	-18%
Calif. State University San Marcos	--	74	47	-36%
San Diego State University	--	--	200	--
University of California San Diego	--	--	868	--
San Diego Harbor Police	427	407	393	-3%
California State Parks	55	150	102	-32%
<b>Total</b>	<b>42,270</b>	<b>42,044</b>	<b>38,276</b>	<b>-9%</b>

Notes: Crimes against property category include robbery, burglary/breaking & entering, larceny/theft offenses, motor vehicle theft, arson, destruction of property, counterfeiting/forgery, fraud offense, embezzlement, extortion/blackmail, bribery, and stolen property offenses. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined.

"Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). The annualized crime rate per 1,000 population reflects the number of incidents reported in the first six months of the year, times two, divided by the population which has been divided by 1,000. Percent changes are not represented if either comparison number used to compute the crime rate equals 30 or less. It should be noted that Coronado Police Department, California State University San Marcos, San Diego State University, and University of California San Diego did not report CIBRS data for 2021 because data was not available; San Diego State University, and University of California did not report CIBRS data for 2022 because data was not available.

Source: SANDAG

## Appendix Table 9

### Crimes against society by jurisdiction

San Diego Region, Mid-Year 2021, 2022, and 2023

	2021	2022	2023	Change 2022-2023
Carlsbad	453	366	323	-12%
Chula Vista	893	689	754	9%
Coronado	--	61	76	25%
El Cajon	915	778	552	-29%
Escondido	1,357	1,076	739	-31%
La Mesa	221	162	235	45%
National City	245	190	198	4%
Oceanside	1,322	767	664	-13%
San Diego	5,336	3,302	3,293	<-1%
<b>Sheriff - Total</b>	<b>5,576</b>	<b>4,786</b>	<b>4,487</b>	<b>-6%</b>
Del Mar	9	12	11	--
Encinitas	400	462	328	-29%
Imperial Beach	190	143	143	0%
Lemon Grove	307	224	351	57%
Poway	114	152	139	-9%
San Marcos	442	439	453	3%
Santee	346	226	252	12%
Solana Beach	29	35	49	40%
Vista	614	468	615	31%
Unincorporated	3,125	2,625	2,146	-18%
Calif. State University San Marcos	--	27	17	--
San Diego State University	--	--	31	--
University of California San Diego	--	--	235	--
San Diego Harbor Police	267	120	140	17%
California State Parks	25	82	54	-34%
<b>Total</b>	<b>16,610</b>	<b>12,406</b>	<b>11,798</b>	<b>-5%</b>

Notes: Crimes against society category includes drug/narcotic violations, drug equipment violations, gambling offenses, pornography/obscene material, prostitution, weapons law violation, and animal cruelty. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). The annualized crime rate per 1,000 population reflects the number of incidents reported in the first six months of the year, times two, divided by the population which has been divided by 1,000. Percent changes are not represented if either comparison number used to compute the crime rate equals 30 or less. It should be noted that Coronado Police Department, California State University San Marcos, San Diego State University, and University of California San Diego did not report CIBRS data for 2021 because data was not available; San Diego State University, and University of California did not report CIBRS data for 2022 because data was not available.

Source: SANDAG

Appendix Table 10a  
Number of crimes by offense by jurisdiction

San Diego Region, Mid-Year 2021

	Carlsbad	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	National City	Oceanside	San Diego	Sheriff-Total	Del Mar	Encinitas	Imperial Beach
Crimes Against Persons													
Murder	1	5	--	2	1	1	1	3	26	11	0	0	0
Negligent Manslaughter	0	0	--	0	0	0	0	0	0	0	0	0	0
Justifiable Homicide	0	0	--	0	1	0	0	0	0	1	0	1	0
Non-consensual Sex Offenses	31	75	--	53	51	9	32	75	443	207	1	17	6
Rape	12	17	--	13	12	5	9	27	169	60	0	4	1
Sodomy	4	9	--	2	4	0	5	13	44	16	1	0	0
Sexual Assault with Object	1	6	--	8	0	1	0	8	33	13	0	2	1
Fondling	14	43	--	30	35	3	18	27	197	118	0	11	4
Aggravated Assault	80	312	--	185	173	68	145	252	2,020	1,006	3	45	36
Simple Assault	240	574	--	386	414	218	242	659	3,396	3,449	12	176	126
Intimidation	47	79	--	54	58	8	22	101	357	241	0	11	17
Kidnapping/Abduction	8	55	--	14	22	6	13	19	101	87	0	2	2
Consensual Sex Offenses	1	4	--	2	4	1	0	7	12	14	0	0	0
Incest	0	0	--	0	0	0	0	0	0	0	0	0	0
Statutory Rape	1	4	--	2	4	1	0	7	12	14	0	0	0
Human Trafficking, Commercial Sex Acts	0	0	--	0	0	0	0	0	0	0	0	0	0
Human Trafficking, Involuntary Servitude	0	0	--	0	0	0	0	0	0	5	0	0	0
Total	408	1,104	--	696	724	311	455	1,116	6,355	5,021	16	252	187
Crimes Against Property													
Robbery	20	142	--	55	73	21	45	75	544	205	0	14	11
Burglary/Breaking & Entering	157	203	--	106	173	99	69	210	1,714	905	8	88	19
Larceny/Theft Offenses	817	1,137	--	640	936	399	397	1,298	8,912	2,865	36	333	62
Motor Vehicle Theft	96	464	--	179	295	104	171	211	3,197	1,005	2	54	54
Arson	12	26	--	15	19	6	10	19	82	25	0	1	1
Destruction Of Property	223	457	--	295	297	94	227	583	4,192	1,287	10	92	49
Counterfeiting/Forgery	38	40	--	22	19	19	14	31	122	148	3	11	3
Fraud Offense	249	348	--	130	201	126	74	258	1,876	964	8	73	22
Embezzlement	3	5	--	3	1	2	1	5	33	19	1	3	0

Crime in the San Diego Region Mid-Year 2023 Statistics

	Carlsbad	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	National City	Oceanside	San Diego	Sheriff-Total	Del Mar	Encinitas	Imperial Beach
Extortion/Blackmail	3	12	--	2	4	0	3	11	26	24	0	3	0
Bribery	0	1	--	0	0	0	0	0	1	0	0	0	0
Stolen Property Offenses	63	68	--	58	60	27	47	41	414	364	1	13	7
<b>Total</b>	<b>1,681</b>	<b>2,903</b>	<b>--</b>	<b>1,505</b>	<b>2,078</b>	<b>897</b>	<b>1,058</b>	<b>2,742</b>	<b>21,113</b>	<b>7,811</b>	<b>69</b>	<b>685</b>	<b>228</b>
<b>Crimes Against Society</b>													
Drug/Narcotic Violations	252	406	--	468	795	125	124	706	3,306	2,843	5	171	89
Drug Equipment Violations	158	330	--	348	375	62	40	479	1,282	1,956	4	146	86
Gambling Offenses	0	0	--	0	0	0	0	0	2	0	0	0	0
Pornography/Obscene Material	1	2	--	2	2	0	3	5	4	4	0	0	0
Prostitution	1	32	--	0	80	0	33	3	131	182	0	59	0
Weapons Law Violation	40	122	--	97	105	32	45	129	609	584	0	24	15
Animal Cruelty	1	1	--	0	0	2	0	0	2	7	0	0	0
<b>Total</b>	<b>453</b>	<b>893</b>	<b>--</b>	<b>915</b>	<b>1,357</b>	<b>221</b>	<b>245</b>	<b>1,322</b>	<b>5,336</b>	<b>5,576</b>	<b>9</b>	<b>400</b>	<b>190</b>
<b>Total Group A Offenses</b>	<b>2,542</b>	<b>4,900</b>	<b>--</b>	<b>3,116</b>	<b>4,159</b>	<b>1,429</b>	<b>1,758</b>	<b>5,180</b>	<b>32,804</b>	<b>18,408</b>	<b>94</b>	<b>1,337</b>	<b>605</b>

Notes: Group A offenses include crimes against persons, crimes against property, and crimes against society. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). It should be noted that Coronado Police Department, Cal State University San Marcos, San Diego State University, and University of California San Diego did not report CIBRS data for 2021 because data was not available.

Source: SANDAG

# Appendix Table 10b Number of crimes by offense by jurisdiction

San Diego Region, Mid-Year 2021

	Lemon Grove	Poway	San Marcos	Santee	Solana Beach	Vista	Unincorporated	CSUSM	SDSU	UCSD	Harbor	California State Parks
<b>Crimes Against Persons</b>												
Murder	1	0	1	0	0	0	9	--	--	--	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	--	--	--	0	0
Justifiable Homicide	0	0	0	0	0	0	0	--	--	--	0	0
Non-consensual Sex Offenses	7	6	18	14	6	25	107	--	--	--	5	0
Rape	2	1	8	2	3	9	30	--	--	--	3	0
Sodomy	1	3	0	0	1	2	8	--	--	--	0	0
Sexual Assault with Object	0	0	2	3	0	0	5	--	--	--	0	0
Fondling	4	2	8	9	2	14	64	--	--	--	2	0
Aggravated Assault	59	19	80	49	7	132	576	--	--	--	59	4
Simple Assault	136	78	315	172	19	394	2,021	--	--	--	98	2
Intimidation	20	7	18	16	1	31	120	--	--	--	22	2
Kidnapping/Abduction	1	4	8	3	5	14	48	--	--	--	4	0
Consensual Sex Offenses	0	0	0	1	0	4	9	--	--	--	0	0
Incest	0	0	0	0	0	0	0	--	--	--	0	0
Statutory Rape	0	0	0	1	0	4	9	--	--	--	0	0
Human Trafficking, Commercial Sex Acts	0	0	0	0	0	0	0	--	--	--	0	0
Human Trafficking, Involuntary Servitude	1	0	0	0	0	0	4	--	--	--	0	0
<b>Total</b>	<b>225</b>	<b>114</b>	<b>440</b>	<b>255</b>	<b>38</b>	<b>600</b>	<b>2,894</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>188</b>	<b>8</b>
<b>Crimes Against Property</b>												
Robbery	22	11	21	21	1	33	71	--	--	--	9	0
Burglary/Breaking & Entering	40	43	76	44	34	121	432	--	--	--	30	5
Larceny/Theft Offenses	139	135	272	189	63	358	1,278	--	--	--	209	30
Motor Vehicle Theft	62	28	85	31	16	112	561	--	--	--	11	1
Arson	1	2	0	3	0	6	11	--	--	--	2	0

	Lemon Grove	Poway	San Marcos	Santee	Solana Beach	Vista	Unincorporated	CSUSM	SDSU	UCSD	Harbor	California State Parks
Destruction Of Property	110	42	117	60	20	161	626	--	--	--	103	16
Counterfeiting/Forgery	4	8	5	9	4	13	88	--	--	--	7	0
Fraud Offense	38	59	63	45	19	111	526	--	--	--	29	2
Embezzlement	2	6	0	0	0	2	5	--	--	--	1	0
Extortion/Blackmail	1	2	0	2	1	2	13	--	--	--	0	0
Bribery	0	0	0	0	0	0	0	--	--	--	0	0
Stolen Property Offenses	23	20	20	19	5	26	230	--	--	--	26	1
<b>Total</b>	<b>442</b>	<b>356</b>	<b>659</b>	<b>423</b>	<b>163</b>	<b>945</b>	<b>3,841</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>427</b>	<b>55</b>
<b>Crimes Against Society</b>												
Drug/Narcotic Violations	154	61	180	162	14	340	1,667	--	--	--	118	13
Drug Equipment Violations	119	40	115	160	9	203	1,074	--	--	--	82	10
Gambling Offenses	0	0	0	0	0	0	0	--	--	--	0	0
Pornography/Obscene Material	0	0	0	0	0	0	4	--	--	--	0	0
Prostitution	1	0	92	0	0	0	30	--	--	--	0	0
Weapons Law Violation	33	13	55	24	6	70	344	--	--	--	67	2
Animal Cruelty	0	0	0	0	0	1	6	--	--	--	0	0
<b>Total</b>	<b>307</b>	<b>114</b>	<b>442</b>	<b>346</b>	<b>29</b>	<b>614</b>	<b>3,125</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>267</b>	<b>25</b>
<b>Total Group A Offenses</b>	<b>974</b>	<b>584</b>	<b>1,541</b>	<b>1,024</b>	<b>230</b>	<b>2,159</b>	<b>9,860</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>882</b>	<b>88</b>

Notes: Group A offenses include crimes against persons, crimes against property, and crimes against society. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 45 Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). It should be noted that Coronado Police Department, Cal State University San Marcos, San Diego State University, and University of California San Diego did not report CIBRS data for 2021 because data was not available.

Source: SANDAG

# Appendix Table 11a Number of crimes by offense by jurisdiction

San Diego Region, Mid-Year 2022

	Carlsbad	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	National City	Oceanside	San Diego	Sheriff-Total	Del Mar	Encinitas	Imperial Beach
<b>Crimes Against Persons</b>													
Murder	0	2	0	1	0	0	3	4	31	12	0	0	1
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0	0
Justifiable Homicide	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-consensual Sex Offenses	42	66	10	47	56	13	41	77	420	172	1	6	7
Rape	12	13	6	11	15	5	12	22	155	37	0	1	1
Sodomy	3	2	0	4	2	2	0	3	49	9	0	1	0
Sexual Assault with Object	3	0	0	6	6	1	1	2	26	10	1	0	0
Fondling	24	51	4	26	33	5	28	50	190	116	0	4	6
Aggravated Assault	88	333	21	189	166	48	106	246	2,030	1,005	1	48	36
Simple Assault	240	681	31	354	468	219	231	672	3,543	3,427	19	155	99
Intimidation	39	100	2	47	54	29	28	99	377	290	1	7	13
Kidnapping/Abduction	7	53	3	23	32	1	15	11	108	80	0	3	2
Consensual Sex Offenses	1	2	0	1	5	2	3	4	7	17	1	1	1
Incest	0	0	0	0	0	0	0	0	0	0	0	0	0
Statutory Rape	1	2	0	1	5	2	3	4	7	17	1	1	1
Human Trafficking, Commercial Sex Acts	0	0	0	0	0	0	0	0	0	0	0	0	0
Human Trafficking, Involuntary Servitude	0	0	0	0	0	0	1	1	0	0	0	0	0
<b>Total</b>	<b>417</b>	<b>1,237</b>	<b>67</b>	<b>662</b>	<b>781</b>	<b>312</b>	<b>428</b>	<b>1,114</b>	<b>6,516</b>	<b>5,003</b>	<b>23</b>	<b>220</b>	<b>159</b>
<b>Crimes Against Property</b>													
Robbery	19	152	3	55	75	20	45	100	641	229	1	9	12
Burglary/Breaking & Entering	161	271	28	147	225	84	97	248	1,803	888	16	77	21
Larceny/Theft Offenses	818	1,123	116	555	862	446	442	1,293	7,625	3,095	35	344	93
Motor Vehicle Theft	111	492	10	169	332	101	153	255	3,232	1,124	11	63	34
Arson	6	23	0	15	13	9	4	27	91	45	0	0	0
Destruction Of Property	273	470	62	309	352	115	231	671	3,880	1,255	7	77	59
Counterfeiting/Forgery	25	25	6	23	17	8	7	37	116	125	1	8	0
Fraud Offense	323	365	39	182	227	123	99	283	1,663	894	20	73	11
Embezzlement	7	3	2	6	2	0	5	4	30	30	1	4	1

	Carlsbad	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	National City	Oceanside	San Diego	Sheriff-Total	Del Mar	Encinitas	Imperial Beach
Extortion/Blackmail	11	10	4	2	3	1	2	16	26	26	0	6	0
Bribery	0	0	0	0	0	0	0	0	0	1	0	0	0
Stolen Property Offenses	85	68	17	45	62	18	9	65	360	410	3	14	10
<b>Total</b>	<b>1,839</b>	<b>3,002</b>	<b>287</b>	<b>1,508</b>	<b>2,170</b>	<b>925</b>	<b>1,094</b>	<b>2,999</b>	<b>19,467</b>	<b>8,122</b>	<b>95</b>	<b>675</b>	<b>241</b>
<b>Crimes Against Society</b>													
Drug/Narcotic Violations	197	319	24	386	711	89	89	415	1,808	2,523	5	203	76
Drug Equipment Violations	128	218	21	301	244	56	64	262	816	1,733	5	236	52
Gambling Offenses	0	0	0	0	0	0	0	0	4	0	0	0	0
Pornography/Obscene Material	2	5	2	2	2	0	0	2	5	13	0	0	0
Prostitution	1	12	1	2	2	0	1	0	76	5	0	0	0
Weapons Law Violation	37	133	13	86	115	17	36	85	590	498	1	23	15
Animal Cruelty	1	2	0	1	2	0	0	3	3	14	1	0	0
<b>Total</b>	<b>366</b>	<b>689</b>	<b>61</b>	<b>778</b>	<b>1,076</b>	<b>162</b>	<b>190</b>	<b>767</b>	<b>3,302</b>	<b>4,786</b>	<b>12</b>	<b>462</b>	<b>143</b>
<b>Total Group A Offenses</b>	<b>2,622</b>	<b>4,928</b>	<b>415</b>	<b>2,948</b>	<b>4,027</b>	<b>1,399</b>	<b>1,712</b>	<b>4,880</b>	<b>29,285</b>	<b>17,911</b>	<b>130</b>	<b>1,357</b>	<b>543</b>

Notes: Group A offenses include crimes against persons, crimes against property, and crimes against society. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). It should be noted that San Diego State University and University of California San Diego did not report CIBRS data for 2022 because data was not available.

Source: SANDAG

## Appendix Table 11b Number of crimes by offense by jurisdiction

San Diego Region, Mid-Year 2022

	Lemon Grove	Poway	San Marcos	Santee	Solana Beach	Vista	Unincorporated	CSUSM	SDSU	UCSD	Harbor	California State Parks
<b>Crimes Against Persons</b>												
Murder	1	0	0	1	0	0	9	0	--	--	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	--	--	2	0
Justifiable Homicide	0	0	0	0	0	0	0	0	--	--	0	0
Non-consensual Sex Offenses	11	6	14	12	2	23	90	1	--	--	3	1
Rape	4	3	3	6	1	6	12	1	--	--	0	0
Sodomy	0	0	0	1	0	0	7	0	--	--	1	1
Sexual Assault with Object	0	0	0	1	0	0	8	0	--	--	0	0
Fondling	7	3	11	4	1	17	63	0	--	--	2	0
Aggravated Assault	53	17	59	59	4	131	597	0	--	--	59	3
Simple Assault	144	84	258	158	25	382	2,103	4	--	--	88	10
Intimidation	23	12	23	18	7	38	148	3	--	--	10	3
Kidnapping/Abduction	5	1	4	5	0	13	47	1	--	--	5	0
Consensual Sex Offenses	0	1	1	0	0	1	11	0	--	--	0	0
Incest	0	0	0	0	0	0	0	0	--	--	0	0
Statutory Rape	0	1	1	0	0	1	11	0	--	--	0	0
Human Trafficking, Commercial Sex Acts	0	0	0	0	0	0	0	0	--	--	0	0
Human Trafficking, Involuntary Servitude	0	0	0	0	0	0	0	0	--	--	0	0
<b>Total</b>	<b>237</b>	<b>121</b>	<b>359</b>	<b>253</b>	<b>38</b>	<b>588</b>	<b>3,005</b>	<b>9</b>	<b>--</b>	<b>--</b>	<b>167</b>	<b>17</b>
<b>Crimes Against Property</b>												
Robbery	28	10	33	18	2	47	69	0	--	--	4	0
Burglary/Breaking & Entering	38	42	89	37	25	154	389	3	--	--	35	11
Larceny/Theft Offenses	122	197	341	199	109	483	1,172	21	--	--	203	72
Motor Vehicle Theft	61	25	107	34	16	191	582	0	--	--	10	3
Arson	5	1	3	3	0	7	26	0	--	--	4	2

	Lemon Grove	Poway	San Marcos	Santee	Solana Beach	Vista	Unincorporated	CSUSM	SDSU	UCSD	Harbor	California State Parks
Destruction Of Property	74	58	119	52	20	173	616	35	--	--	106	48
Counterfeiting/Forgery	2	11	3	5	1	17	77	5	--	--	3	1
Fraud Offense	55	65	65	62	31	108	404	4	--	--	26	11
Embezzlement	2	3	2	1	0	3	13	0	--	--	2	0
Extortion/Blackmail	1	5	1	1	0	0	12	1	--	--	0	0
Bribery	0	0	1	0	0	0	0	0	--	--	0	0
Stolen Property Offenses	16	17	41	14	6	57	232	5	--	--	14	2
<b>Total</b>	<b>404</b>	<b>434</b>	<b>805</b>	<b>426</b>	<b>210</b>	<b>1,240</b>	<b>3,592</b>	<b>74</b>	<b>--</b>	<b>--</b>	<b>407</b>	<b>150</b>
<b>Crimes Against Society</b>												
Drug/Narcotic Violations	93	72	221	117	17	268	1,481	15	--	--	44	46
Drug Equipment Violations	106	67	149	80	15	149	874	10	--	--	20	29
Gambling Offenses	0	0	0	0	0	0	0	0	--	--	0	0
Pornography/Obscene Material	1	1	4	0	0	1	6	0	--	--	0	0
Prostitution	0	0	0	0	0	1	4	0	--	--	0	0
Weapons Law Violation	23	11	64	28	3	48	282	2	--	--	55	7
Animal Cruelty	1	1	1	1	0	1	8	0	--	--	1	0
<b>Total</b>	<b>224</b>	<b>152</b>	<b>439</b>	<b>226</b>	<b>35</b>	<b>468</b>	<b>2,625</b>	<b>27</b>	<b>--</b>	<b>--</b>	<b>120</b>	<b>82</b>
<b>Total Group A Offenses</b>	<b>865</b>	<b>707</b>	<b>1,603</b>	<b>905</b>	<b>283</b>	<b>2,296</b>	<b>9,222</b>	<b>110</b>	<b>--</b>	<b>--</b>	<b>694</b>	<b>249</b>

Notes: Group A offenses include crimes against persons, crimes against property, and crimes against society. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 45 Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista). It should be noted that San Diego State University and University of California San Diego did not report CIBRS data for 2022 because data was not available.

Source: SANDAG

## Appendix Table 12a Number of crimes by offense by jurisdiction

San Diego Region, Mid-Year 2023

	Carlsbad	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	National City	Oceanside	San Diego	Sheriff-Total	Del Mar	Encinitas	Imperial Beach
<b>Crimes Against Persons</b>													
Murder	0	3	1	1	1	0	0	2	25	11	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0	0
Justifiable Homicide	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-consensual Sex Offenses	24	52	6	41	36	11	30	56	291	109	0	12	5
Rape	9	18	2	11	12	2	3	21	90	19	0	2	2
Sodomy	4	3	1	1	4	0	4	1	21	7	0	0	0
Sexual Assault with Object	1	1	1	2	0	1	3	4	18	5	0	0	0
Fondling	10	30	2	27	20	8	20	30	162	78	0	10	3
Aggravated Assault	70	336	18	154	207	75	101	286	1,963	1,140	3	49	32
Simple Assault	190	503	32	325	402	255	227	582	3,292	2,925	15	91	87
Intimidation	45	110	16	60	38	46	31	80	398	243	1	6	16
Kidnapping/Abduction	7	30	1	15	20	10	10	20	97	71	2	6	1
Consensual Sex Offenses	3	1	1	2	3	0	3	5	9	7	0	0	1
Incest	0	0	0	0	0	0	0	0	0	0	0	0	0
Statutory Rape	3	1	1	2	3	0	3	5	9	7	0	0	1
Human Trafficking, Commercial Sex Acts	0	0	0	0	0	0	0	0	0	0	0	0	0
Human Trafficking, Involuntary Servitude	0	0	0	0	0	0	0	0	3	0	0	0	0
<b>Total</b>	<b>339</b>	<b>1,035</b>	<b>75</b>	<b>598</b>	<b>707</b>	<b>397</b>	<b>402</b>	<b>1,031</b>	<b>6,078</b>	<b>4,506</b>	<b>21</b>	<b>164</b>	<b>142</b>
<b>Crimes Against Property</b>													
Robbery	27	100	2	49	61	24	58	47	578	203	0	13	7
Burglary/Breaking & Entering	126	176	25	121	170	89	82	250	1,441	719	12	51	7
Larceny/Theft Offenses	740	1,061	124	508	797	365	393	1,006	7,605	2,482	26	311	58
Motor Vehicle Theft	87	590	37	143	176	87	189	185	3,180	946	10	50	70
Arson	2	16	1	13	7	1	6	13	57	25	0	2	1
Destruction Of Property	259	481	62	253	341	108	232	509	3,423	1,073	2	57	40
Counterfeiting/Forgery	26	22	3	18	18	12	16	38	80	80	0	6	3
Fraud Offense	239	255	59	134	155	130	89	241	1,362	766	12	76	23
Embezzlement	4	2	0	4	3	1	1	5	38	19	0	0	0

	Carlsbad	Chula Vista	Coronado	El Cajon	Escondido	La Mesa	National City	Oceanside	San Diego	Sheriff-Total	Del Mar	Encinitas	Imperial Beach
Extortion/Blackmail	1	2	2	0	0	2	0	0	7	4	0	1	0
Bribery	0	0	0	0	0	0	0	0	0	0	0	0	0
Stolen Property Offenses	55	48	9	58	46	50	20	48	285	278	0	17	14
<b>Total</b>	<b>1,566</b>	<b>2,753</b>	<b>324</b>	<b>1,301</b>	<b>1,774</b>	<b>869</b>	<b>1,086</b>	<b>2,342</b>	<b>18,056</b>	<b>6,595</b>	<b>62</b>	<b>584</b>	<b>223</b>
<b>Crimes Against Society</b>													
Drug/Narcotic Violations	172	366	35	263	453	116	85	354	1,794	2,285	4	158	68
Drug Equipment Violations	112	268	28	212	180	103	56	252	957	1,690	6	142	58
Gambling Offenses	0	0	0	0	0	0	0	0	4	0	0	0	0
Pornography/Obscene Material	1	8	1	2	0	1	1	2	8	6	0	0	0
Prostitution	6	6	0	0	19	0	20	0	65	24	0	6	1
Weapons Law Violation	32	106	12	75	87	15	36	56	464	481	1	22	16
Animal Cruelty	0	0	0	0	0	0	0	0	1	1	0	0	0
<b>Total</b>	<b>323</b>	<b>754</b>	<b>76</b>	<b>552</b>	<b>739</b>	<b>235</b>	<b>198</b>	<b>664</b>	<b>3,293</b>	<b>4,487</b>	<b>11</b>	<b>328</b>	<b>143</b>
<b>Total Group A Offenses</b>	<b>2,228</b>	<b>4,542</b>	<b>475</b>	<b>2,451</b>	<b>3,220</b>	<b>1,501</b>	<b>1,686</b>	<b>4,037</b>	<b>27,427</b>	<b>15,588</b>	<b>94</b>	<b>1,076</b>	<b>508</b>

Note: Group A offenses include crimes against persons, crimes against property, and crimes against society. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista).

Source: SANDAG

## Appendix Table 12b Number of crimes by offense by jurisdiction

San Diego Region, Mid-Year 2023

	Lemon Grove	Poway	San Marcos	Santee	Solana Beach	Vista	Unincorporated	CSUSM	SDSU	UCSD	Harbor	California State Parks
<b>Crimes Against Persons</b>												
Murder	2	0	3	0	0	1	5	0	0	0	0	0
Negligent Manslaughter	0	0	0	0	0	0	0	0	0	0	0	0
Justifiable Homicide	0	0	0	0	0	0	0	0	0	0	0	0
Non-consensual Sex Offenses	2	3	5	10	0	15	57	0	4	11	8	0
Rape	1	0	0	2	0	4	8	0	4	2	4	0
Sodomy	0	0	0	0	0	0	7	0	0	0	0	0
Sexual Assault with Object	0	1	1	0	0	1	2	0	0	1	0	0
Fondling	1	2	4	8	0	10	40	0	0	8	4	0
Aggravated Assault	67	34	74	56	10	141	674	0	5	75	50	4
Simple Assault	128	89	210	133	18	319	1,835	4	25	255	73	6
Intimidation	11	12	7	13	4	40	133	2	8	46	7	2
Kidnapping/Abduction	9	1	6	4	0	13	29	0	0	10	2	1
Consensual Sex Offenses	0	0	2	1	0	1	2	0	0	0	0	0
Incest	0	0	0	0	0	0	0	0	0	0	0	0
Statutory Rape	0	0	2	1	0	1	2	0	0	0	0	0
Human Trafficking, Commercial Sex Acts	0	0	0	0	0	0	0	0	0	0	0	0
Human Trafficking, Involuntary Servitude	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>219</b>	<b>139</b>	<b>307</b>	<b>217</b>	<b>32</b>	<b>530</b>	<b>2,735</b>	<b>6</b>	<b>42</b>	<b>397</b>	<b>140</b>	<b>13</b>
<b>Crimes Against Property</b>												
Robbery	22	4	20	21	2	32	82	0	0	24	7	0
Burglary/Breaking & Entering	26	44	44	42	27	124	342	0	11	89	33	2
Larceny/Theft Offenses	126	160	216	227	72	366	920	12	105	365	214	66
Motor Vehicle Theft	58	27	70	43	8	149	461	2	9	87	33	2
Arson	0	1	3	2	0	0	16	0	1	1	0	0

	Lemon Grove	Poway	San Marcos	Santee	Solana Beach	Vista	Unincorporated	CSUSM	SDSU	UCSD	Harbor	California State Parks
Destruction Of Property	57	39	82	50	16	188	542	25	54	107	70	21
Counterfeiting/Forgery	2	5	6	7	0	12	39	5	3	12	8	0
Fraud Offense	65	30	46	57	20	77	360	2	11	130	14	9
Embezzlement	2	0	0	3	0	2	12	0	0	1	0	0
Extortion/Blackmail	0	0	0	0	0	0	3	0	5	2	0	0
Bribery	0	0	0	0	0	0	0	0	0	0	0	0
Stolen Property Offenses	9	6	17	8	2	29	176	1	1	50	14	2
<b>Total</b>	<b>367</b>	<b>316</b>	<b>504</b>	<b>460</b>	<b>147</b>	<b>979</b>	<b>2,953</b>	<b>47</b>	<b>200</b>	<b>868</b>	<b>393</b>	<b>102</b>
<b>Crimes Against Society</b>												
Drug/Narcotic Violations	134	63	229	129	23	367	1,110	8	13	116	64	29
Drug Equipment Violations	205	53	169	101	23	187	746	6	11	103	39	21
Gambling Offenses	0	0	0	0	0	0	0	0	0	0	0	0
Pornography/Obscene Material	0	1	1	0	0	0	4	0	0	1	0	0
Prostitution	0	2	0	0	0	10	5	0	0	0	0	0
Weapons Law Violation	12	20	54	22	3	51	280	3	7	15	37	4
Animal Cruelty	0	0	0	0	0	0	1	0	0	0	0	0
<b>Total</b>	<b>351</b>	<b>139</b>	<b>453</b>	<b>252</b>	<b>49</b>	<b>615</b>	<b>2,146</b>	<b>17</b>	<b>31</b>	<b>235</b>	<b>140</b>	<b>54</b>
<b>Total Group A Offenses</b>	<b>937</b>	<b>594</b>	<b>1,264</b>	<b>929</b>	<b>228</b>	<b>2,124</b>	<b>7,834</b>	<b>70</b>	<b>273</b>	<b>1,500</b>	<b>673</b>	<b>169</b>

Note: Group A offenses include crimes against persons, crimes against property, and crimes against society. "Sheriff-Total" includes the contract cities and the unincorporated area served by the San Diego County Sheriff's Department, as well as crime reported in the Sheriff's "other" category that includes the Sheriff's detention facilities, courts staffed by the Sheriff, and crimes reported to the Sheriff that were determined to have occurred in a city not served by the Sheriff or at a location for which jurisdiction could not be determined. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas for which crime data are not individually shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista).

Source: SANDAG

## Appendix Table 13

### Population by jurisdiction

San Diego Region, 2021, and 2022/2023

	2021	2022/2023	Change 2021- 2022/2023
Carlsbad	115,680	115,585	<-1%
Chula Vista	276,922	276,785	<-1%
Coronado	22,611	22,277	-1%
El Cajon	106,447	105,638	-1%
Escondido	151,389	150,679	<-1%
La Mesa	60,608	60,472	<-1%
National City	61,755	61,471	<-1%
Oceanside	173,932	173,048	-1%
San Diego	1,371,832	1,374,790	<-1%
<b>Sheriff - Total</b>	<b>909,276</b>	<b>907,968</b>	<b>&lt;-1%</b>
Del Mar	3,957	3,929	-1%
Encinitas	61,724	61,515	<-1%
Imperial Beach	26,448	26,243	-1%
Lemon Grove	27,422	27,242	-1%
Poway	48,850	48,759	<-1%
San Marcos	92,958	93,585	1%
Santee	59,146	59,015	<-1%
Solana Beach	12,909	12,812	-1%
Vista	99,536	100,291	1%
Unincorporated	476,326	474,577	<-1%
Camp Pendleton	38,051	38,593	1%
<b>Total</b>	<b>3,250,452</b>	<b>3,248,713</b>	<b>&lt;-1%</b>

Notes: Populations used to compute crime rates reflect the most current finalized California Department of Finance estimates. "Sheriff-Total" includes contract cities and the unincorporated area served by the San Diego County Sheriff's Department. Pendleton population is excluded from Sheriff's unincorporated area and included in the region total. "Unincorporated" includes 4S Ranch, Alpine, Fallbrook, Lakeside, Ramona, Spring Valley, and Valley Center, as well as the unincorporated areas not shown (Campo, Julian, Pine Valley, Ranchita, and the unincorporated areas of Encinitas, Imperial Beach, Lemon Grove, Poway, San Marcos, Santee, and Vista).

Source: SANDAG; SANDAG Population and Housing Estimates, v2022

# Firearm Crime in the San Diego Region Data Analysis from 2022

Research findings from the Criminal Justice Research Division as part of the Project Safe Neighborhoods program in collaboration with the Southern District of the U.S. Attorney's Office

December 2023

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# Introduction

In 2022, the SANDAG Criminal Justice Research Division began to track crimes that involve firearms around the region from law enforcement data maintained in the Automated Regional Justice Information System (ARJIS). These data include the number of homicides, robberies, and assaults that involve the use of firearms by jurisdiction and location; the number of arrests for firearm-related offenses by jurisdiction and location; and the number of calls for service (CFS) for shots-fired and other firearm-related offenses directly from local law enforcement agencies. Additionally, SANDAG has been conducting interviews with arrestees in local jails as part of the Substance Abuse Monitoring (SAM) project regarding access and use of firearms in crimes, including those known as “ghost guns.”<sup>1</sup>

This CJ Brief examines the issue of firearm-related crime, access to and use of firearms in crimes, and law enforcement’s response to firearm-related crime in the San Diego region.

This publication is possible thanks to the collaboration with the U.S. Attorney’s Office for the Southern District of California (SDCA) and The Children’s Initiative (TCI) as part of the Project Safe Neighborhoods (PSN) program, a nationwide initiative that brings together federal, state, local, and tribal law enforcement officials, prosecutors, community leaders, and other stakeholders to identify the most pressing violent crime problems in a community and develop comprehensive solutions to address them.<sup>2</sup>

## Highlights

- The region experienced a daily average of 26.1 firearm-related calls for service (CFS) in 2022.
- While the number of violent crimes increased in 2022, the proportion of those that involved the use of a firearm decreased from 17% in 2021 to 14% in 2022.
- Arrestees that used a firearm in committing a crime most often used it in robberies or drug deals.
- For the first time since 2019, 2022 saw a decrease in the number of ghost guns seized in the region.
- Arrestees that reported ever buying a ghost gun, all said it was “Easy” or “Very Easy” to obtain.
- Since 2019, there has been an increase in the percent of arrests for firearm-related offenses, while there has been an overall downward trend in total arrest numbers.

<sup>1</sup> Ghost guns or Privately Made Firearms (PMFs) are firearms that are not serialized with a registration number. There are a few varieties of ghost guns that are in circulation. One type is built from a kit containing 80% of a completed gun (i.e., the gun’s lower receiver), but require a barrel and slide to be added to be fully assembled. Another variety of ghost gun is entirely 3D printed and manufactured with plastic materials.

<sup>2</sup> This project was supported by Grant No. 2020-GP-BX-0078 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice’s Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

# The Issue of Firearm-Related Crime

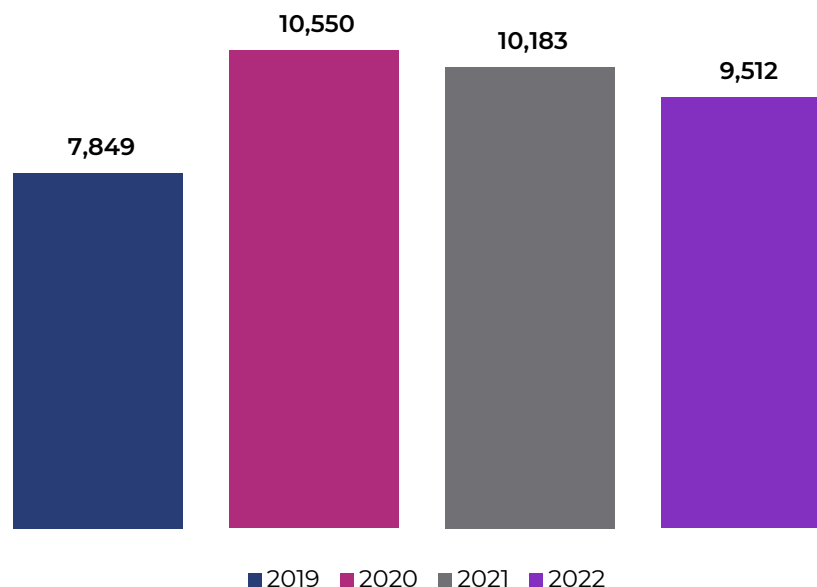
The San Diego region, much like other metropolitan areas, have growing concerns about gun crimes and their impact on public safety. To understand this multi-faceted issue, it is important to gather data from several different valid sources. The analyses conducted with these data can help inform policies and law enforcement strategies.

## Firearm-Related Calls for Service

Although not every call for service (CFS) results in a crime incident, it can be used as a measure of firearm activity. In addition, CFS data can be indicative of demand for police service.

The volume of firearm-related CFS in the San Diego region increased 34% from 2019 to 2020, but has decreased since the high in 2020 (Figure 1).<sup>3</sup> Overall, there was a daily average of 21.5 firearm-related CFS in 2019, 28.2 in 2020, 27.9 in 2021, and 26.1 in 2022.

**Figure 1: Number of Firearm-Related Calls for Service in the San Diego Region, 2019-2022**



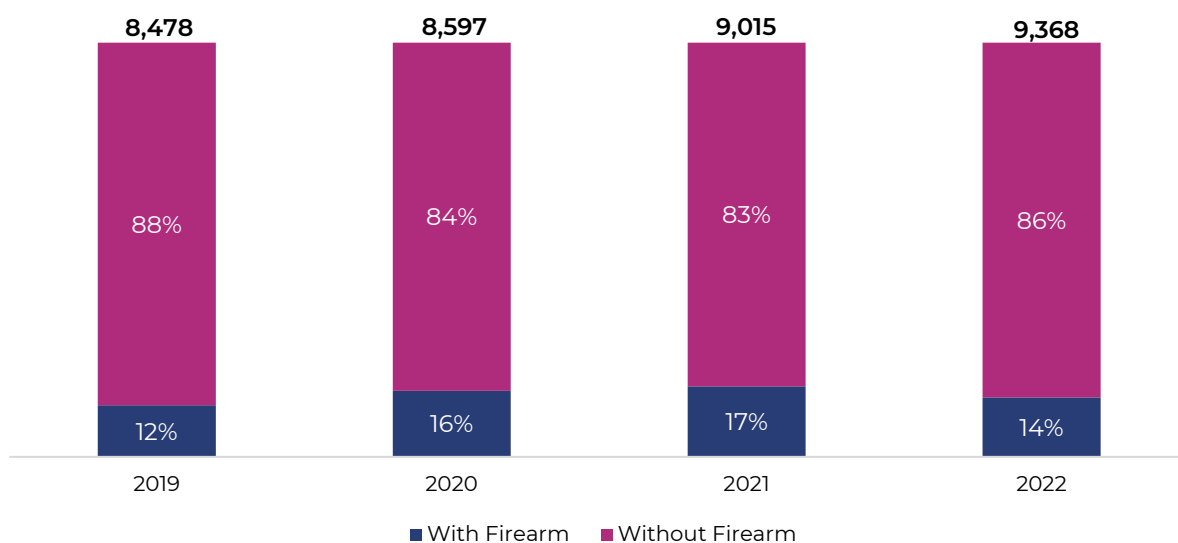
Source: SANDAG

## Firearms and Violent Crime

The total number of violent crimes (i.e., homicide, robbery, aggravated assault) has increased every year between 2019 and 2022 in the San Diego region, with the percentage of violent crimes that involve the use of a firearm also increasing from 12% in 2019, to 17% in 2021 (Figure 2). The upward trend reverted in 2022 with a 3% decline to 14%, but this was still higher than 2019 (Figure 2).

<sup>3</sup> It is important to note that while a CFS may be considered firearm-related, citizens that report shots fired may have heard a sound resembling a gunshot, but no shot occurred.

**Figure 2: Number of Violent Crimes with and without a Firearm in the San Diego Region, 2019-2022**



Source: SANDAG; ARJIS

Looking at the crime categories separately, the percentage of homicides that involved a firearm saw increases from 51% in 2019, to 56% in 2020 and 2021, and a decrease to 55% in 2022 (Table 1). Robberies that involved a firearm saw slight increases from 14% in 2019, to 17% in 2020 and 2021, and a 3% decline in 2022 (Table 1). Aggravated assaults that involved a firearm also increased from 11% in 2019, to 15% in 2020, to 16% in 2021, but decreased to 14% in 2022 (Table 1).<sup>4</sup>

**Table 1: Number of Violent Crimes and the Percent that Involved a Firearm in the San Diego Region, 2019-2022**

Crime Type	2019	2020	2021	2022
Homicide	78 (51%)	107 (56%)	112 (56%)	98 (55%)
Robbery	2,814 (14%)	2,392 (17%)	2,316 (17%)	2,514 (14%)
Aggravated Assault	5,586 (11%)	6,098 (15%)	6,587 (16%)	6,756 (14%)

Sources: SANDAG; ARJIS

Note: The percentages in the parentheses represent the proportion of that crime category for that given year that involved a firearm.

<sup>4</sup> It should be noted that increases in violent crime during the COVID-19 pandemic are not unique to the San Diego region, as similar increases were seen in several major metropolitan areas. Rosenfeld, R., Boxerman, B., & Lopez, E. (2023). Pandemic, social unrest, and crime in U.S. cities: Year-End 2022 Update. Council on Criminal Justice.

# Access to and Use of Firearms

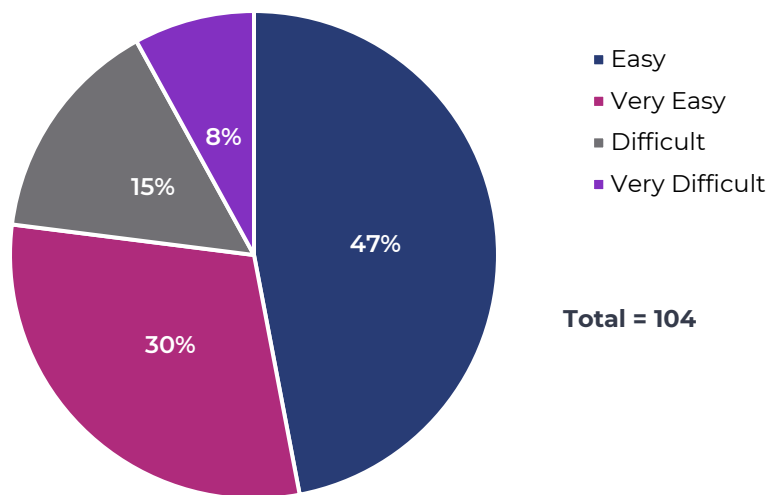
Part of this project involved interviews of arrestees in local jails to learn about access to and usage of firearms.<sup>5</sup> In 2022, 232 male and 113 female arrestees were interviewed. Through interviewing the arrestee population, it is possible to gain insights into access and usage of guns in crime that may not have been gained otherwise.

## Access to Guns

**Over one-third (36%) of arrestee respondents reported ever having a gun, but of those, only 17% (1 in 6) reported having a gun in the past 30 days. Interviewees owned, carried, or possessed a median of three guns,<sup>6</sup> which is more than the average 1.21 guns per American citizen.<sup>7</sup> In terms of how the firearms were obtained, the median number obtained illegally ( $M=1$ ) was higher than those legally obtained ( $M=0$ ) (data not shown).**

Not including ghost guns, over three-fourths (77%) of arrestees reported that getting a gun was “Very Easy” or “Easy” (Figure 3). When asked how they obtained their firearm, most of them bought it (Figure 4). Of those that purchased their firearm, most of them did from friends, gun shops, or off the street (Figure 5).

**Figure 3: Obtaining Firearm Difficulty**



Source: SANDAG

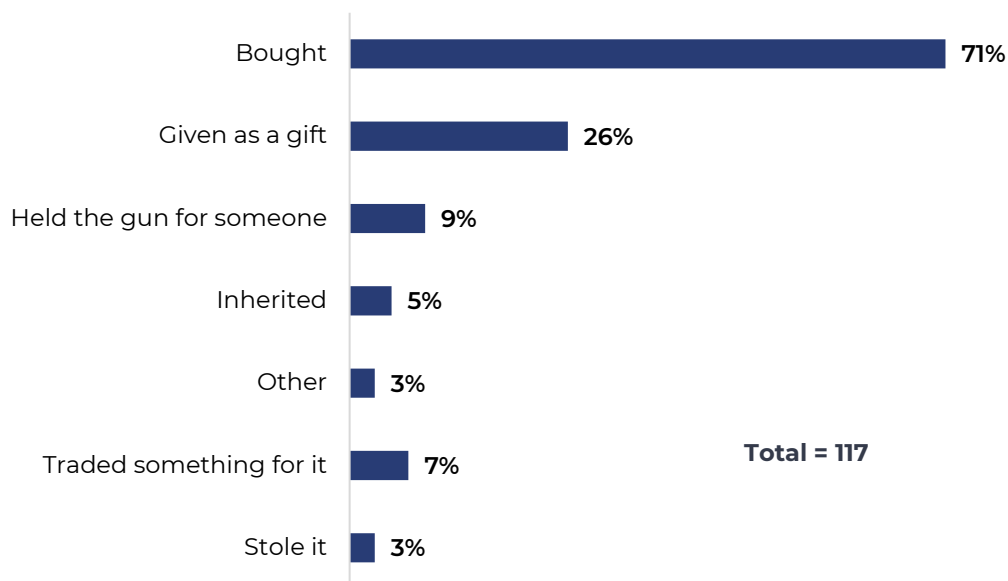
Note: Missing data not included.

<sup>5</sup> Access to these interviewees was due in part to SANDAG’s Substance Abuse Monitoring (SAM) project.

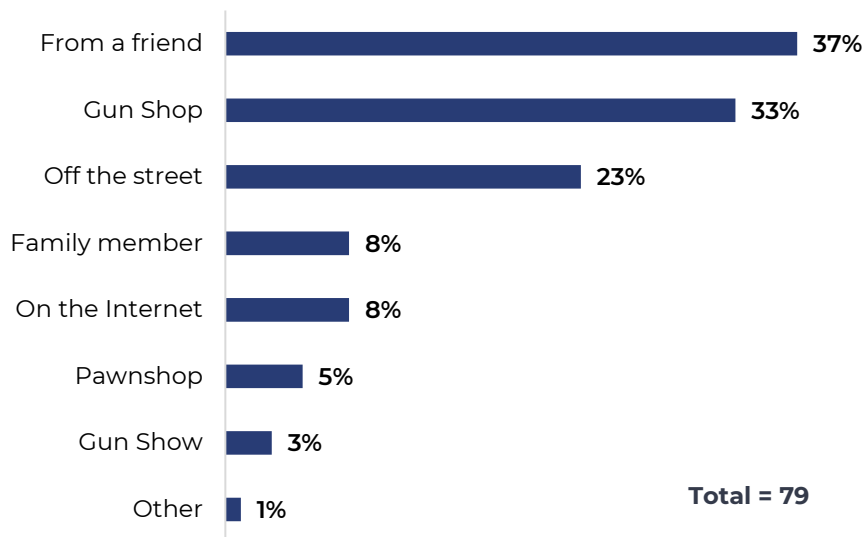
<sup>6</sup> The median is the value that is in the middle of a dataset when it is ordered. Medians are often used when there are outliers that might skew the average of the values. Due to the high standard deviations, medians are presented.

<sup>7</sup> Karp, A. (2018). Estimating global civilian-held firearms numbers. Small Arms Survey. Available at <https://www.smallarmssurvey.org/sites/default/files/resources/SAS-BP-Civilian-Firearms-Numbers.pdf>

**Figure 4: Method of Obtaining Firearm**



**Figure 5: Location of Firearm Purchase**



Source: SANDAG

Note: Missing data not included.

## Access to Ghost Guns

Untraceable ghost guns can be problematic for law enforcement and for the safety of the public. As such, it is important to closely examine the frequency in which arrestees bought ghost guns and how they obtained them. **Nearly one fifth (18%) of the arrestee respondents reported buying a ghost gun.**

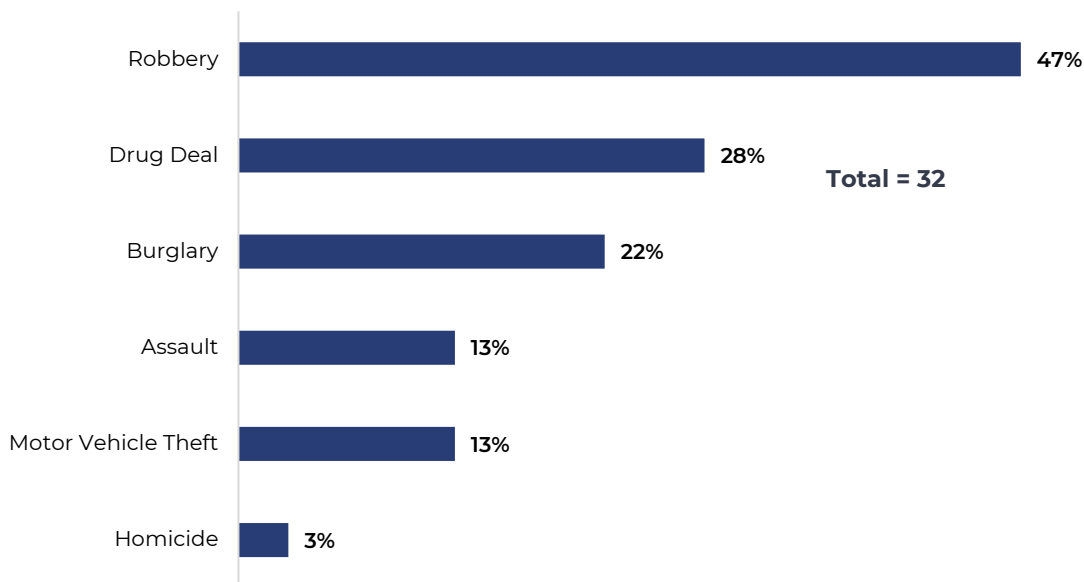
Of those respondents that reported buying a ghost gun, all reported that it was “Easy” or “Very Easy” to acquire the parts to build a ghost gun (not shown).<sup>8</sup> It will be challenging to regulate ghost guns as laws can make it more difficult to legally purchase firearms, but they are still limited in preventing the purchase and compilation of ghost guns or its parts.

## The Use of Firearms in Crime

In addition to understanding access to firearms, it is important to examine how guns are used in crimes.

**Nearly one third (32%) of arrestee respondents reported carrying a gun when committing a crime.** Of those instances, drug deals and robberies were reported as the most frequent types of crimes (Figure 6).

**Figure 6: Type of Crime Committed While Carrying a Gun**



*Note: Missing data not included. Percentages will not add to 100% as the response categories were not mutually exclusive.*

*Source: SANDAG*

<sup>8</sup> This question was asked on a four-point scale from Very Difficult to Very Easy; however, none of the respondents indicated it was difficult or very difficult to obtaining parts to build a ghost gun.

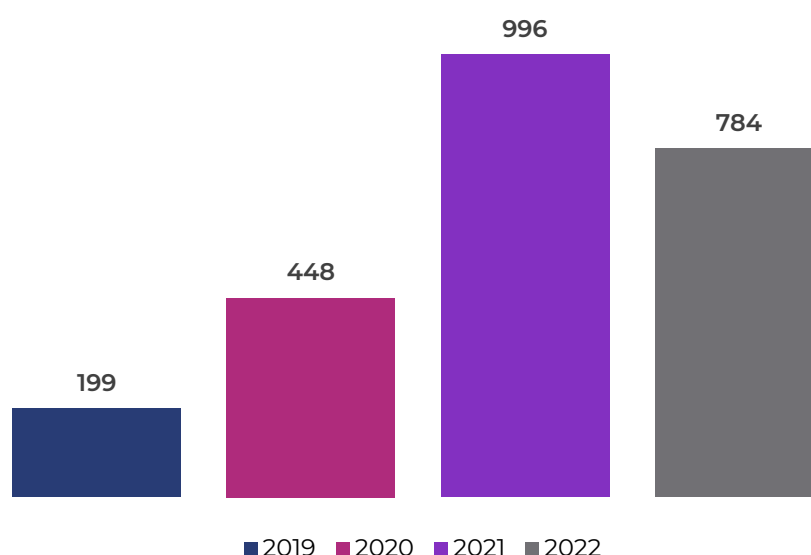
# Law Enforcement Response to Firearm-Related Crime

## Ghost Gun Seizures

Citizens and law enforcement agencies have expressed their concern about the growing trend of unregistered and untraceable ghost guns.<sup>9</sup>

The number of ghost guns seized in the region has increased each year from 2019 to 2021, though 2022 marked the first year in which there was a decrease (Figure 7). It is difficult to determine if increases are due to actual increases in activity or better tracking of the activity, and on the other hand if decreases are a sign of reduced activity, better concealment of such activity, or state/federal operations that may be occurring concurrently, thus not being counted in the regional numbers.<sup>10</sup>

**Figure 7: Number of Ghost Guns Seized in the San Diego Region, 2019-2022**



Source: SANDAG

<sup>9</sup> California Office of the Attorney General. (2022, October 7). Attorney General Bonta Announces Arrest of Suspect with Illegal Ghost Guns, Machine Gun Kits, and Assault Weapons [Press release]. <https://oag.ca.gov/news/press-releases/attorney-general-bonta-announces-arrest-suspect-illegal-ghost-guns-machine-gun#:~:text=The%20number%20of%20illegal%20ghost,impacts%20the%20work%20of%20DOJ>.

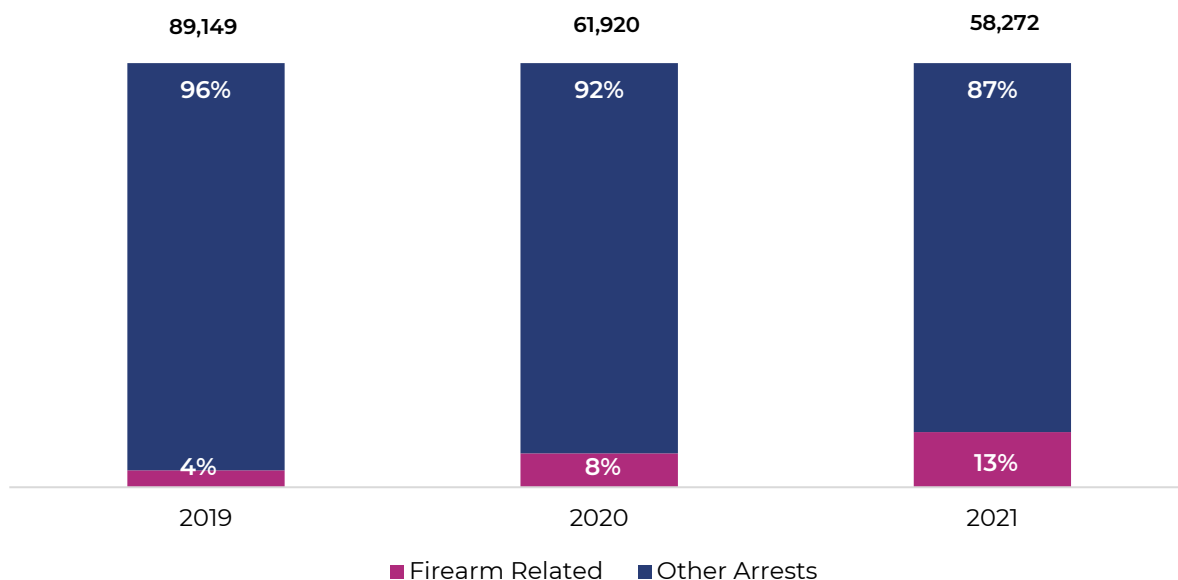
<sup>10</sup> Agencies varied in how they tracked ghost guns seized and when they started collected said data. Several departments use a Firearm Manufactured by Unlicensed Subject (FMBUS) number to tag these incidents while others used a special studies code. Also, some departments started tracking ghost gun seizures in 2019 while some started in late 2021 and retroactively tagged some incidents from prior years. Because there is currently no standardized way to track these data, it is important to note that these values are likely an undercount. These values can also be an undercount as state and federal agencies also make gun crime arrests that are not counted by the local agencies.

## Arrests for Firearm-Related Crime

In addition to examining crimes committed with a firearm, it is important to examine law enforcement's response to said crimes. These data can indicate where more resources are possibly needed and can be applied in justice system planning. At the time of this publication, arrest data from 2022 was not available.

There has been an overall downward trend of total arrests in the region over the last two years, which in part can be attributed to changes in law enforcement arrest protocols during the COVID-19 pandemic. However, the percentage of arrests for firearm-related offenses increased from 4% in 2019 to 8% in 2020 and 13% in 2021 (Figure 8). As departments issued more warnings and citations for less serious offenses during 2020 and 2021, law enforcement likely focused making arrests in more serious incidents, particularly those that involved firearms.<sup>11</sup>

**Figure 8: Total Number of Arrests and Arrests for Firearm Related Offenses in the San Diego Region, 2019-2021**



Source: SANDAG

<sup>11</sup> Over 360 existing felony and misdemeanor level firearm-related penal and municipal codes were included to examine the number of arrests for firearm-related offenses by jurisdiction and location. A list of these codes are available upon request.

## Final Takeaway

There are multiple facets to firearm-related crime in the San Diego region. While the total number of violent crimes has increased from 2019 to 2022, the proportion of those committed with a firearm decreased from 17% in 2021 to 14% in 2022—albeit still higher than in 2019. Also, the region experienced increases in ghost gun seizures from 2019 to 2021, but 2022 was the first year that marked a decrease in seizures. However, it is important to frame these findings within the context of a pandemic and its impacts on citizen behavior, and protocols and priorities by law enforcement.

There are data limitations to answer pressing questions (i.e., the level of ghost gun activity in the region) which may limit our understanding of the full extent of ghost gun activity in the region. As such, it is important for law enforcement agencies and stakeholders to continue collaborating to share available information and resources, collect comprehensive data, and adapt policies accordingly to ensure the safety and well-being of the community.

For example, there are other efforts in the region to understand gun violence.

In June 2023, San Diego County released a gun violence reduction community needs assessment report.<sup>12</sup> In this report, the Health Assessment and Research for Communities (HARC) organization highlights important information about firearm-related violence, such as the high disproportion of firearm-related homicide, with a rate among Black individuals of 9.9 per 100,000 residents, as opposed to 1.0 for White individuals. Additionally, the report points to the spatial concentration of firearm-related deaths mainly in the Central and East Suburban areas of the County. While the report highlights a general sentiment of safety in the communities (66.5% of survey participants), still a large number report a concern about gun violence (60.8%). The same report found, however, that from 2017 to 2022 most of the firearm-related deaths in the region have been due to suicide (70.9%). These findings emphasize the utility of different data sources and metrics to gain insight and understand a little deeper the complexities when looking into gun violence and gun-related deaths.

To continue the region's efforts to shed light on gun violence, this brief will be updated on an annual basis to provide trend insights on firearm-related crime and ghost gun seizures. Additionally, SANDAG will provide supplementary updates on a semi-annual basis to compare data to the previous year. Trend data is important to help identify possible surges or decreases in crime. Additionally, analyzing trend data over time can help policymakers implement targeted interventions.

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<sup>12</sup> For more information: <https://engage.sandiegocounty.gov/gvrp>



## CITY COUNCIL Staff Report

**Meeting Date:** Feb. 6, 2024

**To:** Mayor and City Council

**From:** Scott Chadwick, City Manager

**Staff Contact:** Jason Haber, Intergovernmental Affairs Director  
Jason.haber@carlsbadca.gov, 442-339-2958

**Subject:** Strategic Plan Update

**Districts:** All

### Recommended Action

Receive an update on progress made toward the goals of the Carlsbad Strategic Plan 2023-2027, an update on city finances and an overview of strategic actions planned to occur through Fiscal Year 2024-2025 and provide feedback to staff.

### Executive Summary

This item presents a progress report on the goals and objectives of the city's 5-year strategic plan, an update on current and forecasted city finances, and a summary of the strategic actions planned to occur over the coming year. This item provides an opportunity for the City Council to provide feedback that will inform the development of the city's Fiscal Year 2024-2025 budget and the work plan that supports the 5-year Strategic Plan.

### Explanation & Analysis

On October 11, 2022, City Council adopted Resolution No. 2022-245, adopting the Carlsbad Strategic Plan 2023-2027 (Exhibit 1). The plan's purpose is to:

1. Establish a common vision that will help align city policies, day-to-day operations, and resources with the community's most important values, needs and aspirations.
2. Build momentum for major goals by maintaining a focused effort over multiple years.
3. Identify agreed upon priorities, timelines and performance measures.

In consideration of the core values that make up the Carlsbad Community Vision, the City Council identified five areas of focus for its Strategic Plan:

- **Community Character:** Maintain Carlsbad's unique community character
- **Quality of Life & Safety:** Prioritize the safety and well-being of the community
- **Sustainability & Natural Environment:** Protect the environment and natural resources
- **Economic Vitality:** Foster a healthy economy
- **Organizational Excellence & Fiscal Health:** Be a model for effective and efficient local government

The strategic plan includes high-level goals, strategic objectives, priority 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.

The 2023-2024 Strategic Actions Update, provided as Exhibit 2, details how city staff have implemented the City Council's policy direction and provides a summary of the strategic actions planned to occur over the coming year.

Staff continuously monitor the city's progress toward achieving the adopted goals and have developed a dashboard to track and display the city's progress, with a focus on key performance indicators. This dashboard can be accessed through the city website at [carlsbadca.gov/city-hall/city-council/strategic-plan](https://carlsbadca.gov/city-hall/city-council/strategic-plan).

The Strategic Plan is intended to enable the city to maintain a consistent focus to build the momentum needed to achieve results. However, the city operates in a dynamic environment and must take into account unanticipated needs, changing economic conditions, community priorities and emergencies, all of which could require a change in focus or the reallocation of resources.

The City Council may direct staff to reprioritize elements of the Strategic Plan at any time 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.

This item provides the City Council with an opportunity to review the plan's progress and provide direction on any adjustments and refinements regarding the strategic actions planned to occur over the coming year. City staff will propose an annual work plan and fiscal year 2024-2025 budget later this year that will advance the goals and objectives of the 5-year Strategic Plan, consistent with the City Council's direction.

### **Community Engagement**

Nearly 1,700 people participated in the public input process leading up to the City Council's adoption of the Carlsbad Strategic Plan. City staff designed and implemented a public involvement strategy with three main ways to engage with community members, an online survey, an online idea wall and a virtual workshop.

This strategy generated 1,544 survey responses and 800 idea wall comments and attracted 95 workshop participants. Community input was compiled, analyzed, and presented to the City Council in the 5-Year Strategic Plan Public Input Report, which is included as an appendix to the strategic plan.

### **Fiscal Analysis**

An accelerated economic recovery from the COVID-19 pandemic coupled with unprecedented inflation sustained by consumer demand contributed to the city's General Fund ending fiscal year 2022-23 with a healthful surplus. The combined impact of budget reduction efforts in fiscal year 2023 and 2024 and the larger-than-anticipated surplus in fiscal year 2023 positively impacted the General Fund's 10-year forecast. The projected deficit is now not anticipated to occur until fiscal year 2028-29, three years later than the timing projected last year.

However, the city is still facing economic uncertainty, most notably from extreme inflationary increases since 2021 that have added pressure to the budget. The city's progress on the various

goals, objectives, projects and services outlined in the strategic plan will continue to be subject to the actual amount of funds available and appropriations authorized by the City Council each year in the annual budget.

#### **Next Steps**

Staff will present the preliminary fiscal year 2024-2025 budget to the City Council for its review on May 21, 2024.

#### **Environmental Evaluation**

In keeping with Public Resources Code Section 21065, this action does not constitute a project within the meaning of the California Environmental Quality Act in that it has no potential to cause either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment and therefore does not require environmental review.

#### **Exhibits**

1. Carlsbad Strategic Plan 2023-2027
2. 2023-2024 Strategic Actions Update



# 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.

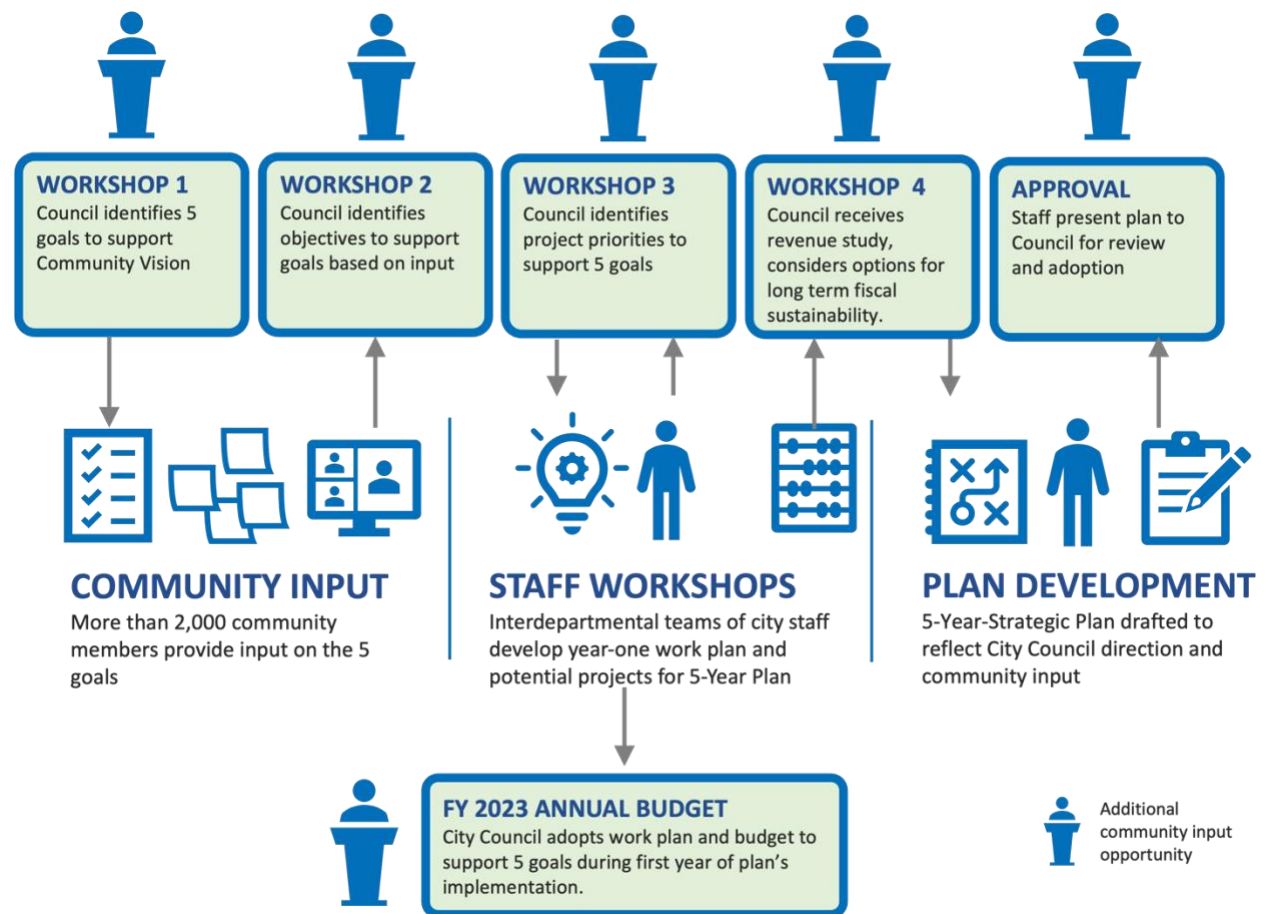


### Accountability

Identify key indicators of success that are measurable and transparent.

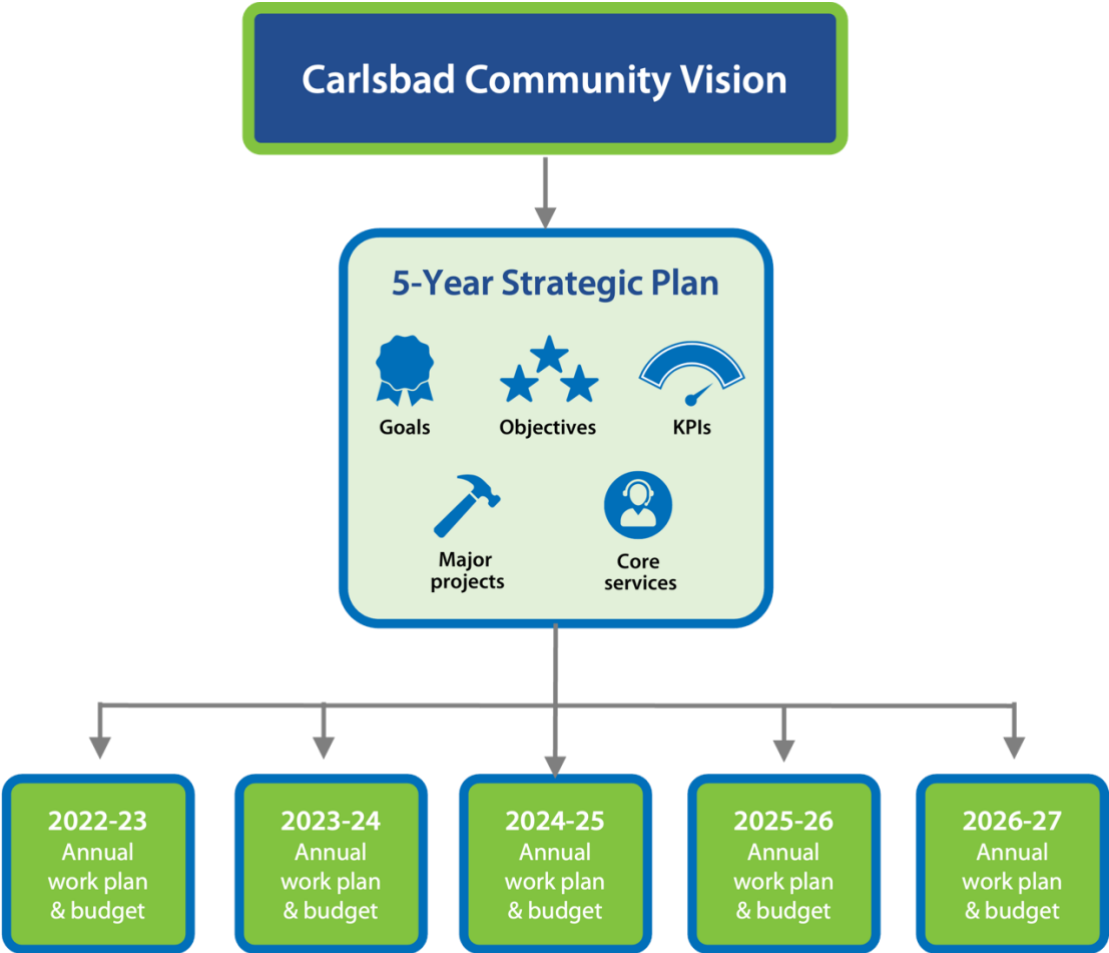
# STRATEGIC PLANNING PROCESS

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

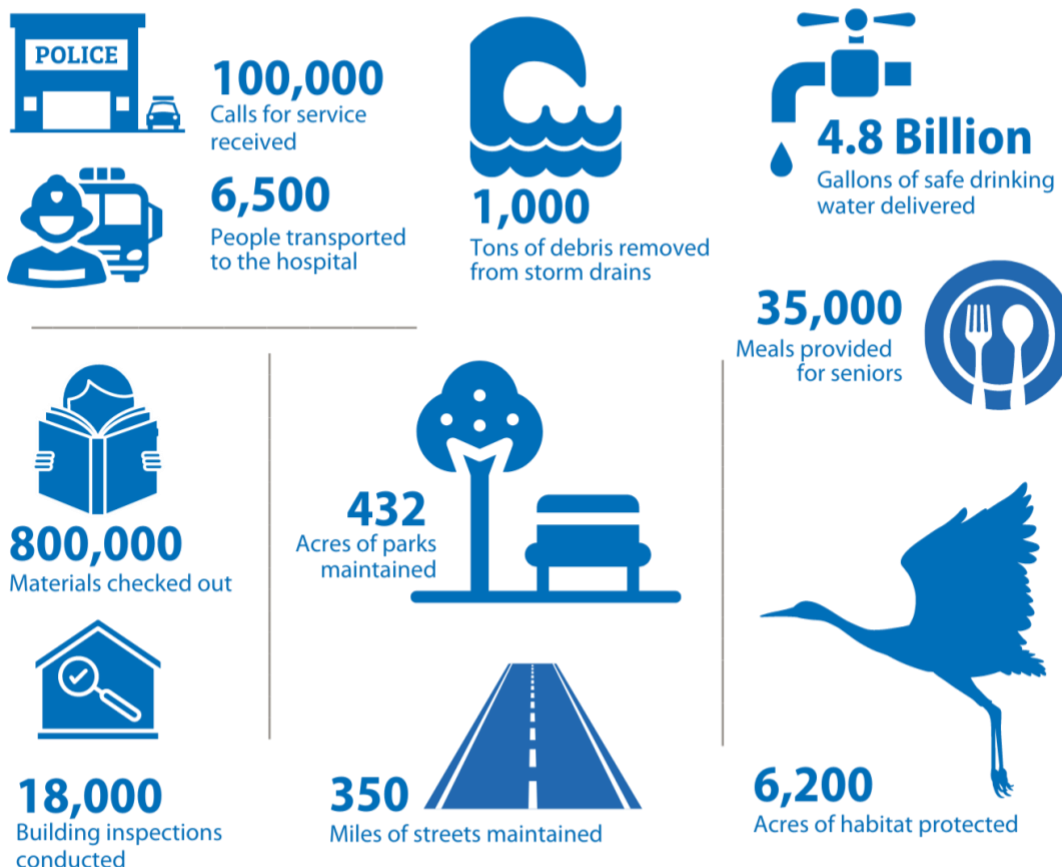
The city fulfills its purpose and supports the Community Vision every day through the collective work and contributions of the city workforce who focus on the core services and functions of municipal government. Even with the best strategic plan, the City of Carlsbad would not be the city it is today 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.

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.

*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*

### Being Brilliant at the Basics



\*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

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- ▶ 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

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- 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

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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

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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

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- ▶ 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

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- 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

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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

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- ▶ 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

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- 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

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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

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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

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- ▶ 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

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- 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

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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

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

### Strategic objectives

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- 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

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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

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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

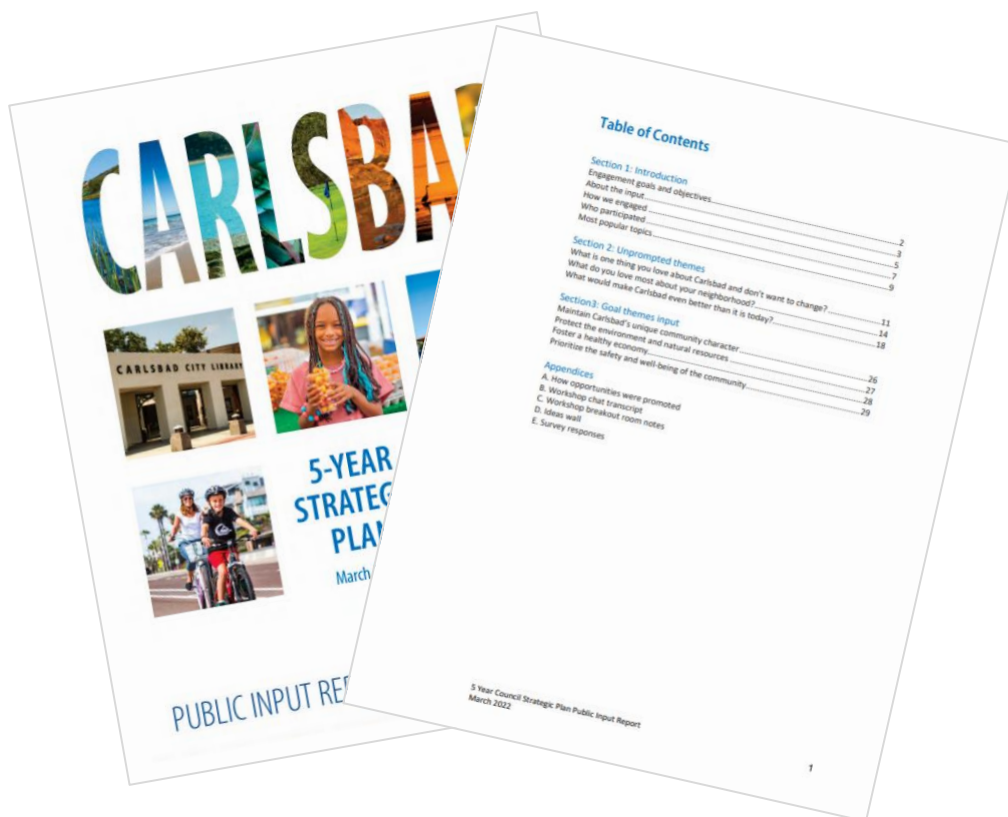
- Deliver technology services to city users including thousands of endpoint devices
- Support digital network services to city staff and guests over a 200 Gb backbone
- Manage the city's cybersecurity risk with cutting edge technology, processes and policies
- Provide effective project management of 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](http://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				
							
<a href="#">Age-Friendly Action Plan</a>	2021	2026	✓	✓	✓	✓	
<a href="#">Annual Operating Budget</a>	2022	Annual	✓	✓	✓	✓	✓
<a href="#">Arts &amp; Culture Master Plan</a>	2018	2028	✓	✓	✓	✓	
<a href="#">Asset Management Master Plan</a>	2019	N/A	✓	✓	✓	✓	✓
<a href="#">Capital Improvement Program</a>	2022	Annual	✓	✓	✓	✓	✓
<a href="#">City Council Code of Ethics</a>	2021	Annual					✓
<a href="#">City Council Homelessness Goal Work Plan</a>	2022	Annual	✓	✓	✓		
<a href="#">Continuity of Operations Plan</a>	2021	2026		✓			✓
<a href="#">Climate Action Plan</a>	2020	2024		✓	✓		
<a href="#">Community Development Block Grant Plan</a>	2020	2025	✓	✓			
<a href="#">Community Forest Management Plan</a>	2019	N/A			✓		
<a href="#">Connected Carlsbad</a>	2020	N/A	✓	✓	✓	✓	✓
<a href="#">Department of Homeland Security Community Resilience Indicator Analysis (2020)</a>	2020	N/A		✓			
<a href="#">Diversity, Equity &amp; Inclusion Workplan</a>	2022	2024	✓				✓
<a href="#">Drainage Master Plan</a>	2008	2024		✓	✓		
<a href="#">Fire Safety Regulations</a>	2019	2025		✓			
<a href="#">Carlsbad General Plan</a>	2015	2023	✓	✓	✓	✓	
<a href="#">Growth Management Plan</a>	1986	2023	✓	✓	✓	✓	✓
<a href="#">Habitat Management Plan</a>	2004	N/A			✓		
<a href="#">Homeless Response Plan</a>	2017	2022	✓	✓	✓		
<a href="#">Housing Element</a>	2021	2029	✓		✓	✓	
<a href="#">HUD Consolidated Five Year Plan</a>	2020	2025	✓	✓			
<a href="#">Integrated Pest Management Plan</a>	2017	N/A			✓		
<a href="#">Jurisdictional Runoff Management Plan</a>	2021	2025			✓		
<a href="#">Library Strategic Plan</a>	2016	2023	✓				✓
<a href="#">Parks &amp; Recreation Department Master Plan</a>	2015	2023	✓		✓		✓
<a href="#">Preserve Management Plan</a>	2022	2027			✓		
<a href="#">Public Housing Authority Administrative Plan</a>	2016	N/A	✓				✓
<a href="#">Real Estate Strategic Plan</a>	2017	2022	✓			✓	✓
<a href="#">Recycled Water Master Plan</a>	2019	2026			✓		
<a href="#">San Diego County Multi-Jurisdictional Hazard Mitigation Plan</a>	2017	2022		✓			

			RELATED GOALS				
	Last update	Next update					
<a href="#">SCADA Master Plan</a>	2019	N/A		✓	✓		✓
<a href="#">Local Coastal Program, Sea Level Rise Analysis</a>	2021	TBD	✓	✓	✓		✓
<a href="#">Standards of Cover (Fire Department)</a>	2020	N/A		✓			✓
<a href="#">Strategic Digital Transformation Investment Plan</a>	2022	Annual				✓	✓
<a href="#">Sustainable Materials Management Plan</a>	2019	Annual			✓		
<a href="#">Sustainable Mobility Plan</a>	2021	2023	✓	✓	✓	✓	
<a href="#">Trails Master Plan</a>	2019	N/A	✓		✓		
<a href="#">Urban Water Management Plan</a>	2020	2025		✓	✓		
<a href="#">Village &amp; Barrio Master Plan</a>	2021	2023	✓		✓	✓	
<a href="#">Wastewater Master Plan</a>	2019	2024		✓	✓		
<a href="#">Water Master Plan</a>	2019	2024		✓	✓		
<a href="#">Carlsbad Watershed Management Area Water Quality Improvement Plan</a>	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
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	Traffic Control Improvements - Poinsettia Lane and Oriole Court
Railing and Sidewalk	Traffic Improvement Program
El Camino Real and Cannon Road Intersection Improvements	Traffic Monitoring Program
Intelligent Traffic Control Devices	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	

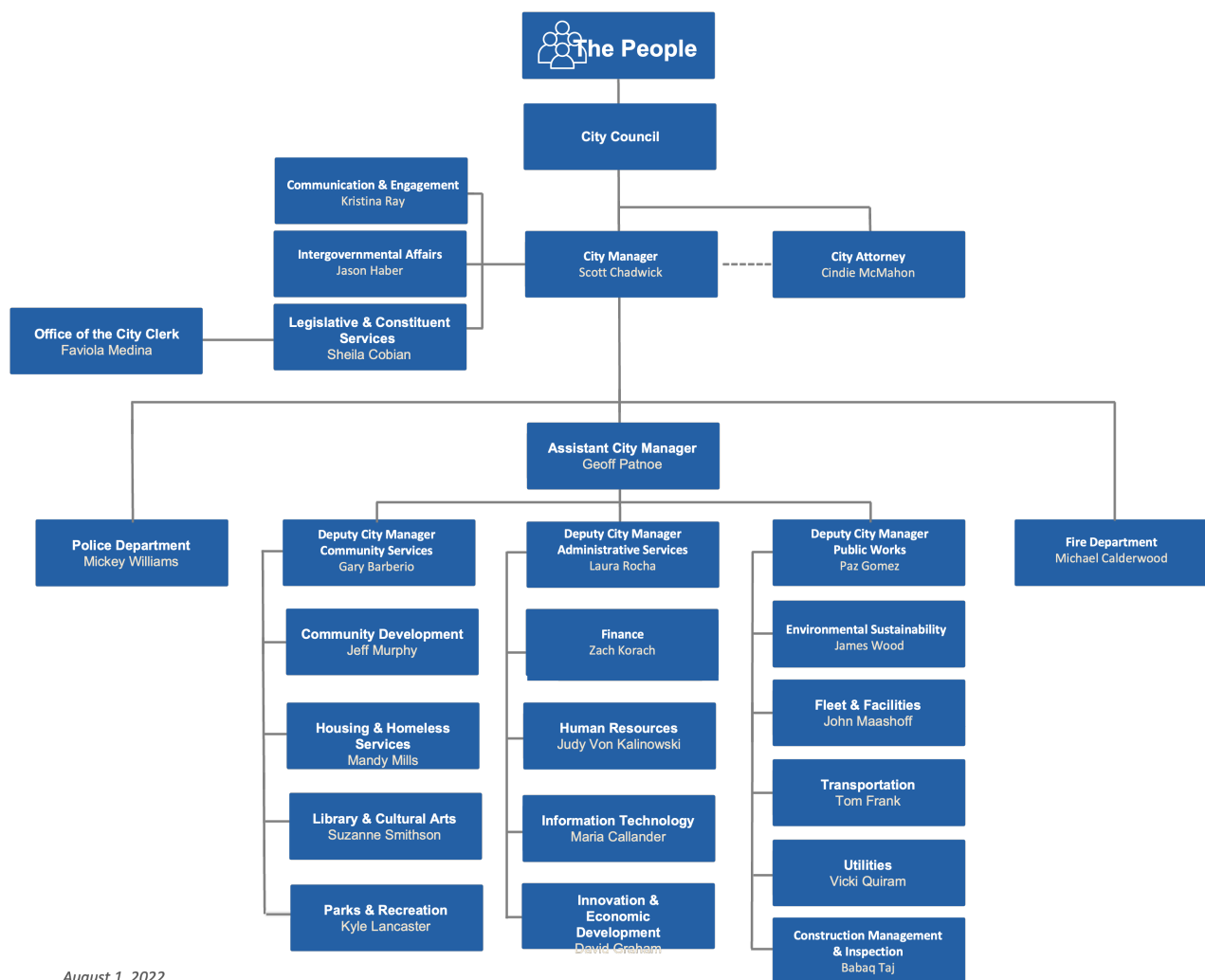
## DEPARTMENT OVERVIEWS





## 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.



\$342.2M

Manage annual budget

40,000

Vendor payments processed

10,000

Computer help desk requests fulfilled

6,000

Job applications processed

151



Workforce trainings



Budget Excellence Award  
Excellence in Financial Reporting Award

Government Finance Officers Association

87

Full-time staff



ANNUAL BUDGET  
\$26.2 million

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

1,200

Code enforcement cases

1,131

Engineering permits

4,500

Building permits valued at more than \$132M

18,000 Building inspections

Advised by



Carlsbad Planning Commission

52

Professional staff



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



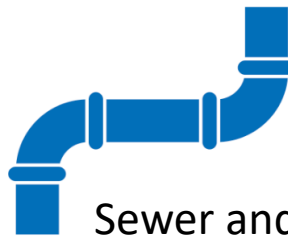
Water



Parks



Transportation



Sewer and drainage



 **16**  
Employees



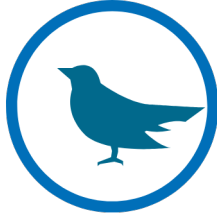
**ANNUAL BUDGET**  
**\$3.3 million**

## AT A GLANCE

## Environmental Sustainability



Trash &amp; recycling



Habitat preservation



Climate Action Plan



Clean oceans &amp; 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



Professional staff



ANNUAL BUDGET  
**\$37.8 million**

## AT A GLANCE

## Fleet &amp; 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 &amp; 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



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

Advised by

CARLSBAD HOUSING  
COMMISSIONFormed  
July 2021

16

Professional staff



ANNUAL BUDGET

\$11 million\*

\*\$7 million from federal funding

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



Full-time staff



ANNUAL BUDGET  
\$14.1 million



800,000

Library materials  
circulated

85 Bilingual program  
offerings

110,000

Sessions on public  
computers

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

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



Park ranger program



100,000

Calls for service

36

School crossing guards



187

Full-time staff



ANNUAL BUDGET

\$51.2 million



# 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



Legislative affairs

**600**   
Public records requests fulfilled



**550**  
Email updates to community

 **34**  
Professional staff



ANNUAL BUDGET  
**\$8.5 million**

## 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



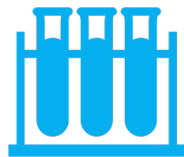
**48%**

Average water use down since 2008



**4.8 billion**

Gallons of safe water provided



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**

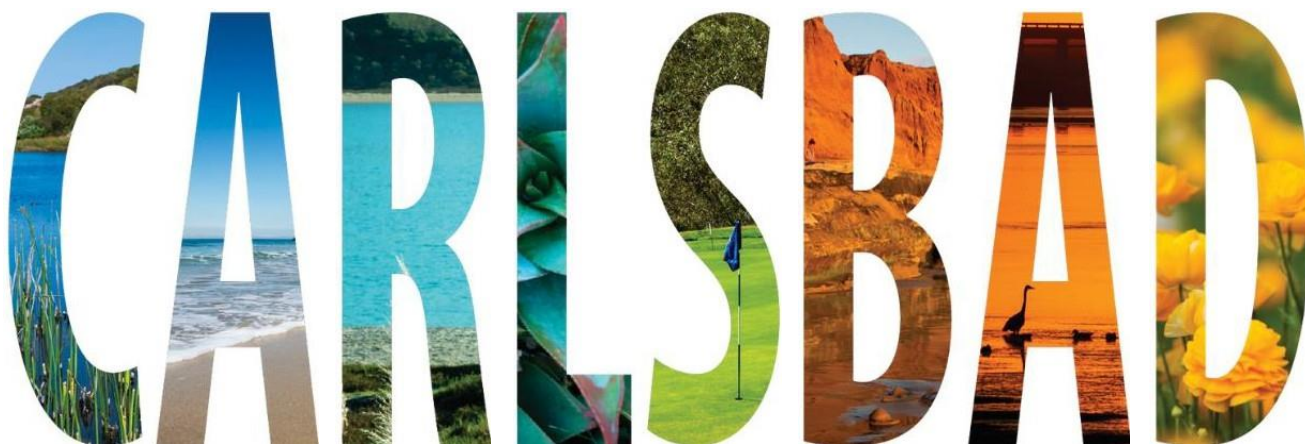
### Utilities Department

5950 El Camino Real | Carlsbad, CA 92008 | 442-339-2722 | [water@carlsbadca.gov](mailto:water@carlsbadca.gov)

Feb. 6, 2024

Item #11

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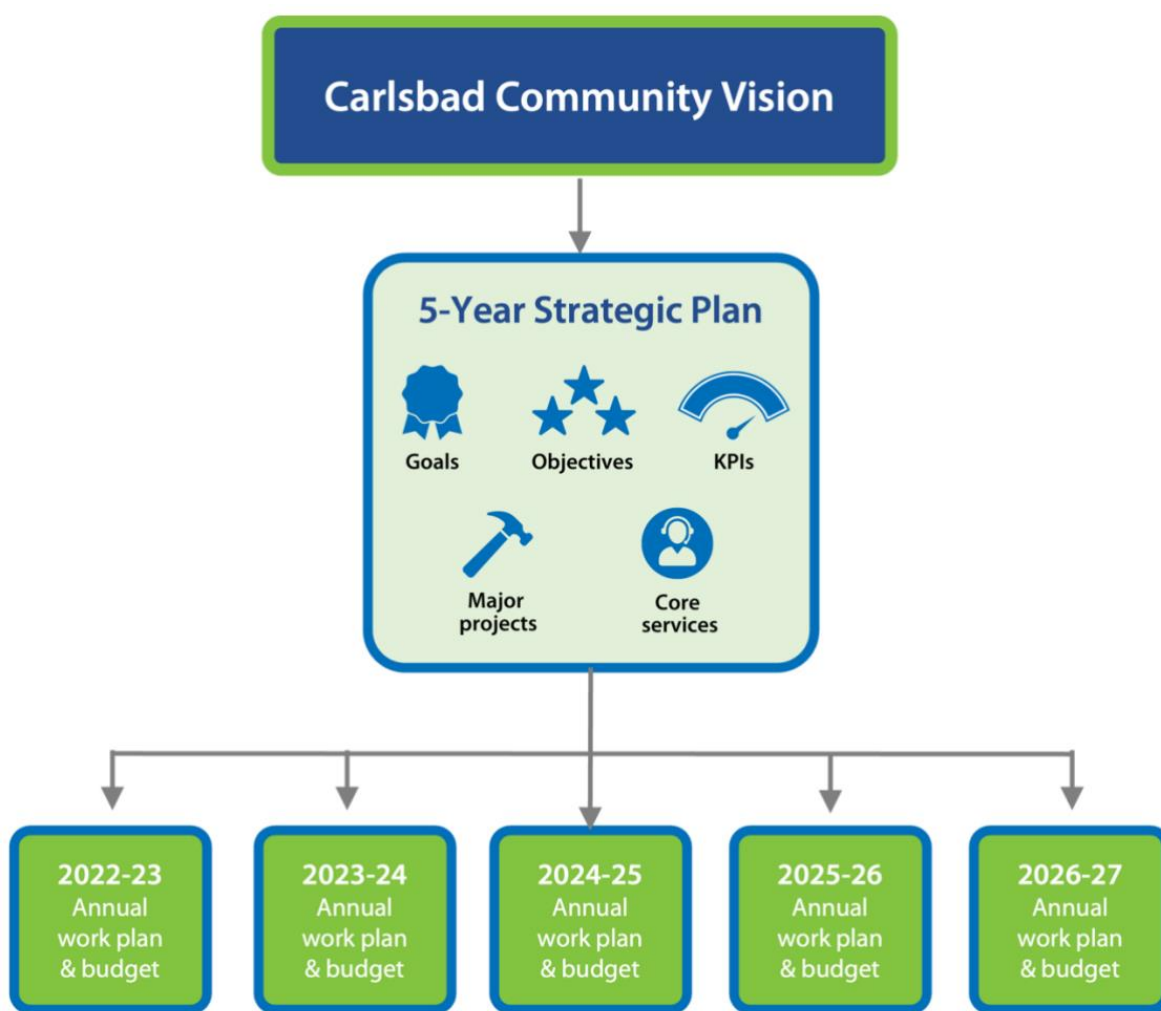


# STRATEGIC PLAN ACTIONS UPDATE 2023-2024

On Oct. 11, 2022, the City Council approved a five-year Carlsbad Strategic Plan to focus city resources toward fulfilling the Carlsbad community's vision for the future. The plan includes high level goals, objectives, projects, and service commitments. The five goals in the plan are:

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

The resources to implement the 5-year Strategic Plan are approved each year through the annual city budget process.



The Strategic Plan Actions Update 2023-2024 provides the activities, tasks, and steps taken to further the Strategic Plan Objectives, which support the Strategic Plan Goals.

Significant actions have been taken to implement the 5-Year Strategic Plan and progress has been made on all its objectives.

28	Total Strategic Objectives
5	Completed Objectives
116	Total Strategic Actions
43	Completed Strategic Actions

This update provides information on the Strategic Plan Objectives and the strategic actions that have been taken to support them.

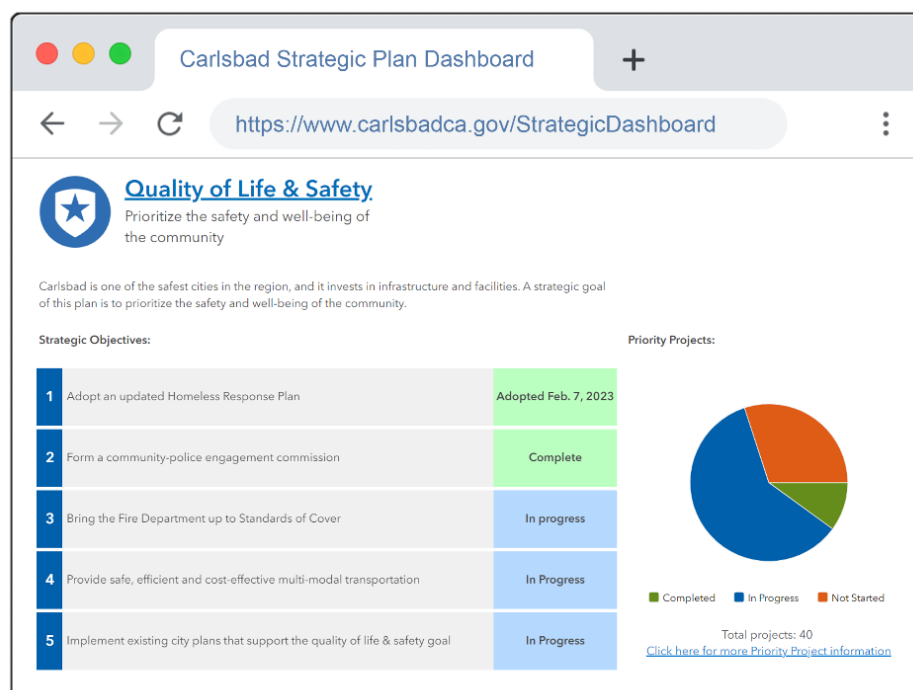
The status of the objectives is listed by:

- In Progress – Strategic actions to achieve the objective have started and are underway.
- Complete – All required strategic actions to achieve this objective are complete.

The status of the strategic actions is listed by:

- In Progress – The strategic action has started, and progress is being made on it.
- Complete – The strategic action has been completed.

A Strategic Plan implementation updated will be provided annually. In addition, the public can see its status on the Strategic Plan Dashboard at <https://www.carlsbadca.gov/StrategicDashboard>.





## Community Character

Maintain Carlsbad's unique community character and connectedness

Community Character Objective	Objective Status	Strategic Action	Action Status
<b>Objective 1.1:</b> Work with the community to develop a new approach to maintain quality of life while managing growth in Carlsbad, consistent with state law.	In Progress	City Council received recommendations from the Carlsbad Tomorrow Citizen's Committee on the update to the Growth Management Plan on July 18, 2023.  Staff will return to the City Council with a scope of work to implement in spring 2024.	In Progress
<b>Objective 1.2:</b> Develop objective design standards for multifamily housing throughout the city.	Complete	City Council adopted the objective design standards for multifamily housing citywide and Village & Barrio Master Plan on Aug. 29, 2023.	Complete
<b>Objective 1.3:</b> Create opportunities for more affordable housing in Carlsbad by implementing the policies and programs in the 2021-2029 Housing Element.	In Progress	City Council adopted comprehensive amendments to Inclusionary Housing Policy and in-lieu fee on March 22, 2022.	Complete
		City Council adopted the Housing Rezone Program to accommodate the city's regional share of housing on Jan. 30, 2024.	Complete
		City Council adopted the Zoning Code Amendments to increase allowances for supportive housing, low barrier navigation centers, and emergency shelters on May 23, 2023.	Complete
		City Council approved the Pre-Approved Accessory Dwelling Unit (ADU) Plans on May 23, 2023. This provided building permit ready ADU plans.	Complete

Community Character Objective	Objective Status	Strategic Action	Action Status
<b>Objective 1.4:</b> Work with the San Diego Association of Governments (SANDAG) and the North County Transit District (NCTD) 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.	In Progress	<p>Develop a draft memorandum of understanding to memorialize the roles and responsibilities of the city, SANDAG and NCTD in a joint effort to secure outside project funding. The draft memorandum will be presented to the City Council for approval in spring 2024.</p> <p>The City Council appropriated \$5.22 million in FY 2023-2024 to fund a local match toward grant opportunities to advance the project's preliminary engineering and environmental clearance phase.</p>	In Progress
		<p>Work with SANDAG and NCTD to gain a collective understanding of the practical fundamentals of implementing a railroad trenching project in Carlsbad.</p> <p>Staff have participated in workshops to develop expertise in project funding, environmental review, permitting, structural and architectural design, construction phasing, right of way acquisition, utility relocation, facility maintenance, impact mitigation and community outreach.</p> <p>SANDAG, NCTD and city staff will tour trench projects completed in the region in Spring 2024.</p>	In Progress
<b>Objective 1.5:</b> Develop, implement, and promote programs that enhance wellness, socialization, inclusion, and active living.	In Progress	<p>The Parks &amp; Recreation Department and the Library &amp; Cultural Arts Department continue to develop and conduct programs to achieve this goal.</p> <p>In collaboration with various partners, the city provides diverse and inclusive offerings to meet the needs of the community.</p> <p>Nearly 4,000 programs were offered by the Parks &amp; Recreation and Library &amp; Cultural Arts departments in FY 2022-2023.</p>	In Progress
		<p>City Council approved the Parks &amp; Recreation Master Plan on Sept. 26, 2023.</p> <p>This plan included an overview of community needs and an analysis of how the Parks &amp; Recreation Department can meet the needs of the community through programming. This will serve as a guide for program development and improvement.</p>	Complete

Community Character Objective	Objective Status	Strategic Action	Action Status
<b>Objective 1.6:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council: <ul style="list-style-type: none"><li>• Age-Friendly Action Plan</li><li>• Arts &amp; Culture Master Plan</li><li>• Carlsbad General Plan</li><li>• Local Coastal Program</li><li>• Homeless Goal Work Plan</li><li>• Parks &amp; Recreation Master Plan</li><li>• Trails Master Plan</li><li>• Village and Barrio Master Plan</li><li>• Homeless Response Plan</li></ul>	In Progress	The nine plans associated with this objective have different reporting and update requirements. The City Council receives reports and acts on each plan based on its respective requirements.	In Progress
		The strategic actions listed under this objective include any plans that may have been updated since the adoption of the 5-year Strategic Plan. It also includes examples of activities within the plans that further the objective.	
		City Council approved the Age-Friendly Carlsbad Action Plan on Dec. 7, 2021.	In Progress
		The five goals of the plan related to outdoor buildings and spaces, social & civic participation, housing, health and wellness and mobility were pursued through a multi-departmental effort.	
		Some of the activities under the plan include offering a transportation program for meals shopping and medical appointments. A congregate home meal deliver program is ongoing.	
The city provided intergenerational programs such as Teens Teach Tech. Senior services were conducted including Silver Paddles Pickleball, alignment of mind, body and nature and community builder’s meetings.			
		The volunteer program supports social and civic participation.	
		The next update to the plan is anticipated to occur in 2026.	
<i>Objective continued on the next page.</i>		The Arts & Culture Master Plan outlines the city’s role as a provider, partner, connector, and leader in arts and culture.	In Progress
		Some of the activities associated with the implementation of the plan include community arts grants, gallery exhibits, arts education, public art projects, TGIF concerts and year-round performances.	
		The plan was approved in 2018 and sets a 10-year vision for arts and culture in Carlsbad.	

Community Character Objective	Objective Status	Strategic Action	Action Status
<b>Objective 1.6 cont'd:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council: <ul style="list-style-type: none"> <li>• Age-Friendly Action Plan</li> <li>• Arts &amp; Culture Master Plan</li> <li>• Carlsbad General Plan</li> <li>• Local Coastal Program</li> <li>• Homeless Goal Work Plan</li> <li>• Parks &amp; Recreation Master Plan</li> <li>• Trails Master Plan</li> <li>• Village and Barrio Master Plan</li> <li>• Homeless Response Plan</li> </ul>		<p>City Council approved the Parks &amp; Recreation Master Plan Update on September 26, 2023.</p> <p>Some of the accomplishments that have been made in implementing the plan include:</p> <ul style="list-style-type: none"> <li>• Completed construction plans for Stagecoach Community Garden.</li> <li>• Completed construction plans for Veterans Memorial Park.</li> <li>• Initiated community engagement and conceptual design of Veterans Memorial Park.</li> <li>• Made progress on construction plans for Monroe Street Pool.</li> <li>• Made progress on beach access repairs and upgrades.</li> <li>• Invested in upgrading aging infrastructure.</li> <li>• Explored partnerships with individual volunteers.</li> </ul> <p>The department continued to integrate Commission for the Accreditation of Parks &amp; Recreation Agencies best practices, ensuring diverse offerings and equity of access.</p>	In Progress
		<p>City Council approved the Trails Master Plan on Aug. 27, 2019.</p> <p>The Trails Master Plan is being implemented including trail development, trail operations and maintenance and the trails volunteer program.</p> <p>Village H South Trail Phase 1 was completed.</p> <p>City staff ensured access to and maintained 51 miles of open space trails.</p> <p>An average of 1,200 volunteer hours per year were utilized for monitoring and maintenance tasks.</p>	In Progress



## Quality of Life & Safety

Prioritize the safety and well-being of the community

Quality of Life & Safety Objective	Objective Status	Strategic Action	Action Status
<b>Objective 2.1:</b> 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.	Complete	<p>City Council adopted the Homeless Action Plan on Feb. 7, 2023.</p> <p>The plan includes the programs and initiatives the city will carry out over the next five years and the measures that will be used to track progress. The plan focuses on three key areas:</p> <ul style="list-style-type: none"><li>• Shelter and housing</li><li>• Outreach and access to services</li><li>• Public safety</li></ul> <p>The city has secured a \$2 million grant from the County of San Diego to help expand La Posada de Guadalupe shelter. An annual Housing and Urban Development Continuum of Care grant has been secured to expand the rapid re-housing program. \$2.4 million from the State of California's Encampment Resolution Fund is going to be used to address homelessness in impacted areas.</p> <p>The next report on plan implementation will be presented to the City Council in June 2024.</p>	Complete
<b>Objective 2.2:</b> Foster strong relationships between community members and members of the Police Department, including the formation of a community-police engagement commission.	Complete	<p>City Council established the Community-Police Engagement Commission on Dec. 6, 2022.</p> <p>The Commission held their first meeting on July 10, 2023. A calendar of meetings for 2024 has been set. The Commission is developing an annual workplan.</p>	Complete



Quality of Life & Safety Objective	Objective Status	Strategic Action	Action Status
<b>Objective 2.3 cont'd:</b> 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.		Update Insurance Services Office classification.	In Progress
		Utilize opioid settlement funds to support community health.	In Progress
		Implemented administrative realignment strategies to improve effectiveness and efficiency across the department in Oct. 2023.	Complete
<b>Objective 2.4:</b> Manage, maintain, and enhance the city's roadway to provide a safe, efficient, and cost-effective multi-modal transportation system.	In Progress	<p>City Council adopted the Sustainable Mobility Plan on Jan. 12, 2021.</p> <p>Council approved a contract to initiate the Sustainable Mobility Plan Implementation Plan, Multimodal Transportation Impact Fee Study and Vehicle Miles Traveled Mitigation Program.</p> <p>The focus is currently on completing the goals of the high priority Capital Improvement Projects.</p> <p>Staff will use the annual Active Transportation Monitoring Report and bi-annual Transportation Demand Management survey reports to monitor changes in multimodal transportation use throughout the city.</p> <p>Examples of projects that have been completed to support this objective include:</p> <ul style="list-style-type: none"> <li>• Traffic calming on Tamarack Avenue from Skyline Avenue. to Adams Street.</li> <li>• Citywide green paint enhancement of bike lanes.</li> </ul> <p>The Safer Streets Together plan was adopted in September 2022. It included significant efforts on education, engineering, and enforcement to improve safety for all modes of transportation. Activities associated with that plan continue and support this objective.</p>	In Progress

Quality of Life & Safety Objective	Objective Status	Strategic Action	Action Status
<b>Objective 2.5:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council: <ul style="list-style-type: none"> <li>• Age-Friendly Action Plan</li> <li>• Asset Management Master Plan</li> <li>• Carlsbad General Plan</li> <li>• Community Development Block Grant Consolidated Plan</li> <li>• Drainage Master Plan</li> <li>• Fire Department Standards of Coverage</li> <li>• Homeless Action Plan</li> <li>• Parks &amp; Recreation Department Master Plan</li> <li>• Public Housing Authority Plan</li> <li>• Recycled Water Master Plan</li> <li>• San Diego County Multi-Jurisdictional Hazard Mitigation Plan</li> <li>• SCADA Master Plan</li> <li>• Urban Water Management Plan</li> <li>• Wastewater Master Plan</li> <li>• Water Master Plan</li> </ul> <i>Objective continued on the next page.</i>	In Progress	<p>The 16 plans associated with this objective have different reporting and update requirements. The City Council receives reports and acts on each plan based on its respective requirements.</p> <p>The strategic actions listed under this objective include any plans that may have been updated since the adoption of the 5-Year Strategic Plan. It also includes examples of activities within the plans that further the objective.</p>	In Progress
		Continue to implement the 2019 SCADA (Supervisory Control And Data Acquisition) Master Plan. Fully integrated the SCADA system to support utility-wide business intelligence to optimize operations and provide flexibility for future growth and adaptability as a smart utility.	In Progress
		Continue to implement the 2019 Recycled Water Master Plan for the expansion of the recycled water system to serve more customers.	In Progress
		Continue to implement the 2020 Urban Water Management Plan.	In Progress
		Submitted the Jurisdictional Runoff Management Plan Annual Report in January 2023.	
		An update is planned for FY 2024-2025 to forecast five-year water demand and supplies for Carlsbad Municipal Water District.	In Progress
		A Wastewater Master Plan update is planned for FY 2024-2025. Staff are working on a request for proposals. The department intends to award a contract in FY 2023-2024 and begin work.	
		Identify capacity needs to support development.	
		Identify opportunities to increase the resiliency of the potable water system.	In Progress
		A Water Master Plan update is planned for FY 2024-2025. Staff are working on a request for proposals. The department intends to award a contract in FY 2023-2024.	
		Identify capacity needs to support development.	In Progress
		Continue to implement the 2019 Asset Management Master Plan.	
		City Council approved the Parks & Recreation Master Plan on September 26, 2023.	In Progress
		Parks & Recreation Master Plan updates for Strategic Actions include parks; maintenance and operations;	

Quality of Life & Safety Objective	Objective Status	Strategic Action	Action Status
<b>Objective cont'd 2.5:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council: <ul style="list-style-type: none"> <li>• Age-Friendly Action Plan</li> <li>• Asset Management Master Plan</li> <li>• Carlsbad General Plan</li> <li>• Community Development Block Grant Consolidated Plan</li> <li>• Drainage Master Plan</li> <li>• Fire Department Standards of Coverage</li> <li>• Homeless Action Plan</li> <li>• Parks &amp; Recreation Department Master Plan</li> <li>• Public Housing Authority Plan</li> <li>• Recycled Water Master Plan</li> <li>• San Diego County Multi-Jurisdictional Hazard</li> <li>• Mitigation Plan</li> <li>• SCADA Master Plan</li> <li>• Urban Water Management Plan</li> <li>• Wastewater Master Plan</li> <li>• Water Master Plan</li> </ul>		programs, events and facilities; funding and marketing.  Contributed to compilation of citywide facilities security needs.  Coordinated with the Police Department on enforcement of parks and facilities regulations to facilitate positive user experiences.  Encouraged community participation in reporting maintenance or safety concerns.  Prioritized staff time and resources to address critical maintenance needs and concerns.  Identified potential grant opportunities and developed grant proposals to secure funding.  Implemented fee study findings to ensure fees are competitive to those of surrounding cities for similar offerings.  Reviewed athletic field use fees competitive to the market.	
		City Council approved an update to the General Plan on September 22, 2015.  City Council approved stronger enforcement remedies for noncompliance and received a presentation of the Codes Case Processing and Prioritization Guide on September 27, 2022.	In Progress
		City Council adopted comprehensive amendments to the city's General Plan Safety Element on January 30, 2024.	Complete
		City Council adopted the Public Housing Authority Plan on July 1, 2023.  As a Public Housing Agency, the city administers the Housing Choice Voucher program, a federally funded rental assistance program that helps pay rent for qualified low-income residents.	Complete



Sustainability & the Natural Environment Objective	Objective Status	Strategic Action	Action Status
<b>Objective 3.1:</b> 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.	In Progress	<p>Initial research was conducted to define and explain the differences between a comprehensive Climate Adaptation Plan and the city's Climate Action Plan.</p> <p>A high-level review of other jurisdictional adaptation plans was conducted, and federal and state guidance documents were evaluated to determine plan components and applicability to the city.</p> <p>Research is continuing as next steps are being determined.</p>	In Progress
<b>Objective 3.2:</b> 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.	In Progress	<p>City Council adopted the Sustainable Mobility Plan on January 12, 2021.</p> <p>Staff is actively working with our partners at NCTD and SANDAG to implement mobility related services in Carlsbad.</p> <p>The installation of green paint at 37 locations and the completion of the East/West Corridors resurfacing and restriping of over 16 miles of improved bike lanes, including green paint applications, are examples of projects supporting this objective.</p> <p>Staff will utilize the annual Active Transportation Monitoring Report and bi-annual Transportation Demand Management survey reports to monitor changes in multi-modal transportation use throughout the city.</p>	In Progress
<b>Objective 3.3:</b> Increase citywide electric vehicle charging infrastructure and transition all passenger fleet vehicle purchases after FY 2022-2023 to be electric vehicles, with the exception of public safety vehicle purchases, which will be electric where feasible.	In Progress	Add EV charging capacity at Fire Station 2 by the end of 2024.	In Progress
		Installed Level 2 EV charging capacity at Fleet in August 2023.	Complete
		Add Level 3 EV charging capacity at Fleet by the end of 2024.	In Progress
		Expand EV charging capacity at State Street in 2024.	In Progress

Sustainability & the Natural Environment Objective	Objective Status	Strategic Action	Action Status
<b>Objective 3.4:</b> 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).	In Progress	Coastal Commission approval of the 2021 Local Coastal Program (LCP).  Approval of the LCP is required before further actions can be taken. The Coastal Commission has not provided a timeline for review and approval.	In Progress
<b>Objective 3.5:</b> Develop partnerships with nonprofit, academic and other non-governmental organizations to leverage environmental sustainability efforts and programs	In Progress	Joined the San Diego Regional Climate Collaborative Advisory Board.	Complete
		Member of the Carlsbad Chamber of Commerce Green Business Committee Member.	Complete
		Joined the California Green Business Network Board of Directors in 2023.	Complete
		Joined the Alliance of Regional Collaboratives for Climate Adaptation Advisory Board in 2022.	Complete

Sustainability & the Natural Environment Objective	Objective Status	Strategic Action	Action Status
<b>Objective 3.6:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council: <ul style="list-style-type: none"><li>• Carlsbad General Plan</li><li>• Climate Action Plan</li><li>• Community Forest Management Plan</li><li>• Habitat Management Plan</li><li>• Integrated Pest Management Plan</li><li>• Jurisdictional Urban Runoff Management Plan</li><li>• Local Coastal Program</li></ul>	In Progress	The 11 plans associated with this objective have different reporting and update requirements. The City Council receives reports and acts on each plan based on its respective requirements. The strategic actions listed under this objective include any plans that may have been updated since the adoption of the 5-year Strategic Plan. It also includes examples of activities within the plans that further the objective.	In Progress
		City Council adopted the first Climate Action Plan on Sept. 22, 2015, and amended it in May 2020.  Staff are working on a comprehensive update to the Climate Action Plan estimated to be completed by summer 2024.  Present an annual report for the existing Climate Action Plan in spring 2024.	In Progress
		Jurisdictional Urban Runoff Management Plan was certified on March 23, 2021.  Submitted the Jurisdictional Runoff Management Plan Annual Report in January 2024.	In Progress
		City Council adopted the Sustainable Materials Management and Implementation Plan on Sept. 20, 2021.  Provided 2,605 technical assistance site visits to businesses for new organics and single use plastics requirements on compliance with SB 1383 and single-use plastics ordinances since July 1, 2022.  Provided 714 technical assistance site visits to multifamily properties for new organics requirements since July 1, 2022.	In Progress
		The Water Quality Improvement Plan was certified on Aug. 24, 2021, and accepted by the San Diego Regional Water Quality Control Board on Dec. 13, 2021.  Staff submitted the Water Quality Improvement Plan Annual Report in January 2024.	In Progress
		City Council approved the Community Forest	In Progress
		<i>Objective continued on the next page.</i>	

Sustainability & the Natural Environment Objective	Objective Status	Strategic Action	Action Status
<b>Objective 3.6 cont'd:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council: <ul style="list-style-type: none"> <li>• Carlsbad General Plan</li> <li>• Climate Action Plan</li> <li>• Community Forest Management Plan</li> <li>• Habitat Management Plan</li> <li>• Integrated Pest Management Plan</li> <li>• Jurisdictional Urban Runoff Management Plan</li> <li>• Local Coastal Program</li> </ul>		Management Plan on Sept. 24, 2019.  Staff are continuing to implement Community Forest Management Plan Measures which include: <ul style="list-style-type: none"> <li>• Street Trees</li> <li>• Community Forest Operations</li> <li>• Urban Forest Interface</li> <li>• Heritage Tree Program</li> <li>• Emergency Operations</li> <li>• Community Greenwaste</li> <li>• Wood &amp; Tree Recycling Program</li> </ul> Add an average of 500 trees per year to the city's inventory through 2026 to sustain a healthy community forest.  Retained Carlsbad's designation as a Tree City USA from National Arbor Day Foundation for 19 consecutive years.	
		City Council approved the Integrated Pest Management Plan on Dec. 5, 2017.  Staff are continuing to implement the Integrated Pest Management Plan Measures.  Apply limited pesticides in an environmentally conscientious manner.  Incorporate environmentally friendly practices into parks designs and operations.	In Progress
		City Council approved the Preserve Management Plan on Dec. 7, 2021.  Staff are continuing to implement the Preserve Management Plan Measures which include: <ul style="list-style-type: none"> <li>• Field activities</li> <li>• Management and implementation strategies</li> </ul> Monitor and maintain nearly 630 acres of healthy natural habitat.	In Progress



Economic Vitality Objective	Objective Status	Strategic Action	Action Status
<b>Objective 4.1:</b> 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.	Complete	<p>City Council adopted the Economic Development Strategic Plan on Jan. 10, 2023.</p> <p>31 Economic Development strategic actions were started in FY 2023-2024 and 39 strategic actions are proposed to be undertaken in FY 2024-2025 should funding be approved by the City Council during the annual budget process.</p>	Complete
<b>Objective 4.2:</b> Provide resources to grow and support key industries in Carlsbad's economy.	In Progress	<p>Use business data and recent business surveys to assess and engage with industry clusters to develop support for their expansion, attraction, and retention.</p> <p>Launched the Biennial Business Survey which is estimated to be completed by the end of spring 2024.</p>	In Progress
		<p>Promote the city's business locator website to businesses looking to move to Carlsbad, developers, brokers, and investors.</p> <p>Promotion in Life in Action newsletter and social media.</p>	In Progress
		Continually review the planning application and permitting procedures to identify process improvements.	Complete
		Enhance the Welcome to Carlsbad Program for new businesses by providing information and resources on the pre-application program, permitting process, and business resources.	Complete
		Continue to support Carlsbad business organizations that maintain the tourism economy in Carlsbad. Regular meetings with Visit Carlsbad and hoteliers, re-establishment of the Carlsbad Tourism Business Improvement District under different state law.	Complete

Economic Vitality Objective	Objective Status	Strategic Action	Action Status
<b>Objective 4.3:</b> Support the long-term viability of Small Businesses, Startups & Entrepreneurs in partnership with local and regional collaborators.	In Progress	Host industry advisory groups with leaders in key business clusters, with a specific emphasis on the innovation economy. Holding monthly industry discussions.	In Progress
		Partner with business organizations to develop a shop local initiative to encourage patronage at Carlsbad businesses. A resource and marketing kit for businesses to demonstrate the importance and impact of shopping local is being created.	In Progress
		Utilize partnership with Innovate78 to connect Carlsbad businesses with regional resources. Continuing collaboration with North County cities.	In Progress
		Create Small Business and Entrepreneur Symposium on basic and critical issues for small business owners. Topics may include marketing, social media, finance, human resources, access to capital, technology, and more.	In Progress
		Expand partnerships with entrepreneur support organizations and regional business partners. Partnered with Connect, Startup San Diego, and San Diego Sport Innovators to connect entrepreneurs and startups with resources, networks, and capital.	In Progress
<b>Objective 4.4:</b> Implement the policies and programs in the Carlsbad General Plan and Economic Development Strategic Plan based on annual budget appropriations by the City Council.  <i>Objective continued on the next page.</i>	In Progress	Enhance Life in Action tools to assist in talent attraction for Carlsbad businesses in key industries. Transition the Life in Action Recruiter platform from a pilot to an ongoing resource for Carlsbad businesses. The Life in Action Recruiter pilot connected 40 companies with 400 employees. Funding proposal would go from pilot to long-term with two times the participation.	In Progress
		Enhance and promote educational workshops provided by Library & Cultural Arts, Parks and Recreation and other resources that provide skill development to Carlsbad's workforce.	In Progress
		Enhance the Welcome to Carlsbad Program for new businesses. Provide information and resources on the pre-application program, permitting process, and business resources.	In Progress
		Added more minor permits to online permit portal. Added Pool & Commercial Solar in 2023. Four to six new permits will be added in 2024, including EV	In Progress

Economic Vitality Objective	Objective Status	Strategic Action	Action Status
<b>Objective 4.4 cont'd:</b> Implement the policies and programs in the Carlsbad General Plan and Economic Development Strategic Plan based on annual budget appropriations by the City Council.		Charger. Staff are looking to add online inspections request in 2024.	
		Explore and implement technology that streamlines the development process (intake to closeout). Looking to add inspections request online in 2024.	In Progress
		Used technology to increase communication with Community Development customers. Developing a new automated email to planning customers in 2024.	In Progress
		SolarAPP+ city's first fully automated online permit went live in September 2024.	Complete
		Updated online permit portal to allow uploads of photos on residential solar projects in June 2023.	Complete
		Updated online permit portal for 24/7 plan check status on building permits in December 2022.	Complete
		Created a digital kiosk at Faraday Center for Paperless check-in in November 2022.	Complete
		Developed permit automation for minor building permits that are issued when permit fees paid in May 2022.	Complete
		Automated emails for updating Community Development customers on permit status and issuance in April 2022.	Complete
		First roll out for select minor permits on the online permit portal in February 2022.	Complete
		Offer online appointments to Community Development customers via city website for the Online system (QLess) in January 2022.	Complete



*Objective continued on the next page.*

Organizational Excellence & Fiscal Health Objective	Objective Status	Strategic Action	Action Status
<b>Objective 5.2 cont'd:</b> Foster a culture of continuous improvement that equips the organization to deliver excellent service to the community.		improvement.  Conducted 13 survey analysis and reports with a minimum estimated cost-savings of \$110,000.	
		Developed an analytical data training program for city staff to upskill talent and built in data-informed decision-making capacity citywide.  Conducted 80 hours of data training for city staff, saving the \$60,000 by using in-house trainers rather than outside vendors.	Complete
		The consolidation of core systems for departments are underway. This will enhance system capability, drive efficiency, improve accuracy, and enhance transparency.  Responses to request for proposals have been reviewed and staff from multiple departments are involved in the selection of a proposed vendor.	In Progress
<b>Objective 5.3:</b> Maintain the city's fiscal health and sustainability	In Progress	City Council adopted Policy No. 95 - Cost Recovery on March 14, 2023.  It will be implemented over a three-fiscal year period and managed on an ongoing basis.	In Progress
		Implementing a new software solution to continue timely and accurate vendor payments with enhanced internal controls.	In Progress
		The external financial statement audit was conducted between April 2023 - January 2024.  Final report will be presented to City Council on Feb. 27, 2024.	In Progress
		Refunding of Outstanding Bonds for Reassessment District No. 2012-1 was completed in August 2022.	Complete
<b>Objective 5.4:</b> Model trust, ethics, and civility.	In Progress	Annual review and approval of the City Council Code of Ethics.  The next review by the City Council is expected to occur in the summer of 2024.	In Progress

Organizational Excellence & Fiscal Health Objective	Objective Status	Strategic Action	Action Status
<b>Objective 5.5:</b> Attract and retain a talented, diverse, and engaged workforce.	In Progress	Human Resources broadened recruitment advertising to over 600 websites to boost inclusivity which resulted in 5,000 job applications.  There were 84 full-time positions out of 204 available positions filled by the promotion of existing full-time employees.  Provided 230 in-person and online trainings.  These actions led to a low vacancy rate of 5.2%.	In Progress
<b>Objective 5.6:</b> Achieve CalPERS funded status of 80% or greater (Council Policy No. 86) in each of the next five years.	In Progress	Section 115 Pension Trust was adopted for establishment on Sept. 12, 2023.  Management and reporting of the trust will continue on an ongoing basis.	In Progress
<b>Objective 5.7:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council: <ul style="list-style-type: none"><li>• Annual City Budget</li><li>• Capital Improvement Program</li><li>• City Council Code of Ethics</li><li>• Connected Carlsbad</li><li>• Diversity, Equity &amp; Inclusion Work Plan</li><li>• Real Estate Strategic Plan</li><li>• Strategic Digital Transformation Investment Plan (SDTIP)</li></ul> <i>Objective continued on the next page.</i>	In Progress	The seven plans associated with this objective have different reporting and update requirements. The City Council receives reports and acts on each plan based on its respective requirements.  The strategic actions listed under this objective include any plans that may have been updated since the adoption of the 5-year Strategic Plan. It also includes examples of activities within the plans that further the objective.	In Progress
		The FY 2023-2024 budget was adopted by City Council on June 18, 2023  FY 2024-2025 budget development is currently in progress from January-June 2024.	Complete
		Approximately two-thirds of the Diversity, Equity & Inclusion Work Plan goals have been completed or are in progress.  The DEI Work Plan will be reviewed in March 2024 to assess new goals or to revise or modify goals not completed.	In Progress
		Complete an ambulance fee study to assess and adjust ambulance transport fees.	In Progress
		Participated in Ground Emergency Medical	In Progress

Organizational Excellence & Fiscal Health Objective	Objective Status	Strategic Action	Action Status
<b>Objective 5.7 cont'd:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council: <ul style="list-style-type: none"> <li>• Annual City Budget</li> <li>• Capital Improvement Program</li> <li>• City Council Code of Ethics</li> <li>• Connected Carlsbad</li> <li>• Diversity, Equity &amp; Inclusion Work Plan</li> <li>• Real Estate Strategic Plan</li> <li>• Strategic Digital Transformation Investment Plan (SDTIP)</li> </ul>		Transportation reimbursement program, generating supplemental ambulance revenue of \$1 million.	
		Deliver a digital dashboard to communicate the achievement of the Standards of Cover.	In Progress
		Real Estate Strategic Plan was adopted in October 2017.  The plan addressed 23 city properties. Staff are currently managing 9 property leases, 11 large cell wireless communication facility licenses, and 5 Master license agreements for 166 Small Cell sites in the public right of way, generating total annual revenue of \$1,640,334 in calendar year 2023. A five-year update to the Real Estate Strategic Plan is underway.	In Progress
		Rebuild City Hall and the Cole Library.  City Council selected the existing City Hall site as the site for a new City Hall in August 2022.  The next step is to complete Surplus Land Act process for the Farmers Property.	In Progress
		Orion Center and Storage Facility.  The next step will be to develop a request for proposals.	In Progress
		Renovate Police & Fire Headquarters.	In Progress
		Reconfigure the Emergency Operations Center.  Bid and award completed.  Construction started.	In Progress
		Refurbish Fleet Maintenance Facility.  Design awarded, completed, and submitted for permitting.	In Progress
		Connected Carlsbad  The City Council adopted Connected Carlsbad: An	Complete

Organizational Excellence & Fiscal Health Objective	Objective Status	Strategic Action	Action Status
<p><b>Objective 5.7 cont'd:</b> Implement the policies and programs in the following city plans based on annual budget appropriations by the City Council:</p> <ul style="list-style-type: none"> <li>• Annual City Budget</li> <li>• Capital Improvement Program</li> <li>• City Council Code of Ethics</li> <li>• Connected Carlsbad</li> <li>• Diversity, Equity &amp; Inclusion Work Plan</li> <li>• Real Estate Strategic Plan</li> <li>• Strategic Digital Transformation Investment Plan (SDTIP)</li> </ul>		<p>Inclusive Civic Innovation Roadmap on Jan. 14, 2020. It included 28 projects and initiatives to move the city forward on five goals:</p> <ul style="list-style-type: none"> <li>• Pursue Communitywide Digital Transformation</li> <li>• Build Capacity for Data-Driven Decision Making</li> <li>• Foster a Vibrant Civic Engagement Culture</li> <li>• Enhance Accessibility and Transparency</li> <li>• Promote Security and Sustainability through Connectivity</li> </ul> <p>The roadmap focused time and resources investment in data, technology, and performance management. Of the 28 projects identified in the roadmap 90% have been completed and the remainder are underway.</p> <p>In 2021, the roadmap became the principles for the city's Strategic Digital Transformation Investment Program</p> <p>Connected Carlsbad was completed upon the adoption of the 2021-2022 SDTIP and any ongoing projects are now furthered through that process.</p>	
		<p>Strategic Digital Transformation Investment Program</p> <p>SDTIP is the annual funding strategy for data and technology that is a part of the annual budget process and a comprehensive approach to planning for funding and digital transformation citywide. The FY 2023-2024 SDTIP that was approved by the City Council represents a \$33.7 million investment over the next five years. The City Council reviews, revises, and approves the SDTIP during the annual budget process. A few examples of significant projects underway include:</p> <ul style="list-style-type: none"> <li>• Consolidation &amp; replacement of core systems</li> <li>• Replacement of the police dispatch system</li> <li>• Traffic fiber network</li> </ul> <p>The following projects are complete:</p> <ul style="list-style-type: none"> <li>• Enterprise digital asset management</li> <li>• Parks artifacts management software upgrade</li> <li>• Regulatory water usage analytics</li> <li>• Strategic plan dashboard</li> </ul>	In Progress