



CITY COUNCIL Agenda

Council Chamber
1200 Carlsbad Village Drive
Carlsbad, CA 92008

May 21, 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

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 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: City Council is serving as the Carlsbad Municipal Water District Board of Directors on Consent Calendar Item No. 1 and as the City of Carlsbad City Council, the Carlsbad Municipal Water District Board of Directors, the Public Financing Authority, the Community Development Commission, and City Council as Successor Agency to the Redevelopment Agency on Departmental and City Manager Reports Item No. 7.

PLEDGE OF ALLEGIANCE:

APPROVAL OF MINUTES: None.

PRESENTATIONS:

Proclamation in Recognition of Water Safety 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. **AMENDMENT NO. 3 TO AGREEMENT WITH DUDEK TO EXTEND THE TERM AND AUTHORIZE ADDITIONAL ENGINEERING SERVICES FOR THE EL FUERTE AND MAERKLE MOTORIZED VALVES PROJECT** – Adoption of a Carlsbad Municipal Water District Board of Directors resolution authorizing execution of Amendment No. 3 to the professional services agreement with Dudek to extend the agreement term and authorizing additional engineering services for the El Fuerte and Maerkle Motorized Valves Project. (Staff contact: Dave Padilla and Sean Diaz, Public Works Department)
2. **AWARD OF CONTRACT TO COMMERCIAL & INDUSTRIAL ROOFING CO. INC. FOR THE LAS PALMAS ROOF REPLACEMENT PROJECT AND ADDITIONAL APPROPRIATION, CIP PROJECT NO. 4752** – Adoption of a resolution authorizing the purchase of roofing materials from Weatherproofing Technologies, Inc., and accepting bids and awarding a contract to Commercial & Industrial Roofing Co. Inc. for construction of the Las Palmas Roof Replacement Project, in an amount not to exceed \$294,952, and authorizing an additional appropriation in the amount of \$130,000 from the Infrastructure Replacement Fund for construction of the project. (Staff contact: John Maashoff, Public Works Department)

3. CONTINUATION OF PROCLAMATION OF A STORM-RELATED LOCAL EMERGENCY FOR REPAIR OF THE SLOPE BETWEEN EL CAMINO REAL AND TRIESTE DRIVE – Adoption of a resolution continuing the proclamation of a storm-related local emergency for repair of the slope between El Camino Real and Trieste Drive. (Staff contact: Tom Frank, Public Works Department)

BOARD AND COMMISSION MEMBER APPOINTMENTS: None.

ORDINANCES FOR INTRODUCTION: None.

ORDINANCES FOR ADOPTION: None.

PUBLIC HEARING: None.

DEPARTMENTAL AND CITY MANAGER REPORTS:

4. ANNUAL WORK PLANS FOR THE PLANNING COMMISSION AND HISTORIC PRESERVATION COMMISSION – 1) Adoption of a resolution accepting the Fiscal Year 2023-24 Planning Commission Work Plan Annual Report and approving the Fiscal Year 2024-25 Planning Commission Work Plan; 2) Adoption of a resolution accepting the Fiscal Year 2023-24 Historic Preservation Commission Work Plan Annual Report and approving the Fiscal Year 2024-25 Historic Preservation Commission Work Plan. (Staff contact: Eric Lardy and Mike Strong, Community Services Department)

City Manager’s Recommendation: Adopt the resolutions.

5. ANNUAL WORK PLAN FOR THE COMMUNITY-POLICE ENGAGEMENT COMMISSION – Adoption of a resolution approving the Community-Police Engagement Commission Work Plan for Fiscal Year 2024-25. (Staff contact: Sheila Cobian, City Manager Department)

City Manager’s Recommendation: Adopt the resolution.

6. ACQUISITION OF REAL PROPERTY AT 945 CHESTNUT AVENUE FROM SOLUTIONS FOR CHANGE, CONSIDERATION OF A REQUEST FOR PROPOSALS TO IDENTIFY A NEW OWNER FOR THE CONTINUED USE OF PROPERTY AS AN AFFORDABLE HOUSING PROJECT AND DECLARATION OF THE PROPERTY TO BE EXEMPT SURPLUS LAND – 1) Adoption of a resolution authorizing the City Manager to execute all documents necessary to complete the acquisition of 945 Chestnut Avenue from Solutions for Change, and authorizing the City Clerk to execute the certificate of acceptance and consent to the recording of the grant deed to complete the property transfer; and 2) Adoption of a resolution authorizing the City Manager to release a request for proposals with the intent to identify a new owner for the 100 percent affordable housing project at 945 Chestnut Avenue; and 3) Adoption of a resolution declaring the property located at 945 Chestnut Avenue as exempt surplus land in accordance with California Government Code Sections 54221(f)(1)(A) and 37364. (Staff contact: Mandy Mills, Community Services Department)

City Manager’s Recommendation: Adopt the resolutions.

7. FISCAL YEAR 2024-25 PRELIMINARY OPERATING BUDGET, STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM AND CAPITAL IMPROVEMENT PROGRAM, FISCAL YEAR 2024-25 MASTER FEE SCHEDULE AND UPDATES TO CITY COUNCIL POLICY STATEMENT NO. 95 – COST RECOVERY POLICY FOR FEES AND CHARGES FOR SERVICES – 1) Receive the report; and
 2) Adoption of a resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating, Strategic Digital Transformation Investment Program and Capital Improvement Program budgets; Carlsbad’s share of the Encina Wastewater Authority operating and capital budgets; the Gann spending limit for fiscal year 2024-25; and changes to the Master Fee Schedule; and determining the Fiscal Year 2024-25 Capital Improvement Plan Budget is consistent with the General Plan and applicable Climate Action Plan measures and actions; and
 3) Adoption of a Carlsbad Municipal Water District Board of Directors resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating and Capital Improvement Program budgets and changes to the Master Fee Schedule; and
 4) Adoption of a Public Financing Authority Board of Directors resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating and Capital Improvement Program Budgets for The Crossings at Carlsbad Municipal Golf Course; and
 5) Adoption of a Community Development Commission resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating Budget of the Carlsbad Housing Authority; and
 6) Adoption of a City of Carlsbad as the Successor Agency for the Carlsbad Redevelopment Agency resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating Budget of the Successor Agency. (Staff contact: Laura Rocha and Zach Korach, Administrative Services Department)

City Manager’s Recommendation: Adopt the resolutions.

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 nd 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 st alternate)
Melanie Burkholder Council Member – District 1	City Council Legislative Subcommittee North County Dispatch Joint Powers Authority (alternate) SANDAG Board of Directors

Teresa Acosta
Council Member – District 4

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

Carolyn Luna
Council Member – District 2

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 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.



MUNICIPAL WATER DISTRICT

Staff Report

Meeting Date: May 21, 2024

To: President and Board Members

From: Scott Chadwick, Executive Manager

Staff Contact: Dave Padilla, District Engineer
dave.padilla@carlsbadca.gov, 442-339-2356

Sean Diaz, Utilities Senior Engineer
sean.diaz@carlsbadca.gov, 442-339-2350

Subject: Amendment No. 3 to the Professional Services Agreement with Dudek, to Extend the Term of the Agreement for the El Fuerte and Maerkle Motorized Valves Project and Authorize Additional Engineering Services

Districts: 2, 3

Recommended Actions

Adopt a Carlsbad Municipal Water District Board of Directors resolution authorizing execution of Amendment No. 3 to the professional services agreement with Dudek to extend the agreement term and authorizing additional engineering services for the El Fuerte and Maerkle Motorized Valves Project.

Executive Summary

The project will install motorized valves and related structures and cathodic protection improvements on existing water transmission mains at two sites, El Fuerte Street at Rancho Pancho and at the Maerkle Reservoir.¹ The new valves will allow remote operation of the water system at these locations through the Carlsbad Municipal Water District's supervisory control and data acquisition system, or SCADA, which is a system to improve worker safety and automate water system operations. The project is now in construction with an anticipated contract completion date of March 27, 2025.

The CMWD Board approved a professional services agreement with Dudek for engineering services to design the project on June 22, 2021, through CMWD Board Resolution No. 1658. The term of this agreement was for a period of two years from the effective date, and the Executive Manager was authorized to amend the agreement to extend it for one additional year.

The agreement now needs to be extended to provide the necessary services through the end of the project's construction.

Staff request the CMWD Board's approval of Amendment No. 3 to the agreement to extend the term for an additional year and to provide additional engineering services during construction

¹ Cathodic protection is an electrochemical process used to reduce or prevent corrosion on metal surfaces.

in an amount not to exceed \$12,895. With the approval of Amendment No. 3, the total contract amount will increase to a not-to-exceed amount of \$320,670.

The CMWD Board’s authorization is required to amend an agreement extend the term beyond the time extensions delegated to the Executive Manager in Resolution No. 1658, consistent with requirements of Carlsbad Municipal Code Section 3.24.040(D)(3).

Explanation & Analysis

The professional services agreement with Dudek to provide engineering design services on the project was for an amount not to exceed \$295,505.

The Executive Manager executed Amendment No. 1 on Oct. 24, 2022, through the authority based in Carlsbad Municipal Code Section 3.28.040(C)(7). This amendment authorized additional cathodic protection and design services that were requested by staff and required by the city’s early assessment review process. This increased the contract amount by \$12,270, for a total amount not to exceed \$307,775.

The original agreement authorized the Executive Manager to extend the term for one additional year. The Executive Manager did so on April 19, 2023, approving Amendment No. 2 to the agreement, which extended the term until June 21, 2024.

A notice to proceed with construction was issued to the construction contractor on Sept. 25, 2023, for a contract duration of 550 calendar days.

An additional one-year extension of the professional services agreement with Dudek to June 21, 2025, will provide construction phase support engineering services until project completion with additional time in the event of unanticipated construction delay.

Amendment No. 3 will also increase the consultant’s compensation by \$12,895, for a total not-to-exceed amount of \$320,670.

Fiscal Analysis

The project is funded by Capital Improvement Program Project Nos. 5007, 5009, 5050, and sufficient funds are available. Amendment No. 3 will increase the total agreement to a not-to-exceed amount of \$320,670, which will encumber an additional \$12,895 split among the three projects. The tables below provide a summary of the available funds and additional expenditures:

Cathodic Protection Program Capital Improvement Program Project No. 5007	
Total appropriation to date	\$2,086,700
Total expenditures and encumbrances to date	-\$609,529
Total available funding	\$1,477,171
Amendment No. 3 (extend term and additional services) – Dudek	-\$1,290
Total additional expenditures	-\$1,290
Remaining balance	\$1,475,881
Additional appropriation requested	\$0

Maerkle Facility Improvements Capital Improvement Program Project No. 5009	
Total appropriation to date	\$3,591,200
Total expenditures and encumbrances to date	-\$2,758,622
Total available funding	\$832,578
Amendment No. 3 (extend term and additional services) – Dudek	-\$6,447
Total additional expenditures	-\$6,447
Remaining balance	\$826,131
Additional appropriation requested	\$0

Normally Closed Valve (Install Motorized Valve) Capital Improvement Program Project No. 5050	
Total appropriation to date	\$1,966,000
Total expenditures and encumbrances to date	-\$1,521,959
Total available funding	\$444,041
Amendment No. 3 (extend term and additional services) – Dudek	-\$5,158
Total additional expenditures	-\$5,158
Remaining balance	\$438,883
Additional appropriation requested	\$0

Funds to pay for the construction contract and all construction phase inspection and support services that are required for project completion have been encumbered for this project and are in the budget.

Next Steps

Upon the CMWD Board’s approval of Amendment No. 3, staff will continue working with Dudek to support the completion of project construction.

Environmental Evaluation

In accordance with the city’s California Environmental Quality Act (CEQA) procedures and CEQA Guidelines Sections 1508 through 15097, a Program Environmental Impact Report (PEIR), State Clearinghouse No. 2012021006 (PEIR 12-01), was certified by the City Council on Nov. 13, 2012, for the Sewer and Water Master Plan. The master plans were updated in 2019 and 2022. On Sept. 20, 2023, the Planning Commission adopted Resolution No. 7493, to approve a third addendum to the PEIR for the Sewer and Water Master Plan. Therefore, no further environmental analysis is required.

Exhibits

1. CMWD Board resolution
2. Location map

RESOLUTION NO.

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD MUNICIPAL WATER DISTRICT, AUTHORIZING EXECUTION OF AMENDMENT NO. 3 TO THE PROFESSIONAL SERVICES AGREEMENT WITH DUDEK TO EXTEND THE AGREEMENT TERM AND AUTHORIZING ADDITIONAL ENGINEERING SERVICES FOR THE EL FUERTE AND MAERKLE MOTORIZED VALVES PROJECT

WHEREAS, on June 22, 2021, the Carlsbad Municipal Water District, or CMWD, Board adopted Resolution No. 1658, approving an Agreement with Dudek to provide engineering design services for the El Fuerte and Maerkle Motorized Valves Project, Capital Improvement Program Project Nos. 5050, 5009 and 5007, in an amount not to exceed \$295,505; and

WHEREAS, on Oct. 24, 2022, the Executive Manager approved Amendment No. 1, which authorized additional design phase services for the not-to-exceed amount of \$12,270, resulting in a total not-to-exceed Agreement amount of \$307,775; and

WHEREAS, on April 19, 2023, the Executive Manager approved Amendment No. 2, which extended the term of the Agreement for a period of one year ending on June 21, 2024; and

WHEREAS, the notice to proceed with construction was issued to the construction contractor on Sept. 25, 2023, for a contract duration of 550 calendar days, and the project is currently under construction with an anticipated construction contract completion date of March 27, 2025; and

WHEREAS, staff desire to extend the agreement term for an additional year, until June 21, 2025, to allow for completion of project construction; and

WHEREAS, additional construction phase services in the amount of \$12,895 will be needed for the extension of professional services through the construction phase, resulting in a total not-to-exceed amount of \$320,670; and

WHEREAS, the budget for the project is sufficiently funded for the scope of work and costs related to this Agreement amendment; and

WHEREAS, the execution of Amendment No. 3 is within the scope of the Program Environmental Impact Report (State Clearinghouse No. 2012021006)(PEIR 12-01), certified by the City Council on November 13, 2012, for the Sewer and Water Master Plans, which were subsequently updated in 2019 and 2022, in accordance with Public Resources Code Section 21000 *et seq.*, and California Environmental Quality Act Guidelines, so no further environmental study is required.

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 Amendment No. 3 to the Agreement with Dudek for the project (Attachment A).

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)

**AMENDMENT NO. 3 TO EXTEND AND AMEND AGREEMENT FOR
EL FUERTE AND MAERKLE MOTORIZED VALVES PROJECT DESIGN SERVICES
DUDEK**

This Amendment No. 3 is entered into and effective as of the _____ day of _____, 2024, extending and amending the agreement dated June 22, 2021, (the "Agreement") 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 Dudek, a California corporation, ("Contractor") (collectively, the "Parties") for motorized valves project design services.

RECITALS

A. On October 24, 2022, the Parties executed Amendment No. 1 to the Agreement to add additional design services and increase the fee; and

B. On April 19, 2023, the Parties executed Amendment No. 2 to extend the Agreement for one (1) year.

C. The Parties desire to alter the Agreement's scope of work to add additional construction phase services for the construction of the El Fuerte and Maerkle motorized valves project; and

D. The Parties desire to extend the Agreement for a period of one (1) year; and

E. The Parties have negotiated and agreed to a supplemental scope of work and fee schedule, which is attached to and incorporated in by this reference as Exhibit "A", Scope of Services and Fee (Amended).

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

1. In addition to those services contained in the Agreement, as may have been amended from time to time, Contractor will provide those services described in Exhibit "A". With this Amendment, the total Agreement amount shall not exceed three hundred twenty thousand six hundred seventy dollars (\$320,670).

2. CMWD will pay Contractor for all work associated with those services described in Exhibit "A" on a time and materials basis not-to-exceed twelve thousand eight hundred ninety-five dollars (\$12,895). Contractor will provide CMWD, on a monthly basis, copies of invoices sufficiently detailed to include hours performed, hourly rates, and related activities and costs for approval by CMWD.

3. Contractor will complete all work described in Exhibit "A" by June 21, 2025.

4. All other provisions of the Agreement, as may have been amended from time to time, will remain in full force and effect.

5. All requisite insurance policies to be maintained by the Contractor pursuant to the Agreement, as may have been amended from time to time, will include coverage for this Amendment.

6. The individuals executing this Amendment 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 Amendment.

CONTRACTOR
DUDEK, a California corporation

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:

Joseph Monaco

(sign here)

Joseph Monaco, President & CEO

(print name/title)

By:

KEITH BLACKBURN, President

ATTEST:

By:

Amy M. Paul

(sign here)

Amy M. Paul, Secretary

(print name/title)

for SHERRY FREISINGER, Secretary

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 AND FEE (AMENDED)

Additional construction phase support services: As discussed with the District, the amendment in the amount of \$12,895 is to provide additional as-needed engineering services during construction of the El Fuerte and Maerkle Motorized Valves Project due to the extended completion date and additional project complexity developed during the design phase. The additional services are anticipated to include reviewing shop drawing submittals beyond the 30 assumed during project scoping and providing as-needed assistance to the District for the relocation of interfering utilities and to address other construction-related requests for information, including attending meetings or site visits as requested by the District.

Dudek Labor Hours and Rates						Subconsultant Fees Project				
Project Team Role:		Principal Engineer	Project Manager/ Engineering	Project Engineer III	Senior Designer I	TOTAL DUDEK HOURS		Electrical Engineering	Structural Engineering	TOTAL FEE
Team Member:		Neil Harper	Amanda Combs	Sindos Nuhaily	Nikki Hunter			Gerry Green, Inc.	Horrocks Engineers, Inc.	
Billable Rate:		\$280	\$265	\$210	\$195		TOTAL FEE	Fee	Fee	TOTAL FEE
Task 8	Bid & Construction Phase Services									
8.1	Additional Construction Phase Support	3	8	8	2	21	\$5,030	\$2,200	\$5,665	\$12,895
	Subtotal Task 8	3	8	8	2	21	\$5,030	\$2,200	\$5,665	\$12,895

*Includes taxes, fees, expenses, and all other costs.

LOCATION MAP



PROJECT NAME
EL FUERTE AND MAERKLE MOTORIZED VALVES
 PROJECT
 May 21, 2024

PROJECT NUMBER
 5050
 5009
 5007
 Item #1

EXHIBIT
2
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CITY COUNCIL
Staff Report

Meeting Date: May 21, 2024

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: John Maashoff, Public Works Manager
 john.maashoff@carlsbadca.gov, 442-339-2856

Subject: Purchase of Roofing Materials, Acceptance of Bids and Award of a Contract to Commercial & Industrial Roofing Co. Inc. for the Las Palmas Roof Replacement Project and Additional Appropriation

District: 2

Recommended Action

Adopt a resolution authorizing the purchase of roofing materials from Weatherproofing Technologies, Inc., and accepting bids and awarding a contract to Commercial & Industrial Roofing Co. Inc. for construction of the Las Palmas Roof Replacement Project, in an amount not to exceed \$294,952 and authorizing an additional appropriation in the amount of \$130,000 from the Infrastructure Replacement Fund for construction of the project.

Executive Summary

The Las Palmas building, located at 2075 Las Palmas Drive, as shown in Exhibit 2, is a city-owned property leased to Mira Costa College for its Technology Career Institute programs. The five-year lease agreement was entered into on Sept. 22, 2021.

Built in 1986, the Las Palmas building's roof is now leaking and is in need of replacement. This action would authorize the purchase of roofing materials necessary to replace the roof, accept bids and award a construction contract to the lowest responsive and responsible bidder, Commercial & Industrial Roofing Co. Inc. in an amount not to exceed \$294,952, and authorize an additional appropriation in the amount of \$130,000 for construction of the project.

City Council approval is required for purchase of the roofing materials under Carlsbad Municipal Code Section 3.28.050(D) because the cost of the materials is greater than \$100,000.

Explanation & Analysis

The Facilities Maintenance Division coordinates routine preventive maintenance inspections on all city facility roofs twice a year. In early 2020, the Las Palmas facility roof was found to have chronic deficiencies and in need of replacement.

Staff have identified an opportunity to save on the cost of roofing materials by procuring them directly from the manufacturer at a discounted price using a cooperative purchase agreement. (California Multiple Award Schedules Offering No. 4-21-03-1001).¹

The city's Purchasing Officer has the authority under Carlsbad Municipal Code Section 3.28.100, to join with other public or quasi-public agencies for purchase of goods when doing so would be in the city's best interest.

The Purchasing Officer has determined that it is in the city's best interest to procure the roofing materials through a cooperative agreement and approved a bidding exemption in a memorandum dated March 25, 2024 (Exhibit 3).

The quote for materials from Weatherproofing Technologies attached to the Purchasing Officer's determination as Attachment 2, is based on the California Multiple Award Schedules contract pricing and provides most of the products necessary to complete the project, resulting in an estimated 25% savings in material costs. A copy of the contract is also in Exhibit 3.

Bidding process

- The City Council approving plans, specifications and construction documents for the Las Palmas Roof Replacement Project on Nov. 14, 2023, and authorized the City Clerk to publish a notice to contractors inviting bids for construction of the project. (Resolution No. 2023-270)
- Staff advertised the project on Feb. 13, 2024, inviting bids using the city's formal bidding procedures.
- Staff received six bids for construction of the project on March 19, 2024.
- Staff reviewed the bid documents and determined that Commercial & Industrial Roofing Co., Inc. is the lowest responsive and responsible bidder, with a bid in an amount of \$294,952.

Commercial & Industrial Roofing Co., Inc. was found to be responsive because its bid met the requirements of the bidding documents, and responsible because it submitted a list of similar projects to show its capability and qualifications to perform the specified work.

The bid from Commercial & Industrial Roofing Co., Inc., was found to have two minor irregularities. The contractor acknowledged one addendum in the city's notice inviting bids (Addendum No. 1) but failed to include the bid form issued with the addendum, so the sum of the individual bid items was \$44.80 lower than the listed bid total. The bid form has since been corrected. Both of the irregularities did not materially affect the company's bid, and therefore can be waived by the City Council.

Fiscal Analysis

The total cost of the project is estimated to be \$629,582. An additional appropriation in the amount of \$130,000 from the Infrastructure Replacement fund is needed to complete the project, as shown in the table below.

¹ Cooperative purchasing is when an agency uses an existing procurement contract from another agency as the justification and documentation to create its own contract to purchase the same or similar items or services directly from the vendor. Government agencies often use such cooperatives to reduce their costs of procurement.

Las Palmas Roof Replacement Project Capital Improvement Program Project No. 4752	
Total appropriation to date	\$500,000
Total expenditures/encumbrances to date	-\$60,068
Total available balance	\$439,932
Construction contract – Commercial & Industrial Roofing Co. Inc.	-\$294,952
Construction contingency (15%)	-\$44,045
Construction materials– Weatherproofing Technologies Inc.	-\$220,517
Soft costs (estimated) – staff costs, material procurement & testing	-\$10,000
Remaining balance	-\$129,582
Additional appropriation requested (rounded)	\$130,000

Carlsbad Municipal Code Sections 3.28.040(C)(5) and 3.28.090(B) authorize the City Manager or designee to approve change orders in an amount equal to the contingency set at the time of project award, which for this project is \$44,045.

Next Steps

Once the City Council accepts the bids and awards the construction contract to Commercial & Industrial Roofing Co., Inc., staff will issue a purchase order for procurement of the materials and for the construction contract, schedule a pre-construction meeting, and issue a notice to proceed for construction of the project, which is expected to commence in June 2024.

Delivery of the roofing materials is expected to take two months with an estimated delivery date of mid-June 2024. The construction contract provides for four months to complete the project. Upon successful completion of the project, which is expected to be by October 2024, a notice of completion will be recorded to release bonds issued for the project.

Environmental Evaluation

The City Planner, through the process outlined in Carlsbad Municipal Code Section 19.04.060, has determined that the project belongs to a class of projects that the state Secretary for Natural Resources has found do not have a significant impact on the environment, and it is therefore categorically exempt from the requirement for the preparation of environmental documents in accordance with Section 15301 (d) of California Environmental Quality Act guidelines, which applies to the, restoration or rehabilitation of deteriorated or damaged structures, facilities, or mechanical equipment.

In making this determination, the City Planner has found that the exceptions listed in Section 15300.2 of the CEQA guidelines do not apply to this project. The project is consistent with the Class 1 exemption in Section 15301(d) because it consists of maintenance of public facilities, such as the restoration or rehabilitation of deteriorated or damaged structures, facilities, or mechanical equipment to meet current standards of public health and safety.

Exhibits

1. City Council resolution
2. Location map
3. Purchasing Officer's memorandum dated March 25, 2024

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING THE PURCHASE OF ROOFING MATERIALS FROM WEATHERPROOFING TECHNOLOGIES, INC., AND ACCEPTING BIDS AND AWARDING A CONTRACT TO COMMERCIAL & INDUSTRIAL ROOFING CO. INC. FOR CONSTRUCTION OF THE LAS PALMAS ROOF REPLACEMENT PROJECT, IN AN AMOUNT NOT TO EXCEED \$294,952, AND AUTHORIZING AN ADDITIONAL APPROPRIATION IN THE AMOUNT OF \$130,000 FROM THE INFRASTRUCTURE REPLACEMENT FUND FOR CONSTRUCTION OF THE PROJECT

WHEREAS, the City Council of the City of Carlsbad, California has determined it necessary, desirable and in the public interest to construct the Las Palmas Roof Replacement Project, Capital Improvement Program Project No. 4752; and

WHEREAS, on Nov. 14, 2023, the City Council adopted Resolution No. 2023-270, approving plans, specifications and construction documents and authorizing advertisement for construction bids for the project; and

WHEREAS, Carlsbad Municipal Code Section 3.28.100 authorizes the city's Purchasing Officer to join with other public or quasi-public agencies in cooperative purchasing plans or programs for the purchase of goods and/or services; and

WHEREAS, staff intend to purchase most of the materials necessary to complete the project using a cooperative purchase agreement through the California Municipal Award Schedules Offering No. 4-21-03-1001; and

WHEREAS, Weatherproofing Technologies, Inc. provided a materials quote in the amount of \$220,517 based on California Municipal Award Schedules Offering contract pricing; and

WHEREAS, the city's Purchasing Officer has reviewed the purchase and agrees that the use of a cooperative agreement is in the best interest of the city; and

WHEREAS, City Council approval is required because the purchase of the roofing materials under Carlsbad Municipal Code Section 3.28.050(D) because the cost of the materials is greater than \$100,000; and

WHEREAS, the plans, specifications and contract documents were advertised for bid using the city's formal bidding procedures on Feb. 13, 2024; and

WHEREAS, on March 19, 2024, staff received six bids for construction of the project; and
WHEREAS, Commercial & Industrial Roofing Co. Inc. submitted the lowest responsive and
responsible bid to construct the project, in an amount of \$294,952; and

WHEREAS, Carlsbad Municipal Code Sections 3.28.080(C) and 3.28.080(I)(6), covering
purchasing in construction contracts, require the City Council to award all formally bid contracts when the
value exceeds \$200,000; and

WHEREAS, Carlsbad Municipal Code Sections 3.28.040(C)(5) and 3.28.090(B) authorize the
City Manager or designee to approve change orders in an amount equal to the contingency set at the
time of project award, which is \$44,045 for the project; and

WHEREAS, an additional appropriation in the amount of \$130,000 from the Infrastructure
Replacement Fund is requested for construction of the project; and

WHEREAS, the City Planner has determined that the project is exempt from the California
Environmental Quality Act, or CEQA, Guidelines Section 15301(d), which applies to the restoration or
rehabilitation of deteriorated or damaged structures, facilities, or mechanical equipment to meet
current standards of public health and safety, and that no exception to the exemption as set forth in
CEQA Guidelines Section 15300.2 applies.

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 an exemption from the Purchasing Ordinance's competitive bidding
requirements for the purchase of project roofing materials per Carlsbad Municipal
Code Section 3.28.100 is approved.
3. That the Mayor is authorized and directed to approve the procurement of the project
roofing materials from Weatherproofing Technologies, Inc. in the amount of \$220,517
based on California Municipal Award Schedules Offering No. 4-21-03-1001 contract
pricing.
4. That the lowest responsible and responsive bid of \$294,952 submitted by
Commercial & Industrial Roofing Co. Inc. for construction of the Las Palmas Roof
Replacement project is accepted, and the Mayor is hereby authorized to execute the
contract for the project.

5. That the City Manager or designee is hereby authorized to approve construction change orders up to \$44,045 for the project.
6. That the City Manager or designee is authorized to appropriate \$130,000 from the Infrastructure Replacement fund to Capital Improvement Program Project No. 4752.
7. That the award of this contract is contingent upon Commercial & Industrial Roofing Co., Inc. executing the required contract and submitting the required bonds and insurance policies, as described in the contract, within 20 calendar days after adoption of this Resolution. The City Manager may grant reasonable extensions of time to execute the contract and assemble the required bonds and insurance policies.

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)

LOCATION MAP

Exhibit 2



SITE LOCATION
2075 Las Palmas Dr

2075
Las Palmas
Drive

Copyright nearmap 2015

PROJECT NAME **LAS PALMAS ROOF REPLACEMENT PROJECT**

PROJECT NUMBER
4752

EXHIBIT
3



Memorandum

March 25, 2024

To: Roxanne Muhlmeister, Assistant Finance Director/Purchasing Officer
From: Steven Stewart, Municipal Projects Manager, Public Works
Re: **Request to Participate in Cooperative Purchasing Agreements with California Department of General Services California Multiple Award Schedule (CMAS)**

The purpose of this memorandum is to request approval from the Finance Department to participate in Cooperative Purchasing Agreements for the procurement of roofing materials in the amount of \$220,516.68 from Weatherproofing Technologies, Inc. for the Las Palmas Roof Replacement CIP Project No. 4752 (Project).

Rationale:

Carlsbad Municipal Code Section 3.28.100 allows for the city’s purchasing officer to join with other public or quasi-public agencies in cooperative purchasing plans or programs for the purchase of goods and/or services by contract, arrangement or agreement as allowed by law and as determined by the purchasing officer to be in the city’s best interest. The roofing materials to be used in the replacement of the Las Palmas roof are available for purchase through a Cooperative Purchasing Agreement that was competitively sourced through the CMAS contract No. 4-21-03-1001.

A copy of the CMAS contract is attached hereto as Attachment 1. The list of products and quoted pricing dated January 31, 2024, revised March 7, 2024, is attached hereto as Attachment 2.

Next Steps:

With Finance Department approval, staff will seek City Council authorization to purchase most of the roofing materials needed to complete the Project.

Approval to Proceed

Roxanne Muhlmeister

Roxanne Muhlmeister,
Assistant Finance Director/Purchasing Officer

3/25/2024

Date

CC: Shea Sainz, Senior Contract Administrator
Eleida Felix Yackel, Senior Contract Administrator

**Public Works Branch
Fleet & Facilities Department**

1635 Faraday Avenue | Carlsbad, CA 92008 | 442-339-2730 t
May 21, 2024



Procurement Division
707 Third Street, 2nd Floor, MS #2-202
West Sacramento, CA 95605-2811

State of California

MULTIPLE AWARD SCHEDULE

NON-MANDATORY

Weatherproofing Technologies, Inc.

CMAS NUMBER:	4-21-03-1001
SUPPLEMENT NUMBER:	4
CMAS TERM DATES:	03/05/2021 through 02/28/2025
EFFECTIVE DATE:	01/22/2024
CMAS CATEGORY:	Non-Information Technology Commodities
APPLICABLE CMAS TERMS & CONDITIONS:	March 1, 2023
MAXIMUM ORDER LIMIT:	State Agencies: See Purchasing Authority Dollar Threshold provision Local Government Agencies: Unlimited
FOR USE BY:	State & Local Government Agencies
BASE CALSAVE #:	AEPA IFB #021-D
BASE CALSAVE HOLDER:	Weatherproofing Technologies
PROGRAM ANALYST	John Dickinson John.Dickinson@dgs.ca.gov

This California Multiple Award Schedule (CMAS) provides for the purchase, warranty, design, removal, disposal, installation, maintenance, and repair of roofing and building equipment. (See page 3 for the restrictions applicable to this CMAS.)

This supplement is to extend this CMAS through 02/28/2025. In addition, this supplement replaces the existing CMAS. The most current Ordering Instructions and Special Provisions, CMAS Terms and Conditions, and products and/or services are included herein. All purchase orders issued by State agencies shall incorporate these Ordering Instructions and Special Provisions, and CMAS Terms and Conditions. Review these provisions carefully as they have changed.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

NOTICE: Products and/or services on this CMAS may be available on a Mandatory State Contract. If this is the case, the use of this CMAS is restricted unless the State agency has an approved exemption as explained in the State Contract User Instructions. Information regarding State Contracts can be obtained at the: [State Contracts Index Listing](#). This requirement is not applicable to local government agencies.

Any reference to a specific manufacturer's or publisher's warranty or terms and conditions as shown in the base contract are not applicable to this CMAS.

The services provided under this CMAS are only available in support of the products covered by this CMAS.

Agency non-compliance with the requirements may result in the loss of CMAS program delegated purchasing authority.

CMAS contractor non-compliance with the requirements may result in termination.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

CMAS PRODUCT & SERVICE CODES

Product & Service Codes listed below are for marketing purposes only. Review the base contract for the products and/or services available.

Construction-Roofing Material

AVAILABLE PRODUCTS AND/OR SERVICES

This CMAS provides for the purchase, warranty, design, removal, disposal, installation, maintenance, and repair of roofing and building equipment.

The ordering agency must verify all products and/or services are currently available on the base CalSave contract. Access the CalSave contract at: CalSAVE Weatherproofing Technologies, piggybackable bid.

EXCLUDED PRODUCTS AND/OR SERVICES

Removal, disposal, installation, maintenance, and repair services for State Agencies, and public works services for State Agencies are not available under this CMAS.

ISSUE PURCHASE ORDER TO

Agency purchase orders must be sent to the following:

**Weatherproofing Technologies, Inc.
3735 Green Road
Beachwood, OH 44122
Attn: Jim Carroll**

E-mail: jcarroll@wtiservices.com

Agencies with questions regarding products and/or services may contact the CMAS contractor as follows:

**Contact: Jane Krivos
Phone: (216) 496-3096
E-mail: jkrivos@tremcoinc.com
Website: www.tremcoroofing.com**

TOP 500 DELINQUENT TAXPAYERS

In accordance with Public Contract Code (PCC) 10295.4, and prior to placing an order for non-IT goods and/or services, **agencies must verify** with the Franchise Tax Board and the California Department of Tax and Fee Administration that this CMAS contractor's name does not appear on either list of the 500 largest tax delinquencies pursuant to Revenue and Taxation Code 7063 or 19195. The Franchise Tax Board's list of Top 500 Delinquent Taxpayers is available at their website. The California Department of Tax and Fee Administration's list of Top 500 Sales & Use Tax Delinquencies in California is available at their website.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

CALIFORNIA SELLER'S PERMIT

The CMAS contractor's California Seller's Permit Number is 097886971. Prior to placing an order with this company, agencies must verify that this permit is still valid at the California Department of Tax and Fee Administration website.

MINIMUM ORDER LIMITATION

There is no minimum dollar value limitation on orders placed under this CMAS.

CMAS PRICES

The maximum prices allowed for the products and/or services available are those set forth in the base contract.

The ordering agency is encouraged to seek prices lower than those in the base contract. When responding to an agency's Request for Offer (RFO), the CMAS contractor can offer lower prices to be competitive.

PRICE DISCOUNTS

This CMAS contains quantity discounts. See the base contract AEPA Tremco Price Book for the specific discount percentage.

EXECUTIVE ORDER N-6-22 – RUSSIA SANCTIONS

On March 4, 2022, Governor Gavin Newsom issued Executive Order N-6-22 (the EO) regarding Economic Sanctions against Russia and Russian entities and individuals. "Economic Sanctions" refers to sanctions imposed by the U.S. government in response to Russia's actions in Ukraine, as well as any sanctions imposed under state law. The EO directs state agencies to terminate contracts with, and to refrain from entering any new contracts with, individuals or entities that are determined to be a target of Economic Sanctions. Accordingly, should the State determine Contractor is a target of Economic Sanctions or is conducting prohibited transactions with sanctioned individuals or entities, that shall be grounds for termination of this agreement. The State shall provide Contractor advance written notice of such termination, allowing Contractor at least 30 calendar days to provide a written response. Termination shall be at the sole discretion of the State.

DARFUR CONTRACTING ACT

This CMAS contractor has certified compliance with the Darfur Contracting Act, per PCC 10475. It is the agency's responsibility to verify that the contractor has a Darfur Contracting Act Certification on file.

IRAN CERTIFICATION

This CMAS contractor has certified compliance with the Iran Contracting Act, per PCC 2001-2008. It is the agency's responsibility to verify that the contractor has an Iran Contracting Act Certification on file.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

CALIFORNIA CIVIL RIGHTS LAW CERTIFICATION

Pursuant to PCC 2010 applicants must certify their compliance with the California Civil Rights laws and Employer Discriminatory Policies (Civil Code 51, GC 12960). It is the agency's responsibility to verify that the contractor has a California Civil Rights Law Certification on file.

WARRANTY

For warranties, see the base contract and the CMAS Warranty provision in the CMAS Terms and Conditions/General Provisions.

DELIVERY

As negotiated between agency and CMAS contractor and included in the purchase order.

LIQUIDATED DAMAGES FOR LATE DELIVERY

The value of the liquidated damages cannot be a penalty, must be mutually agreed upon by agency and contractor and included in the purchase order to be applicable.

SHIPPING INSTRUCTIONS

F.O.B. (Free On Board) Destination. Seller pays the freight charges.

CANCELLATION AND/OR RESTOCKING FEE

Cancellation Fee: All Trisotech Insulation orders, including Tapered Trisotech, are subject to a \$500 Cancellation Fee if the order is cancelled within 2 weeks of scheduled delivery date. Due to limited warehouse space

Restocking Fee: A restocking fee may only be charged on products ordered and delivered to the Buyer's site in accordance with the order/contract. Restocking fees in excess of 15% will not be allowed. Restocking fees may be waived, at the option of the Vendor Partner. The Vendor Partner must identify, specify, and justify any exceptions or deviations taken.

PURCHASING AUTHORITY DOLLAR THRESHOLD

Order limits for the purchase of goods and/or services is determined by the individual agency purchasing authority threshold.

No CMAS order may be executed by a State agency that exceeds that agency's purchasing authority threshold, unless an exemption is granted by the Department of General Services (DGS) Purchasing Authority Unit (PAU). State agencies with approved purchasing authority, along with their dollar thresholds can be obtained at the [List of State Departments with Approved Purchasing Authority](#) website.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

HOW TO USE CMAS

State agencies must adhere to the requirements in the State Contracting Manual (SCM) Volume 2, Chapter 1600 and CMAS Ordering Instructions and Special Provisions when using CMAS.

- Develop an RFO, which includes a Scope of Work (SOW) and Bidder Declaration form. For information on the Bidder Declaration requirements see SCM, Volume 2, Sections 305 and 1202.
- Clearly defined Tasks (what needs to be done) and Deliverables (outcome of each task, i.e., reports, procedures manual, etc.) must be included in the State's SOW.
- A Work Order Authorization (WOA) may be used to document completion of pre-determined tasks, but only if the tasks are clearly defined in the SOW. The WOA may be used to approve release for the next phase of the agreement but cannot be used to identify any tasks other than the ones called out in the SOW. The WOA will be signed by all parties and may be submitted for progress payments under the award.
- Projects can be performed on a Fixed Price Per Deliverable (FP/D). Fixed Price; FP/D: A defined service, or set of services, performed by Contractor in response to a defined task, or set of tasks, at a specific fixed price, and delivered per a specific contract. Note: When using FP/D the Statement of Work must describe in detail the particular project and the work that the selected Qualified Contractor will be required to perform.
- For Consulting or Personal services, do not include any labor categories/job titles or number of hours limit in RFO Requirements or the SOW. The CMAS Contractor provides this information in their Attachment B Cost Worksheet. The State does not have the expertise to make this decision (GC 19130(b)).
- Search for potential CMAS contractors on the CMAS website and select "Find a CMAS Contractor."
- Request offers from a minimum of 3 CMAS contractors including one small business (SB) and/or Disabled Veteran Business Enterprise (DVBE), if available, who are authorized to sell the products and/or able to perform the services needed. (Government Code 14846(b)).
- A valid attempt must be made to secure offers from viable CMAS contractors who are able to supply the goods and/or provide the services. Neither a lack of sufficient CMAS contractors nor the use of restrictive requirements meets the intent for obtaining offers (SCM Volume 2, Section 1670.2).
- If requesting offers from a certified DVBE, include the Disabled Veteran Business Enterprise Declarations form (Standard 843) in the RFO. This declaration must be completed by the DVBE prime contractor and/or any DVBE subcontractors and submitted with the offer (SCM Volume 2, Section 1201).
- This is not a bid transaction, so the small business preference, DVBE incentives, protest language, intent to award, evaluation criteria, advertising, Administrative and Technical Requirements, etc. are not applicable. (SCM Volume 2, Section 1603).

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

- If less than 3 offers are received, State agencies must document their file with the reasons why the other suppliers did not respond with an offer. The reason must come from the CMAS contractor.
- Assess the offers received using best value criteria including cost as one of the criteria (SCM Volume 2, Section 1603).
- Issue a Purchase Order to the selected CMAS contractor.
- For CMAS transactions under \$10,000, only one offer is required if the State agency can establish and document that the price is fair and reasonable. The fair and reasonable method can only be used for non-customizable purchases. See SCM Volume 2, Section 1510 for Fair and Reason criteria.

Local agencies must follow their own procurement regulations. For more information see the Local Agency packet available online.

AGENCY RESPONSIBILITY

Each agency is responsible for its own contracting program and purchasing decisions, including use of the CMAS program and associated outcomes. This responsibility includes, but is not limited to, ensuring the necessity of the services, securing appropriate funding, complying with laws and policies, preparing the purchase order in a manner that safeguards the State's best interests, obtaining required approvals, and documenting compliance with GC 19130.b(3) for outsourcing services.

It is the responsibility of each agency to consult with their legal staff and contracting offices for advice depending upon the scope or complexity of the purchase order. If legal services are not available within your agency, DGS Office of Legal Services is available to provide services.

CONFLICT OF INTEREST

Agencies must evaluate the proposed purchase order to determine if there are any potential conflict of interest issues. See the CMAS Terms and Conditions, Conflict of Interest, for more information.

SPLITTING ORDERS

Splitting orders to avoid any monetary limitations is prohibited. Do not circumvent normal procurement methods by splitting purchases into a series of delegated purchase orders per PCC 10329. Splitting a project into small projects to avoid either fiscal or procedural controls is prohibited per State Administrative Manual (SAM) 4819.34.

This provision does not apply to local government agencies.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

ORDERING PROCEDURES

1. Purchase Orders

All Ordering Agency purchase order documents executed under this CMAS must contain the applicable CMAS number as show on page 1.

a. State Departments:

Standard 65 Purchase Documents – State departments not transacting in FISCal must use the Purchasing Authority Purchase Order (Standard 65) for purchase execution. An electronic version of the Standard 65 is available at the Department of General Services (DGS), Procurement Division (PD) website, select Standard (STD) Forms.

FISCAL Purchase Documents – State departments transacting in FISCal will follow the FISCal procurement and contracting procedures.

b. Local Government Agencies:

Local government agencies may use their own purchase order document for purchase execution.

The agency is required to complete and distribute the purchase order. For services, the agency shall modify the information contained on the order to include the service period (start and end date), the monthly cost (or other intermittent cost), and any other information pertinent to the services. The cost for each line item must be included in the order, not just system totals.

The contractor must immediately reject purchase orders that are not accurate. Discrepancies are to be negotiated and incorporated into the purchase order prior to product delivery and service implementation.

2. Service and Delivery after CMAS Expiration

The purchase order must be issued before the CMAS expires. However, delivery of the products or completion of the services may be after the CMAS expires (unless otherwise specifically stated in the purchase order). Amending the purchase order to add quantity, time, or money is not possible if the CMAS expired.

3. Multiple CMAS Agreements on a Single Purchase Order

State agencies wishing to include multiple CMAS agreements on a single FISCal purchase order must adhere to the following guidelines:

- All CMAS must be for the same CMAS contractor.
- The purchase order must go to one contractor location.
- Enter the word "CMAS" in the space reserved for the Leveraged Procurement Agreement (LPA) number. The word "CMAS" signifies that the purchase order contains items from multiple CMAS agreements. The purchasing agency may only use one bill code.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

- For each individual CMAS, the agency must identify and group together the CMAS number with the line items and subtotal per CMAS number (do not include tax in the subtotal), and sequentially identify each individual CMAS as Sub #1, Sub #2, Sub #3, etc. This facilitates accurate billing of administrative fees by the Procurement Division.
- The total of all items on the purchase order must not exceed the State agency's purchasing authority dollar threshold granted by DGS PAU.
- Do not combine items from IT and non-IT CMAS agreements. An Information Technology CMAS begins with the number "3" and a non-IT CMAS begins with the number "4." The purchase order limits are different for these CMAS agreements.

4. Amendments to State Agency's Purchase Orders

Agency purchase orders cannot be amended if the CMAS has expired.

SCM, Volume 2, Section 1605 provides the following directions regarding amendments to all types of LPA purchase orders:

Original orders, which include options for changes (e.g., quantity or time), that were assessed and considered in the selection for award during the RFO process, may be amended consistent with the terms of the original order, provided that the original order allowed for amendments. If the original order did not evaluate options, then amendments are not allowed unless a Non-Competitively Bid is approved for those amendments.

Amendments unique to Non-IT Services:

If the original contract permitted amendments, but did not specify the changes, (e.g., quantity or time), it may be amended. Per PCC 10335 (d)(1), a contract may only be amended once under this exemption. The time shall not exceed one year, or add not more than 30 percent of the original order value and may not exceed \$250,000. If the original contract did not have language permitting amendments, the Non-Competitively Bid process must be followed.

CMAS CONTRACTOR OWNERSHIP INFORMATION

The CMAS contractor is a large business enterprise.

SMALL BUSINESS MUST BE CONSIDERED

Prior to placing orders under the CMAS program, State agencies must first consider offers from small businesses that have established CMAS agreements (GC 14846(b)). NOTE: DGS auditors will request substantiation of compliance with this requirement when agency files are reviewed.

CMAS Small Business and Disabled Veteran Partners can be found on the CMAS website by selecting "Find a CMAS Contractor".

In response to our commitment to increase participation by small businesses, the Department of General Services waives the administrative fee (charged to customer agencies to support the CMAS program) for orders to California certified small business enterprises.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

SMALL BUSINESS/DVBE - TRACKING

State agencies are able to claim subcontracting dollars towards their SB or DVBE goals whenever the CMAS contractor subcontracts a commercially useful function to a certified SB or DVBE. The CMAS contractor will provide the ordering agency with the name of the SB or DVBE used and the dollar amount the ordering agency can apply towards its SB or DVBE goal.

SMALL BUSINESS/DVBE - SUBCONTRACTING

1. The amount an ordering agency can claim towards achieving its SB or DVBE goals is the dollar amount of the subcontract award made by the CMAS contractor to each SB or DVBE.
2. The CMAS contractor will provide an ordering agency with the following information at the time the order is quoted:
 - a. The CMAS contractor will state that, as the prime contractor, it shall be responsible for the overall execution of the fulfillment of the order.
 - b. The CMAS contractor will indicate to the ordering agency how the order meets the SB or DVBE goal, as follows:
 - i. List the name of each company that is certified by the Office of Small Business and DVBE Services that it intends to subcontract a commercially useful function to; and
 - ii. Include the SB or DVBE certification number of each company listed and attach a copy of each certification; and
 - iii. Indicate the dollar amount of each subcontract with a SB or DVBE that may be claimed by the ordering agency towards the SB or DVBE goal; and
 - iv. Indicate what commercially useful function the SB or DVBE subcontractor will be providing towards fulfillment of the order.
3. The ordering agency's purchase order must be addressed to the prime contractor, and the purchase order must reference the information provided by the prime contractor as outlined above.

CONTRACTORS ACTING AS FISCAL AGENTS ARE PROHIBITED

When a subcontractor ultimately provides all of the products or performs all of the services that a CMAS contractor has agreed to provide, and the prime contractor only handles the invoicing of expenditures, then the prime contractor's role becomes that of a fiscal agent because it is merely administrative in nature and does not provide a Commercially Useful Function. It is unacceptable to use fiscal agents in this manner because the agency is paying unnecessary administrative costs.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

WITHHOLD LANGUAGE (SB588)

Upon delivery or completion of ordered goods or services for which the Contractor committed to DVBE subcontractor participation, state departments must require the Contractor to certify all the following:

1. The amount and percentage of work the Contractor committed to provide to one or more DVBEs under the requirements of the contract and the amount each DVBE received from the Contractor.
2. That all payments under the contract have been made to the DVBE. Upon request, the Contractor must provide proof of payment for the work.

In accordance with the Military and Veterans Code 999.7, state departments shall withhold \$10,000 from the final payment, or the full final payment if less than \$10,000, if the Contractor fails to meet the certification requirements identified above. State departments shall notify the Contractor of their failure to meet the certification requirements and give the Contractor an opportunity to comply with the certification requirements. If after 30 calendar days from the date of notice, the Contractor refuses to comply with the certification requirements, the state department shall permanently deduct \$10,000 from the final payment or the full payment if less than \$10,000.

PRODUCT SUBSTITUTIONS

Substitution of Deliverables may not be tendered without advance written consent of the Buyer. The Contractor must offer an equivalent or newer model of the product from the same manufacturer at the same or lower price. Contractor cannot use any specification in lieu of those contained in the Contract without written consent from the Buyer.

NEW EQUIPMENT REQUIRED

The State will procure new equipment. All equipment must be new (or warranted as newly manufactured) and the latest model in current production. Used, shopworn, demonstrator, prototype, or discontinued models are not acceptable.

Where Federal Energy Management Program (FEMP) standards are available, all State agencies shall purchase only those products that meet the recommended standards. All products displaying the Energy Star label meet the FEMP standards.

SPECIAL MANUFACTURED GOODS

Any CMAS for goods to be manufactured by the CMAS contractor specifically for the State and not suitable for sale to others may require progress payments.

For a Non-IT goods CMAS, see the CMAS Non-IT Commodities Terms and Conditions, Provision 69, Progress Payments.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

TRADE-IN EQUIPMENT

Trade-ins at open market price may be considered. The product description and trade-in allowance must be identified on the purchase order.

Agencies are required to adhere to SAM 3520 through 3520.6, Disposal of Personal Property and Surplus Personal Property, as applicable, when trade-ins are considered. A Property Survey Report, Standard 152, must be submitted for approval prior to disposition of any State owned personal property, including general office furniture regardless of the acquisition value, or if the property was recorded or capitalized for accounting purposes.

STATE AGENCY BUY RECYCLED CAMPAIGN

State ordering agencies are required to report purchases made within the eleven product categories in the California Department of Resources Recycling and Recovery's State Agency Buy Recycled Campaign per PCC 12200 through 12217.

Contractor will be required to complete and return a Recycled-Content Certification form upon request by the state ordering agency.

PRODUCT INSTALLATION

The CMAS contractor is fully responsible for all installation services performed under the CMAS. Product installations must be performed by manufacturer authorized personnel and meet manufacturer documented specifications.

The prime contractor, as well as any subcontractors, must hold any certifications and/or licenses required for the project.

PUBLIC WORKS (INSTALLATION SERVICES ONLY)

A public works contract is defined as an agreement for "the erection, construction, alteration, repair, or improvement of any public structure, building, road, or other public improvement of any kind" in accordance with PCC 1101. State agencies planning these types of projects need to review SCM, Volume 1, Chapters 10 and 11 for applicable guidelines and regulations. Visit the DGS, Real Estate Services Division (RESD) website if you have questions about public works transactions.

Local Agency CMAS purchase orders may allow for public works installation only when it is in support of the products covered by this CMAS.

Agencies are to ensure that the applicable laws and codes pertaining to the contractor and subcontractor licensing, prevailing wage rates, bonding, labor code requirements, etc. are adhered to by the prime contractor as well as any subcontractor during performance under the CMAS purchase order.

The bond amount for public works is not less than 100% of the purchase order price.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
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NOTE: In accordance with Labor Code (LC) 1773.2, the ordering agency is responsible for determining the appropriate craft, classification or type of worker needed for any contract for public works. Also, the agency is to specify the applicable prevailing wage rates as determined by the Director of the Department of Industrial Relations (DIR). In lieu of specifying the prevailing wage rates, the agency may include a statement on the order that the prevailing wage rates are on file at the agency's office and will be made available upon request. The prevailing wage rates are available from DIR at www.dir.ca.gov (select Statistics & Research).

Bonds: For guidelines, see CMAS, General Terms and Conditions, Public Works Requirements.

State Contractor's License: Public works services can be obtained through CMAS only if incidental to the overall purchase order. If incidental public works services are included in the purchase order, prior to issuing the order agencies should visit the [State Contractor's License Board](#) website to verify that the Contractor's License shown below is still active and in good standing.

The CMAS contractor's California Contractor's License number is 274072. This is a Class C39 – Roofing and B - General Building license that is valid through 10/31/2025.

NOT SPECIFICALLY PRICED ITEMS

The only time that open market/incidental, non-contract items may be included in a CMAS order is when they fall under the parameters of the Not Specifically Priced (NSP) Items provision.

CMAS contractors must be authorized providers of the hardware, software and/or services they offer under the NSP Items provision.

Agency and CMAS contractor use of the NSP provision is subject to the following requirements:

1. Purchase orders containing only NSP items are prohibited.
2. A purchase order containing NSP items may be issued only if it results in the lowest overall alternative to the State.
3. NSP items shall be clearly identified in the order. Any product or service already specifically priced and included in the base contract may not be identified as an NSP item.
4. NSP Installation Services: The CMAS contractor is fully responsible for all installation services performed under the CMAS. Product installations must be performed by manufacturer authorized personnel and meet manufacturer documented specifications. The prime contractor, as well as any subcontractors, must hold any certifications and/or licenses required for the project. The total dollar value of all installation services included in the purchase order cannot exceed the dollar value of the products included in the purchase order, nor can they exceed the NSP Maximum Order Limitation.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

5. Maximum Order Limitation: For orders \$250,000, or less, the total dollar value of all NSP items included in a purchase order shall not exceed \$5,000. For orders exceeding \$250,000, and at the option of the contractor, the total dollar value of all NSP items in a purchase order shall not exceed 5% of the total cost of the order or \$25,000 whichever is lower.
6. An NSP item included in an order issued against this CMAS is subject to all of the terms and conditions set forth in the CMAS.
7. Trade-ins, upgrades, involving the swapping of boards, are permissible, where the contract makes specific provisions for this action. In those instances, where it is permitted, the purchase order must include the replacement item and a notation that the purchase involves the swapping of a board.

The following NSP items **are specifically excluded** from any order issued under this CMAS:

1. Items not intended for use in direct support of the priced items included in the same order. An NSP item must be subordinate to the specifically priced item that it is supporting. For example, a cable, which is not otherwise specifically priced in the base contract, is subordinate to a specifically priced printer and is eligible to be an NSP item subject to that cable meeting the remaining NSP requirements. However, a printer that is not otherwise specifically priced in the base contract, is not subordinate to a specifically priced cable and is not eligible to be an NSP item.
2. Supply type items, except for the minimum amount necessary to provide initial support to the priced items included in the same order.
3. Items that do not meet the Productive Use Requirements for information technology products, per Statewide Information Management Manual Section 195.
4. Any other item or class of items specifically excluded from the scope of this CMAS.
5. Public Works and other services NOT in support of the products covered by this CMAS.
6. Products or services the CMAS contractor is NOT factory authorized or otherwise certified or trained to provide.
7. Follow-on consultant services that were previously recommended or suggested by the same CMAS contractor.

The CMAS contractor is required to reject purchase orders containing NSP items that do not comply with the above requirements. The CMAS contractor will promptly notify the agency issuing the noncompliant order of its rejection and the reasons for its rejection.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

STATE AND LOCAL GOVERNMENTS CAN USE CMAS

State and local government agency use of CMAS is optional. A local government is any city, county, city and county, district, or other local governmental body or corporation, including Universities of California, California State Universities, K-12 schools, and community colleges empowered to expend public funds. While the State makes this CMAS available, each local government agency should make its own determination whether the CMAS program is consistent with its procurement policies and regulations.

PCC 10298 allows any city, county, city and county, district, or other local governmental body or corporation empowered to expend public funds to contract with suppliers awarded CMAS without further competitive bidding. See complete PCC 10298 language at the California Legislative Information website.

PCC 10299 allows any school district empowered to expend public funds to utilize CMAS without further competitive bidding. See complete PCC 10299 language at the California Legislative Information website.

SELF-DELETING BASE CONTRACT TERMS AND CONDITIONS

Instructions or terms and conditions that appear in the Special Items or other provisions of the base contract and apply to the purchase, license, or rental (as applicable) of products or services by the US Government in the United States and/or to any overseas location shall be self-deleting. (Example: "Examinations of Records" provision).

Federal regulations and standards, such as Federal Acquisition Regulation, Federal Information Resources Management Regulation, Federal Information Processing Standards, General Services Administration Regulation, or Federal Installment Payment Agreement shall be self-deleting. Federal blanket orders and small order procedures are not applicable.

ORDER OF PRECEDENCE

The CMAS Terms and Conditions take precedence if there is a conflict between the terms and conditions of the contractor's base contract, packaging, invoices, catalogs, brochures, technical data sheets, or other documents (see CMAS Terms and Conditions, CONFLICT OF TERMS).

APPLICABLE CODES, POLICIES AND GUIDELINES

All California codes, policies, and guidelines are applicable. The use of CMAS does not relieve state agencies of their responsibility to meet statewide requirements regarding contracting or the procurement of goods or services. Most procurement and contract codes, policies, and guidelines are incorporated into CMAS agreements; however, there is no guarantee that every requirement that pertains to all State processes has been included.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

PAYMENTS AND INVOICES

1. Payment Terms

Payment terms for this CMAS are net 45 days.

Payment will be made in accordance with the provisions of the California Prompt Payment Act, GC 927. Unless expressly exempted by statute, the Act requires State agencies to pay properly submitted, undisputed invoices not more than 45 days after (1) the date of acceptance of goods or performance of services; or (2) receipt of an undisputed invoice, whichever is later.

2. Payee Data Record (Standard 204)

State Agencies must obtain a copy of the Payee Data Record (Standard 204) in order to process payments. State Ordering Agencies must forward a copy of the Standard 204 to their accounting offices. Without the Standard 204, payment may be unnecessarily delayed. State Agencies should contact the CMAS contractor for copies of the Payee Data Record.

3. DGS Administrative and Incentive Fees

Orders from State Agencies:

DGS will bill each State agency directly an administrative fee for use of CMAS. The administrative fee should NOT be included in the order total or remitted before an invoice is received from DGS. This administrative fee is waived for CMAS purchase orders issued to California certified small businesses.

Orders from Local Government Agencies:

CMAS contractors, who are not California certified small businesses, are required to remit to DGS an incentive fee equal to a percentage of the total of all local government agency orders (excluding sales tax and shipping) placed against their CMAS.

The incentive fee is waived for CMAS purchase orders issued to California certified small businesses.

For more information on the incentive fees see the CMAS Management Guide.

4. Contractor Invoices

Unless otherwise stipulated, the CMAS contractor must send their invoices to the agency address set forth in the purchase order. Invoices shall be submitted in triplicate and shall include the following:

- CMAS number
- Agency purchase order number
- Agency Bill Code (State Only)
- Line item number
- Unit price

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
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- Extended line item price
- Invoice total

State sales tax and/or use tax shall be itemized separately and added to each invoice as applicable.

The company name on the CMAS, purchase order and invoice must match, or the State Controller's Office will not approve payment.

5. Advance Payments

Advance payment is allowed for services only under limited, narrowly defined circumstances, i.e., between specific departments and certain types of non-profit organizations, or when paying another government agency (GC 11256 through 11263 and 11019).

It is NOT acceptable to pay in advance, except software maintenance and license fees, which are considered a subscription and may be paid in advance if a provision addressing payment in advance is included in the purchase order.

Software warranty upgrades and extensions may also be paid for in advance, one time.

6. Credit Card

The CMAS contractor accepts the State of California credit card (VISA CAL-Card).

A purchase order is required even when the ordering department chooses to pay the CMAS contractor via the CAL-Card.

7. Leasing/Financing

California State Agencies should use the Golden State Financial Marketplace (GS Smart) program for all financing and leasing needs. California Local Government Agencies (counties, cities, K-12 school districts, community colleges, California State Universities, Universities of California, etc.) may utilize the GS Smart program for financing and leasing according to PCC 14937. The minimum dollar amount for Local Government Agency financing and leasing is \$100,000.

8. Lease/Purchase Analysis

California State agencies must complete a Lease/Purchase Analysis (LPA) to determine best value when contemplating a lease/rental and retain a copy for future audit purposes (SAM 3710).

For short-term rental equipment, the lease/purchase analysis must be approved by DGS Office of Legal Services.

The lease/purchase analysis for all other purchases must be approved by the Department of General Services, GS Smart State Financial Marketplace. Buyers may contact the GS Smart Unit via e-mail at SFM@dgs.ca.gov for further information.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

9. Leasing

The State reserves the right to select the form of payment for all procurements, whether it is an outright purchase with payment rendered directly by the State, or a financing/lease-purchase or operating lease via the State Financial Marketplace (GS SMart and/or Lease SMart). If payment is via the financial marketplace, the CMAS contractor will invoice the State and the State will approve the invoice. The selected Lender/Lessor for all product listed on the State's procurement document will pay the supplier on behalf of the State. Buyers may contact the GS SMart Unit via e-mail at SFM@dgs.ca.gov for further information.

10. Maintenance Tax

The California Department of Tax and Fee Administration has ruled that in accordance with Section 1546 of the Sales and Use Tax Regulations of the Business Taxes Law Guide, whenever optional maintenance contracts include consumable supplies, such supplies are subject to sales tax.

Generally, the State has two options:

1. For agreements that provide for only maintenance services (i.e., the furnishing of labor and parts necessary to maintain equipment), the charges for the provision of maintenance services are not taxable.
2. For agreements that provide for both maintenance services and consumable supply items (e.g., toner, developer, staples), the provision of the consumable supplies is considered a taxable sale of tangible personal property. Therefore, State agencies awarding optional maintenance contracts are responsible for paying the applicable sales tax on the consumable supplies used during the performance period of the maintenance contract.

The Contractor will be required to itemize the taxable consumables for State accounting purposes.

OBTAINING COPY OF CMAS

A copy of this CMAS can be obtained at [Cal eProcure](#). Links to the CMAS terms and conditions and base contract are available on the front page of this CMAS agreement.

It is important for the agency to confirm that the required products, services, and prices are included in the CMAS and are at or below base contract rates. To streamline verification that the needed items are in the base contract, the agencies should ask the CMAS contractor to identify the specific location in the base contract that include the required products, services, and prices. Once verified, agencies should save the information for their file documentation.

**CALIFORNIA MULTIPLE AWARD SCHEDULE (CMAS)
WEATHERPROOFING TECHNOLOGIES, INC.
CMAS NUMBER 4-21-03-1001, SUPPLEMENT NUMBER 4**

FEDERAL DEBARMENT

When federal funds are expended, the agency is required to obtain (retain in file) a signed "Federal Debarment" certification from the CMAS contractor before the purchase order is issued. This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants; responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

CONTRACTOR TRAVEL

The Travel provision is not applicable to this CMAS.

AMERICANS WITH DISABILITY ACT

To view the DGS Accessibility Policy, please visit the DGS website.

STATE OF MICHIGAN
DEPARTMENT OF TREASURY
OFFICE OF THE COMPTROLLER

REPORT OF THE COMPTROLLER



FOR THE YEAR ENDING DECEMBER 31, 2023
AS PART OF THE BUDGETARY PROCESS
FOR THE FISCAL YEAR ENDING JUNE 30, 2024

REPORT OF THE COMPTROLLER

FOR THE YEAR ENDING DECEMBER 31, 2023

AS PART OF THE BUDGETARY PROCESS

FOR THE FISCAL YEAR ENDING JUNE 30, 2024

					
		CALIFORNIA MULTIPLE AWARD SCHEDULES			
				Effective 1.1.2023	
				Valid for 60 days. After that time, project conditions are subject to reassessment.	
WEATHERPROOFING TECHNOLOGIES, INC. LINE ITEM PRICING				Contract #4-21-03-1001 Supplement #3	
CITY OF CARLSBAD LAS PALMAS BUILDING ROOF REPLACEMENT					
QUOTE # 5056829					
DATE: 1/31/2024 REVISED 3/7/2024					
Bid Item Number	Description of Cost Factors	Unit of Measure	Price	Quantity	Project Amount
8533660FB503	TREMPLY KEE FB 60 MIL 72" x 80'	ROL	\$ 2,596.27	51	\$ 132,409.77
8533260 503	TREMPLY KEE 60 MIL 37" X 80'	ROL	\$ 1,252.24	7	\$ 8,765.68
8533180 501	TREMPLY KEE STRIP-IN 6" x 100'	ROL	\$ 335.14	3	\$ 1,005.42
8533222 805	TREMPLY KEE FB WB II BONDING ADHESIVE 5	EA	\$ 491.89	38	\$ 18,691.82
8533200 805	TREMPLY KEE LV BONDING ADHESIVE 5 GL	EA	\$ 520.47	3	\$ 1,561.41
8533170 501	TREMPLY KEE T-JOINT COVERS 100/CS	CS	\$ 277.99	2	\$ 555.98
8533120 501	TREMPLY KEE UNIVERSAL CORNERS 20/CS	CS	\$ 376.71	5	\$ 1,883.55
8533110 501	TREMPLY KEE PIPE FLASHING 1"-6" 8/CS	CS	\$ 531.72	1	\$ 531.72
8533160 503	TREMPLY KEE 60 MIL NON-REINFD 24"X50'	ROL	\$ 1,118.01	1	\$ 1,118.01
876450 309	TREMSEAL PRO WHITE - 30 CTG/CS	CS	\$ 405.29	2	\$ 810.58
8533145 503	TREMPLY KEE PROTECT WALKWAY 30"X100' YLW	ROL	\$ 3,420.70	3	\$ 10,262.10
362300 304	LOW RISE FOAM INSULATION ADHESIVE 4/CS	CS	\$ 382.77	50	\$ 19,138.50
110001C	SOLARGARD ACRYLIC SEALER 1 GAL	EA	\$ 116.04	1	\$ 116.04
8533200 805	TREMPLY KEE LV BONDING ADHESIVE 5 GL	EA	\$ 520.47	3	\$ 1,561.41
8533660 503	TREMPLY KEE 60 MIL 74" x 80'	ROL	\$ 2,495.81	2	\$ 4,991.62
8533260 503	TREMPLY KEE 60 MIL 37" X 80'	ROL	\$ 1,252.24	1	\$ 1,252.24
400	Additional and occasional services Roofing supplies Discount off Retail Price List	% of Discount	13.4%		\$ 204,655.85
SUBTOTAL:					\$ 204,655.85
FREIGHT PREPAID & ADD:					N/A
SUBTOTAL WITH FREIGHT ADDED:					\$ 204,655.85
				STATE TAX	6.250% \$ 12,790.99
				COUNTY TAX	1.000% \$ 2,046.56
				LOCAL TAX	0.500% \$ 1,023.28
				**TOTAL PROJECT COST	\$ 220,516.68
* The pricing contained in this proposal is based in part on site-specific conditions and unique circumstances presented on each individual project.					
* Multiple proposals may not be combined into one Purchase Order or Contract due to Prevailing Wage laws.					



CITY COUNCIL
Staff Report

Meeting Date: May 21, 2024

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Tom Frank, Transportation Director/City Engineer
 tom.frank@carlsbadca.gov, 442-339-2766

Subject: Continuation of Proclamation of a Storm-Related Local Emergency for Repair of the Slope Between El Camino Real and Trieste Drive

District: 1

Recommended Action

Adopt a resolution continuing the proclamation of a storm-related local emergency for repair of the slope between El Camino Real and Trieste Drive.

Executive Summary

The atmospheric river in early February 2024 and the winter storm in January 2024 resulted in unexpected slope movement in an area between El Camino Real and Trieste Drive, with the potential to affect nearby property, infrastructure and the environment. Emergency repair of the slope area behind four homes on Trieste Drive is necessary to ameliorate the risk. Exhibit 3 shows the area requiring emergency slope repair.

- The City Manager, in his role as Director of Emergency Services, proclaimed a local emergency on Feb. 14, 2024, as shown in Exhibit 2, to expedite the slope repair.
- On Feb. 15, 2024, the City Council ratified the emergency proclamation so that the repair can continue to be exempted from the city's normal bidding procedures and the necessary repairs can be completed as swiftly as possible.
- The City Council continued the emergency proclamation on Feb. 27, 2024.
- The City Council continued the emergency proclamation again on March 12, 2024, approving the plans for the repair work and authorizing additional appropriations in the amount of \$955,000.
- The City Council continued the emergency proclamation on March 19, 2024, March 26, 2024, April 9, 2024, April 16, 2024, April 23, 2024, May 7, 2024, and May 14, 2024.

Staff are now requesting that the City Council continue the emergency proclamation again to complete the work.

Construction projects that cost less than \$200,000 can be awarded by the City Manager using informal bidding procedures under Carlsbad Municipal Code, or CMC, Section 3.28.080 - Construction Projects, subsections (B) and (H), which implement California Public Contract Code Section 22032.

This project will cost approximately \$3 million. California Public Contract Code Sections 22035 and 22050 and Carlsbad Municipal Code Sections 3.28.110(A) and 3.28.120 provide for an exemption from formal bidding procedures for emergency construction procurements. The emergency proclamation allows the city to use the emergency exemption.

Public Contract Code Section 22050(c)(1) requires the City Council to review the emergency action at every subsequent City Council meeting to determine, by a four-fifths vote, whether there is a need to continue the emergency action.

Staff recommend that the City Council continue the proclamation of the storm-related local emergency again to allow for the swift repair of the slope by approving the resolution provided as Exhibit 1.

Explanation & Analysis

The slope area between El Camino Real and Trieste Drive, generally behind the backyards of four residential properties that front onto Trieste Drive (4215-4245 Trieste Drive), has experienced soil movement. The city has a Capital Improvement Program project (Project No. 6107) to repair the slope. The project was in the 50% design and environmental review stage. However, the recent severe storm events have created additional fissures in the soil that need to be repaired quickly.

The City Engineer recommended expedited, or emergency, stabilization of the slope while the larger slope repair project proceeds through the design and environmental review and permitting process. The emergency proclamation allows the city to procure a contractor to perform the necessary emergency work to prevent or mitigate loss of, or damage to, property, essential public services and the environment.

Staff and Urban Corps, a city contractor, completed emergency protective measures at a cost of \$5,774, which included removing debris and placing tarps and stakes in the right-of-way.

Upon proclamation of the emergency, Engineering Systems Inc., the city's geotechnical engineering consultant, met with contractors to check on their availability and capabilities to perform the emergency work. Condon-Johnson & Associates, Inc., or Condon-Johnson, initially provided a cost estimate of approximately \$871,000 for the emergency work.

The emergency work was initially intended to address the unexpected slope movement that occurred as a result of the recent atmospheric rivers and storms, not to perform the original scope of work of the Capital Improvement Program project. However, due to recent further slope movement, the city's geotechnical engineering consultant recommended performing the additional final repairs at the same time as the emergency work.

The contractor Condon-Johnson's estimate increased to \$2,443,180 for the total cost, which includes the initial estimate of \$870,990 for installation of 26 emergency shore stability pins in Phase 1, which stabilize the slope, and \$1,572,190 for installation of an additional row of 28 shore stability pins and other more permanent repairs such as grading and re-compaction of the slope within the repair area as well as increased steel, additional two pins for Phase 1 and stabilizing the slope by hydroseeding.

- On March 6, 2024, staff issued a notice to proceed to the contractor to perform the emergency work. The emergency work started on March 12, 2024, and is expected to be completed by June 2024.
- On March 19, 2024, in keeping with CMC Section 15.16.060(B)(2) – Work exempt from grading permit, the City Engineer made the determination to exempt the work from the requirement that the project receive a grading permit.
- On March 19, 2024, the consultant indicated that the number of emergency shore stability pins will increase to 28 instead of the initial 26 that was proposed. This change will be reflected in the as-built drawings.
- On March 19, 2024, the contractor, Condon-Johnson, and the City Manager fully executed the contract in the amount of \$870,990.
- On March 20, 2024, the contractor submitted a change order request in the amount of \$1,572,190 for Phases 2-5. Staff have processed a change order in that amount.

Staff recommend that the City Council continue the emergency proclamation again to complete the emergency work at the slope near El Camino Real and Trieste Drive as swiftly as possible to prevent damage to nearby infrastructure and property.

Fiscal Analysis

Funding for the emergency work in the amount of \$3,317,600 will come from the funding in the General Capital Construction Fund for Capital Improvement Program Project No. 6107. Total project cost for the emergency work is \$2,972,852.

Trieste Drive Slope Repair Project Capital Improvement Program Project No. 6107	
Total appropriated funds to date	\$3,317,600
Total expenditures and encumbrances to date	-\$338,974
Total available funding	\$2,978,626
Emergency work (slope repair) – Condon-Johnson & Associates, Inc.	-\$2,443,180
Design and administrative costs – Engineering Systems Inc.	-\$190,250
Construction management – Infrastructure Engineering Corporation	-\$78,320
Special inspection – Leighton Consulting, Inc.	-\$52,050
Environmental monitoring (estimated) – LSA	-\$50,000
Construction contingency balance	-\$159,052
Total estimated emergency Capital Improvement Program project costs	-\$2,972,852
Emergency protective measures – Urban Corps	-\$905
Staff labor and materials costs	-\$4,869
Total estimated emergency protective measures costs	-\$5,774
Additional appropriation needed	\$0

This emergency work may qualify for outside funding. The City Manager sent a letter to the California Governor's Office of Emergency Services on Feb. 22, 2024, requesting any and all state and federal resources including, but not limited to, state assistance through the California Disaster Assistance Act. The state replied and subsequently requested supplemental information on the city's budget and how recent storms impacted it. On Feb. 26, 2024, staff provided the requested supplemental information and the initial damage estimate of \$1,293,774, which has now increased to approximately \$3 million.

On April 4, 2024, staff met with Office of Emergency Services, staff to discuss this emergency project and have provided additional supplemental information. Staff provided CalOES staff additional information as requested on April 11, 2024. Staff also met with Office of Emergency Services' staff on April 25, 2024.

Next Steps

The contractor has completed Phases 1 and 2 of the emergency work and is proceeding with the remainder of the work with an estimated completion date of June 2024. Staff will return to the City Council again on June 11, 2024, to review the emergency action and ask the City Council to determine by a four-fifths vote whether there is a need to continue it.

Environmental Evaluation

The project was determined to be exempt from the California Environmental Quality Act under Sections 15301(d) and 15301(f) of the CEQA Guidelines, which apply to projects for the restoration or rehabilitation of deteriorated or damaged structures, and the addition of safety or health protection devices. None of the exceptions to the exemption applied to the project and a notice of exemption was filed on Jan. 25, 2023.

Exhibits

1. City Council resolution
2. Proclamation of a storm-related local emergency, dated Feb. 14, 2024
3. Location map

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, CONTINUING THE PROCLAMATION OF A STORM-RELATED LOCAL EMERGENCY FOR REPAIR OF THE SLOPE BETWEEN EL CAMINO REAL AND TRIESTE DRIVE

WHEREAS, on Feb. 4, 2024, the Governor of the State of California found that conditions of extreme peril exist in San Diego County and other counties due to the early February 2024 storms caused by the atmospheric river and proclaimed a state of emergency to make additional resources available to local governments, formalize emergency actions, and help the state prepare for the impact of the storms; and

WHEREAS, the City Council empowers the City Manager, as Director of Emergency Services, to proclaim the existence of a local emergency when the city is affected by a public calamity and the City Council is not in session; and

WHEREAS, conditions or threatened conditions of extreme peril to the safety of persons and property have arisen within the City of Carlsbad caused by an unexpected slope movement with potential to affect nearby property, infrastructure and the environment; and

WHEREAS, on Feb. 14, 2024, the City Manager/Director of Emergency Services proclaimed a storm-related local emergency for repair of the slope between El Camino Real and Trieste Drive, generally behind the backyards of four residential properties that front onto Trieste Drive (4215 - 4245 Trieste Drive); and

WHEREAS, Carlsbad Municipal Code, or CMC, Section 3.28.110(A) implements Public Contract Code Section 22035 and provides an exemption from formal bidding procedures for emergency construction procurements, and to use the emergency exemption, CMC Section 3.28.120 and Public Contract Code Section 22050 require a proclamation of a local public emergency by a four-fifths vote of the City Council, or by the City Manager subject to ratification by a four-fifths vote of the City Council at the next City Council meeting; and

WHEREAS, on Feb. 15, 2024, the City Council ratified the proclamation of a local emergency as the emergency proclamation and emergency exemption are appropriate in this instance because the emergency work appears to be caused by unexpected slope movement, which could pose a threat to the public, property, infrastructure and the environment; and

WHEREAS, on Feb. 27, 2024, the City Council continued the emergency proclamation; and

WHEREAS, on March 12, 2024, the City Council continued the emergency proclamation again, approved the plans and authorized additional appropriations in the amount of \$955,000; and

WHEREAS, on March 19, 2024, March 26, 2024, April 9, 2024, April 16, 2024, April 23, 2024, May 7, 2024, and May 14, 2024, the City Council continued the emergency proclamation again; and

WHEREAS, on March 19, 2024, the City Engineer made the determination to exempt the work from the requirements of a grading permit, consistent with CMC Section 15.16.060(B)(2); and

WHEREAS, a contractor commenced the emergency work on March 12, 2024, and is expected to complete the work by June 2024; and

WHEREAS, staff request that the City Council continue the emergency proclamation again to enable completion of the work; and

WHEREAS, Public Contract Code Section 22050(c)(1) requires the City Council to review the emergency action at every subsequent City Council meeting to determine, by a four-fifths vote, whether this is a need to continue the emergency action; and

WHEREAS, the project was determined to be exempt from the California Environmental Quality Act, or CEQA, under Section 15301(d) and (f) of the CEQA Guidelines, which applies to projects for restoration or rehabilitation of deteriorated or damaged structures, and the addition of safety or health protection devices; and

WHEREAS, none of the exceptions to the CEQA exemption applied to the project and a Notice of Exemption was filed on Jan. 25, 2023.

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 Proclamation of a Storm-related Local Emergency for repair of the slope near El Camino Real and Trieste Drive is continued.

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)



Proclamation of Local Emergency

City Hall
1200 Carlsbad Village Drive
Carlsbad, CA 92008

FOR STORM-RELATED EMERGENCY PROTECTION ACTIVITIES TO REPAIR A SLOPE BETWEEN EL CAMINO REAL AND TRIESTE DRIVE

WHEREAS, on February 4, 2024, the Governor of the State of California found that conditions of extreme peril exist in San Diego County and other counties due to the early February 2024 storms caused by a powerful, slow-moving atmospheric river and proclaimed a state of emergency to make additional resources available to local governments, formalize emergency actions and help the state prepare for the impact of the storms; and

WHEREAS, California Government Code Section 8630 allows the City Council or an official designated by ordinance adopted by the City Council, to proclaim a local emergency; and

WHEREAS, the City of Carlsbad's Emergency Services Ordinance, including Carlsbad Municipal Code Section 6.04.100(A)(1), empowers the City Manager, as the City of Carlsbad's Director of Emergency Services, to proclaim the existence of a local emergency, subject to ratification by the City Council, when there exists, or there is threatened to exist, conditions of extreme peril to the safety of persons and property within the City of Carlsbad; and

WHEREAS, in the case of an emergency, California Public Contract Code Section 22050 allows the City Council, or a person delegated the authority by the City Council, to repair or replace a public facility, take any directly related and immediate action required by that emergency, and procure the necessary equipment, services and supplies for those purposes without giving notice for bids to let contract; and

WHEREAS, the repair project was determined to be exempt from the California Environmental Quality Act, or CEQA, under Section 15301 (d) and (f) of the CEQA Guidelines, which applies to projects for restoration or rehabilitation of deteriorated or damaged structures and the addition of safety or health protection devices; and

WHEREAS, none of the exceptions to the CEQA exemption applied to the project and a Notice of Exemption was filed on Jan. 25, 2023; and

WHEREAS, the Director of Emergency Services finds:

1. The National Weather Service issued multiple winter storm warnings, high wind warnings, wind advisories, and flood and flash flood watches throughout the State of California in anticipation of a powerful, slow-moving, atmospheric river in early February.
2. Conditions of extreme peril to the safety of persons and property have arisen within the City of Carlsbad caused by the powerful, slow-moving atmospheric river in early February, requiring immediate action to prevent or mitigate the loss or impairment of life, health, and property.

Local Emergency – REPAIR OF THE SLOPE BETWEEN EL CAMINO REAL AND TRIESTE DRIVE

Page 2

3. Prior to the early February 2024 storms, powerful winter storms that occurred less than a month ago had amplified the impact of local flooding due to the record-breaking amount of rainfall including a severe rainstorm which began on January 22, 2024 (“January Storm”), in all dropping 2 to 3 inches of rain in a three-hour period, a total that exceeds that of an average wet month and rivals the rainfall needed to spur a 100-year flood event.

4. On Jan. 22, 2024, the County of San Diego proclaimed an emergency due to the January Storm, which the county characterized as a thousand-year storm, and which caused drastic flooding and flash flooding in the county.

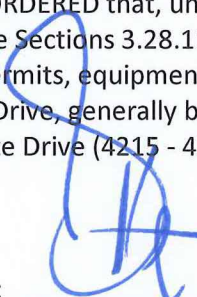
5. The conditions of the early February 2024 storms, in addition to the impacts of the January Storm, created an emergency condition on a slope that is located between El Camino Real and Trieste Drive, generally behind the backyards of four residential properties that front onto Trieste Drive (4215 - 4245 Trieste Drive) causing rapid slope movement and additional fissures in the soil that warrant immediate emergency repair.

6. That the City Council of the City of Carlsbad was not in session and could not be immediately called into session.

NOW, THEREFORE, IT IS PROCLAIMED that, subject to review and ratification by the City Council at its next meeting, a local emergency now exists in the City of Carlsbad, California, on a slope between El Camino Real and Trieste Drive, generally behind the backyards of four residential properties that front onto Trieste Drive (4215 - 4245 Trieste Drive).

IT IS FURTHER PROCLAIMED AND ORDERED that, under California Public Contract Code Section 22050 and Carlsbad Municipal Code Sections 3.28.110(A) and 3.28.120, city staff may proceed at once to obtain the necessary permits, equipment, services, and supplies to repair the slope between El Camino Real and Trieste Drive, generally behind the backyards of four residential properties that front onto Trieste Drive (4215 - 4245 Trieste Drive), without giving notice for bids to let contracts.

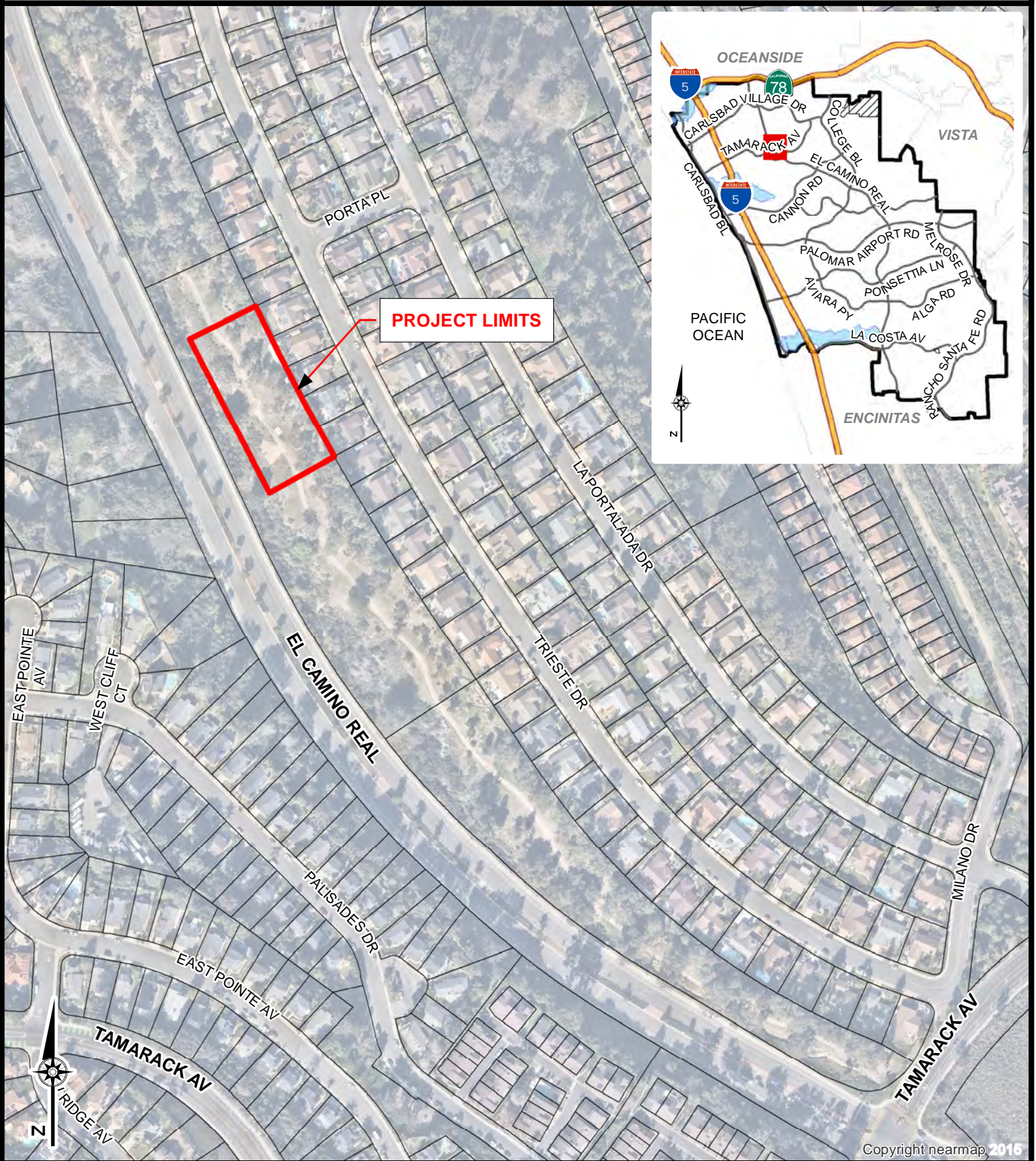
Dated: 14 FEB 24

By: 

SCOTT CHADWICK
City Manager/Director of Emergency Services

LOCATION MAP

Exhibit 3



TRIESTE DRIVE SLOPE REPAIR PROJECT

PROJECT
NUMBER
6107

EXHIBIT
3



CITY COUNCIL
Staff Report

Meeting Date: May 21, 2024

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Eric Lardy, City Planner
eric.lardy@carlsbadca.gov, 442-339-2712

Mike Strong, Assistant Community Development Director
mike.strong@carlsbadca.gov, 442-339-2721

Subject: Annual Work Plans for the Planning Commission and Historic Preservation Commission

Districts: All

Recommended Actions

Staff recommend the following actions:

1. Adopt a resolution accepting the Fiscal Year 2023-24 Planning Commission Work Plan Annual Report and approving the Fiscal Year 2024-25 Planning Commission Work Plan (Exhibit 1)
2. Adopt a resolution accepting the Fiscal Year 2023-24 Historic Preservation Commission Work Plan Annual Report and approving the Fiscal Year 2024-25 Historic Preservation Commission Work Plan (Exhibit 2)

Executive Summary

The City Council is being asked to review and approve the Fiscal Year 2023-24 report of accomplishments and the proposed Fiscal Year 2024-25 work plans for the Planning Commission and Historic Preservation Commission, which are required by Carlsbad Municipal Code Section 2.15.020(C).

Several tasks in the previous work plans are either in process, recurring, or ongoing. The commissions have therefore carried forward those tasks as part of the proposed Fiscal Year 2024-2025 work plans.

The purpose of a board or commission work plan 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

Planning Commission

The Planning Commission reviews development projects and makes recommendations to the City Council on city planning issues and policies.

The City Council approved the commission's Fiscal Year 2023-24 Work Plan on June 6, 2023. The commission's report of accomplishments outlines the status of the work plan's goals and tasks (Exhibit 1, Attachment A).

At the Planning Commission's May 1, 2024 meeting, staff assisted commission members 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 2.24. The Planning Commission voted unanimously to accept the updated work plan and recommended that the City Council approve the plan (Exhibit 1, Attachment B).

Historic Preservation Commission

The Historic Preservation Commission advises the City Council and Planning Commission on the identification, protection, retention and preservation of historic areas and sites within the city.

The City Council approved the commission's Fiscal Year 2023-24 Work Plan on June 6, 2023. The commission's report of accomplishments outlines the status of the work plan's goals and tasks (Exhibit 1, Attachment A).

At the Historic Preservation Commission's March 11, 2024 meeting, staff assisted commission members 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 2.42. The Historic Preservation Commission voted unanimously on March 11, 2024, to accept the updated work plan and recommended that the City Council approve the plan (Exhibit 2, Attachment B) – 3/0/2 (May, Schreiber - Absent).

Fiscal Analysis

There is no direct fiscal impact associated with accepting, approving, or implementing the work plans.

Next Steps

The Planning Commission, the Historic Preservation Commission and staff will focus future 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 - Planning Commission Work Plan
2. City Council resolution - Historic Commission Work Plan

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACCEPTING THE FISCAL YEAR 2023-2024 PLANNING COMMISSION WORK PLAN ANNUAL REPORT AND APPROVING THE FISCAL YEAR 2024-2025 PLANNING COMMISSION WORK PLAN

WHEREAS, the City Council of the City of Carlsbad, California has determined through requirements in Chapter 2.15 of the Carlsbad Municipal Code (CMC) 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, the CMC Section 2.24.030 delineates the functions of the Planning Commission; and

WHEREAS, on May 1, 2024, the Planning Commission considered a report of the items accomplished on the Fiscal Year 2023-24 Work Plan and their work plan for Fiscal Year 2024-25; and

WHEREAS, after receiving a staff presentation and commissioner discussion, the Planning Commission voted to recommend that the City Council approve the Fiscal Year 2024-25 Planning Commission Work 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 2023-24 Planning Commission Work Plan Annual Report, attached hereto as Attachment A.
3. That the City Council approves the Fiscal Year 2024-25 Planning Commission Work Plan, attached hereto as 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:

KEITH BLACKBURN, Mayor

SHERRY FREISINGER, City Clerk
(SEAL)

**Fiscal Year 2023-24 Planning Commission
Work Plan Annual Report**

I. Mission Statement

The Planning Commission holds regularly scheduled public hearings to consider land use matters, such as the general plan, local coastal program, growth management program, specific plans, master plans, amendments to the zoning ordinance, zone changes, special studies, and discretionary development permits for public and private projects.

For some actions, the Planning Commission acts in an advisory role and provides a recommendation to the City Council. In many cases the City Council has delegated to the Planning Commission the authority to take a final action on the item subject to appeal to the City Council. Prior to an item being considered by the Planning Commission the Planning Division staff complete its review of a proposed project for compliance with all applicable plans, policies, and laws and provides a written recommendation.

Planning Commissioners also serve on special committees or task forces as requested by the City Council.

II. Composition

The Planning Commission consists of seven members appointed by the City Council to a four-year term. There are also three ex officio members who shall be the City Planner, Assistant City Attorney, and City Engineer.

III. Fiscal Year 2023-24 Goals & Tasks

The City of Carlsbad Planning Commission had selected to focus on the following goals and tasks in adoption of the Work Plan on June 6, 2024. In FY 2023-24 the Planning Commission is expected to meet a total of 15 times. This reports on those actions as anticipated through June 30, 2024:

GOAL/TASK	STATUS	COMMENTS/RECOMMENDATION
Objective Design Standards and Streamlined Permitting for Multi-Family Residential Structures Outside of the Village and Barrio Master Plan area (Amend 2020-0003)	The Planning Commission reviewed and recommended approval of the citywide Objective Design standards on July 19, 2023. The City Council approved the standards on August 29, 2023.	This item is complete and removed in the Fiscal Year 2024-25 Work Program.
Village & Barrio Master Plan Amendments directed by the City Council including Objective Design Standards and Streamlined Permitting for Multi-Family Residential and Mixed-Use Structures (Amend 2020-0009)	The Planning Commission reviewed and recommended approval of the Village and Barrio Master Plan area Objective Design standards on July 19, 2023. The City Council approved the standards on August 29, 2023.	This item is complete and removed in the Fiscal Year 2024-25 Work Program.
Receive presentation and make recommendation on General Plan	The Planning Commission reviewed and made a recommendation on this General Plan	This item is complete and removed in the Fiscal Year

GOAL/TASK	STATUS	COMMENTS/RECOMMENDATION
<p>Amendment, Rezone, and Environmental Impact Report for Housing Element Program</p> <p>1.1: Provide Adequate Sites to Accommodate the Regional Housing Needs Assessment. This effort includes an update to the Safety Element.</p>	<p>Amendment on Oct. 18, 2023. On Jan. 30, 2024 the City Council reviewed and approved the General Plan Amendment, Rezone, and certified the Environmental Impact Report.</p>	<p>2024-25 Work Program.</p>
<p>Review and act on permits requested for city capital improvement projects. Major projects expected to be considered by the commission include:</p> <ul style="list-style-type: none"> ○ Beach Access Repairs Public Works Project ○ Terramar Water and Sewer Improvements 	<p>Beach Access Repairs was approved by the Planning Commission on July 19, 2023 and the Water and Sewer Improvements were approved by the Planning Commission on September 9, 2023.</p>	<p>This item is complete and removed in the Fiscal Year 2024-25 Work Program. The updated work program will include Special Projects anticipated.</p>
<p>Review and act on permits requested for private development projects. Major projects expected to be considered by the commission include:</p> <ul style="list-style-type: none"> ○ Newage Carlsbad Luxury Resort ○ Hope Apartments ○ Legoland Plan Amendment ○ North County Plaza Mixed Use 	<p>Hope Apartments was approved by the Planning Commission on June 21, 2023, and the City Council on September 12, 2023.</p> <p>The remaining three projects have not had enough activity from the applicants to move forward for decision. Depending upon when they are resubmitted, and environmental review completed, all three may be processed in FY2024-25. Applications will be placed on the agenda when they are submitted and through the review cycles as outlined in the Permit and Service Delivery Process Guide.</p>	<p>The remaining projects are included, along with new projects, in the Fiscal Year 2024-25 Work Program.</p>
<p>The Planning Division will work with the Planning Commission to meet one to two times each month for efficient and productive meetings</p>	<p>The Planning Commission is expected to have met 15 times during the current fiscal year. Approximately 1.25 meetings per month. Staff will continue to balance the work for customers of the city along with having</p>	<p>This item is retained in the Fiscal Year 2024-25 Work Program.</p>

GOAL/TASK	STATUS	COMMENTS/RECOMMENDATION
<p>Implement new Planning Commission Staff Report Template, re-evaluate after six months of use</p>	<p>efficient meetings.</p> <p>There have been no comments or complaints on the new staff report template. Staff is open to continuous feedback on operations and will review and consider changes as needed.</p>	<p>This item is being removed from the Fiscal Year 2024-25 Work Program, staff will continue to make changes as needed to the templates.</p>
<p>Receive Updates on New State Laws and City Council Actions applicable to the Commission</p>	<p>The laws implemented on Jan. 1, 2024 were more limited than has been seen in recent years. Staff has updated the applicable Informational Bulletins that are available on the Community Development website.</p> <p>During City Planner reports, items and actions of the City Council to the Planning Commission.</p>	<p>This item is retained in the Fiscal Year 2024-25 Work Program for reporting on new applicable state laws.</p>
<p>Hold a Planning Commission Workshop that could be combined with updates to State Laws or other topics as requested by the Planning Commission</p>	<p>Based on feedback from the Planning Commission, this item is being removed from the Fiscal Year 2024-25 Work Program. At the Commission's request, items could be added to the agenda for discussion and consideration.</p>	
<p>Members of the Planning Commission serve on the following committees:</p> <ul style="list-style-type: none"> o Design Review Committee for the Village & Barrio Master Plan Objective Design Standards o Community Development Block Grant (CDBG) Advisory Committee o Agricultural Conversion Mitigation Fee Advisory Committee o Historic Preservation Commission Ex-Officio Member 	<p>Members of the Commission served actively on all of the applicable committees throughout the reporting term. The Design Review Committee for the Village & Barrio Master Plan Objective Design Standards concluded work.</p>	<p>This item is retained in the Fiscal Year 2023-24 Work Program with the removal of the committee for the Design Review Committee for the Village and Barrio that concluded its work.</p>

GOAL/TASK	STATUS	COMMENTS/RECOMMENDATION
Other accomplishments	<p>The Planning Commission approved several items during the Fiscal Year that were not on the work program, including the</p> <ul style="list-style-type: none"> - East to West Corridor Project - ECR Jackspar/Sunny Creek - Carlsbad Boulevard Restriping Project - Legoland Project 2025 - Carlsbad by the Sea Summerhouse 	N/A

City of Carlsbad

Planning Commission Work Plan

Fiscal Year 2024-25

I. Mission Statement

The Planning Commission holds regularly scheduled public hearings to consider land use matters, such as the general plan, local coastal program, growth management program, specific plans, master plans, amendments to the zoning ordinance, zone changes, special studies, and discretionary development permits for public and private projects.

For some actions, the Planning Commission acts in an advisory role and provides a recommendation to the City Council. In many cases the City Council has delegated to the Planning Commission the authority to take a final action on the item subject to appeal to the City Council. Prior to an item being considered by the Planning Commission the Planning Division staff complete its review of a proposed project for compliance with all applicable plans, policies, and laws and provides a written recommendation.

Planning Commissioners also serve on special committees or task forces as requested by the City Council.

II. Composition

The Planning Commission consists of seven members appointed by the City Council to a four-year term. There are also three ex officio members who shall be the City Planner, Assistant City Attorney, and City Engineer.

III. FY 2024-25 Goals & Tasks

The City of Carlsbad Planning Commission has selected to focus on the following goals and tasks; covering the period from July 1, 2024 through June 30, 2025. The tasks are divided into the categories of Advance Planning & Special Projects, Current Planning Projects, and Training/City Representation:

Advance Planning & Special Projects

- Climate Action Plan Update (Public Works Project)
- Village, Barrio, and Beach Area Parking Management Plan Update and Village and Barrio Master Plan Amendment
- Review and act on permits requested for city capital improvement projects. Major projects expected to be considered by the commission include:
 - Avenida Encinas Coastal Rail Trail
 - El Camino Real (Arenal to La Costa)

- Terramar Area Roadway Improvements
- Tamarack Maintenance Yard

Current Planning Projects

- Review and act on permits requested for private development projects. Major projects expected to be considered by the commission include:
 - Carlsbad Village Mixed Use
 - Newage Carlsbad Luxury Resort
 - Legoland Plan Amendment
 - North County Plaza Mixed Use

Training and City Operations

- The Planning Division will work with the Planning Commission to meet one to two times each month for efficient and productive meetings
- Review state laws and options related to Professional Care Facilities, the Regional Housing Needs Allocation, and Inclusionary Housing Ordinance for recommendations to the City Council
- Have one or two members attend the League of Cities California Conference Receive Updates on New State Laws and City Council Actions applicable to the commission
- Members of the Planning Commission serve on the following committees:
 - Agricultural Conversion Mitigation Fee Advisory Committee
 - Historic Preservation Commission Ex-Officio Member

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACCEPTING THE FISCAL YEAR 2023-2024 HISTORIC PRESERVATION COMMISSION WORK PLAN ANNUAL REPORT AND APPROVING THE FISCAL YEAR 2024-2025 HISTORIC PRESERVATION COMMISSION WORK PLAN

WHEREAS, the City Council of the City of Carlsbad, California has determined through requirements in Chapter 2.15 of the Carlsbad Municipal Code (CMC) 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, the CMC Section 2.42.040 delineates the functions of the Historic Preservation Commission; and

WHEREAS, on March 11, 2024, the Historic Preservation Commission considered a report of the items accomplished in the prior year and their work plan for Fiscal Year 2024-25; and

WHEREAS, after receiving a staff presentation and commissioner discussion, the Historic Preservation Commission voted to recommend that the City Council approve the Fiscal Year 2024-25 Planning Commission Work 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 2023-24 Historic Preservation Commission Work Plan Annual Report, attached hereto as Attachment A.
3. That the City Council approves the Fiscal Year 2024-25 Historic Preservation Commission Work Plan, attached hereto as 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:

KEITH BLACKBURN, Mayor

SHERRY FREISINGER, City Clerk
(SEAL)

City of Carlsbad
Historic Preservation Commission
Fiscal Year 2023-24 Work Plan Accomplishments

The Historic Preservation Commission holds regularly scheduled meetings and advises the City Council and Planning Commission on the identification, protection, retention and preservation of historic areas and sites within the city. The City Council approved the commission's Fiscal Year 2023-24 Work Plan on June 6, 2023. This document reports on the actions the Historic Preservation Commission took to implement the Fiscal Year 2023-24 Work Plan.

Historic Preservation Commission's Accomplishments for Fiscal Year 2023-24

In terms of accomplishments, this past year the Historic Preservation Commission's accomplishments are the following:

1. The Commission has held four regularly scheduled meetings over the past year (2023 calendar year). One meeting was adjourned due to a lack of quorum.
2. A subcommittee was formed to update the Historic Preservation Commission website. The subcommittee initiated its work and convened on one occasion.
3. Explored ways of sharing information about historic site recognition.
4. Continued to educate the community about its history through support of school curriculum.
5. Approved the nomination of a Heritage Tree designation at 4970 Cindy Avenue to the Heritage Tree program. (The City Council is the final decision-making body to approve the tree designation.)
6. Adopted a uniform plaque program to commemorate historic resources in the city. (The City Council is the final decision-making body to approve the program guidelines and criteria.)
7. Adopted a work program schedule to research, evaluate, and consider additional historic benefits and incentives to increase participation in historic preservation.

City of Carlsbad
Historic Preservation Commission
Fiscal Year 2024-25 Work Plan

I. Mission Statement

The mission of the Historic Preservation Commission shall be to advise the City Council, Planning Commission, and Housing Commission in all matters relating to the identification, protection, retention and preservation of historic resources in the City of Carlsbad and inform the public of all matters pertaining to the preservation of historic resources within the guidelines and codes that govern the Commission.

II. Work Plan Purpose

The Historic Preservation Commission developed this Work Plan during their meetings on March 11, 2024. The Work Plan and complementary actions are intended to guide the Commission and city staff work efforts over the next fiscal year. The document allows the Commission, the City Council, and public to receive an update on projects that the Commission is undertaking (based on City Council direction) and allows the City Council to review projects or programs they may want to proceed with.

In addition to the Work Plan items, the Commission and city staff concurrently dedicates significant time and resources to projects not on the Work Plan.

III. Historic Preservation Commission's Work Plan for Fiscal Year 2024-2025

The following is to be included in the Fiscal Year 2024-2025 Work Plan.

1. Update the Historic Preservation Commission website.
2. Create/update a brochure for Historical Plaque Program buildings and structures, including but not limited to the use of technologies (e.g. city website and QR codes for landmark wayfinding).
3. Review the ongoing staff efforts to ensure the Mills Act is providing opportunities to advance preservation of historic properties.
4. Implement a uniform plaque program to commemorate the history of resources in the city. There are four resources listed in the Carlsbad Historic Resource Register that do not have plaques. Work with property owners to solicit interest and identify a funding source.

5. Continue to educate the community about its history through support of school curriculum; 3rd grade historic art program.
6. Help create an oral history collection project in cooperation with Library's Carlsbad History Collection through recorded interviews of local long-time residents and through creating brief biographies about the city's past mayors to accompany photos in Council Chambers.
7. Develop recommendations to the City Council on historic preservation benefits and incentives (i.e., expanded use, development standards flexibility, preservation easements, official recognition and awards).
8. Further, the Commission shall study and report to the City Council upon any matter referred to it by the City Council and furnish any special information, reports or materials which the City Council may request.

IV. Items "On-Deck" or Set-Aside for Future Year Work Plan(s)

The following is NOT to be included in the FY 2024-25 Work Plan; however, may be initiated during the course of the fiscal year and/or included in the work plans of future years.

9. Analyze the steps required to obtain Certified Local Government Status and provide a recommendation to the City Council.
 - Prepare and submit a Certified Local Government grant application to the State Office of Historic Preservation.
10. Foster partnership with the Carlsbad Historical Society and provide oversight for the ongoing effort to preserve the Magee House (i.e., Carlsbad Historical Society Museum).



CITY COUNCIL
Staff Report

Meeting Date: May 21, 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: Community-Police Engagement Commission Annual Work Plan

Districts: All

Recommended Actions

Adopt a resolution approving the Community-Police Engagement Commission Work Plan for fiscal year 2024-2025.

Executive Summary

The City Council is being asked to review and approve the proposed fiscal year 2024-25 work plan for the Community-Police Engagement Commission, as required by Carlsbad Municipal Code, Chapter 2.15, Section 2.15.020(C).

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

On March 25, 2024, the Commission unanimously accepted its first work plan, covering fiscal year 2024-25, and recommended that it be approved by the City Council.

Explanation & Analysis

The City Council established the Community-Police Engagement Commission to promote mutual understanding and trust between the Police Department and the community by providing an inclusive and respectful forum that fosters informed dialogue.

Members of the Community-Police Engagement Commission participated in facilitated workshops on Feb. 26, 2024, and March 25, 2024, to establish its first work plan.

To develop a mission statement, commissioners discussed the elements of the commission's purpose, with a focus on the key concepts they thought should be highlighted in a mission statement. These included:

- Transparency/trust
- Community perspective
- Enhanced communication, outreach
- Champion Carlsbad and its Police Department
- Encourage community engagement
- Respect

Based on the concepts and themes, the commission created the following mission statement:

The mission of the City of Carlsbad Community-Police Engagement Commission is to promote mutual understanding and trust between the Police Department and the community through an inclusive and respectful forum that fosters informed dialogue to carry out the duties delegated to the Commission by the Carlsbad City Council.

Commissioners focused their work plan goals around establishing best practices and foundational elements that would set the commission up for long-term success. The commission ultimately identified two goals and seven tasks for its first work plan, which covers fiscal year 2024-25, as shown in the proposed work plan (Attachment A to Exhibit 1).

Fiscal Analysis

There is no fiscal impact associated with approving the work plan. The work plan can be carried out within existing budget allocations for the staff supporting the commission.

Next Steps

The Community-Police Engagement Commission and staff will focus efforts on the goals and tasks listed in the proposed work plan, if approved.

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 THE COMMUNITY-POLICE ENGAGEMENT COMMISSION WORK PLAN FOR FISCAL YEAR 2024-2025

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 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 2.30 of the Carlsbad Municipal Code details the composition and duties of the Community-Police Engagement Commission; and

WHEREAS, at the special meetings of the Community-Police Engagement Commission in February and March 2024, staff assisted commissioners with the preparation of a work plan that is consistent with the duties described in Carlsbad Municipal Code Chapter 2.30; and

WHEREAS, the mission of the Community-Police Engagement Commission is to promote mutual understanding and trust between the Police Department and the community through an inclusive and respectful forum that fosters informed dialogue to carry out the duties delegated to the commission by the Carlsbad City Council; and

WHEREAS, on March 25, 2024, the Community-Police Engagement Commission voted unanimously to accept the 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 of the City of Carlsbad approves the Community-Police Engagement Work Plan for fiscal year 2024-25 (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:

KEITH BLACKBURN, Mayor

SHERRY FREISINGER, City Clerk
(SEAL)

City of Carlsbad
Community-Police Engagement Commission Work Plan
Fiscal Year 2024-25

I. Mission Statement

The mission of the City of Carlsbad Community-Police Engagement Commission is to promote mutual understanding and trust between the Police Department and the community through an inclusive and respectful forum that fosters informed dialogue to carry out the duties delegated to the Commission by the Carlsbad City Council.

II. Composition

Consistent with Chapter 2.30, Section 2.30.030 and Chapter 2.15, Section 2.15.050 (A) of the Carlsbad Municipal Code, the Community-Police Engagement Commission shall consist of five members. The Mayor and each City Council member shall nominate one individual to serve for a term coinciding with the term of the Council member making the appointment. All nominations shall be subject to ratification by a majority vote of the City Council. In addition, the City Council may consider the following additional criteria in appointing members to the commission:

1. A demonstrated ability to be open minded, impartial, objective, and unbiased
2. An absence of any real or perceived bias, prejudice, or conflict of interest
3. A record of community involvement
4. An ability to build constructive working relationships and communicate effectively with diverse groups
5. A demonstrated commitment to the purpose of the commission with an eye toward fostering positive police-community relationships
6. Attendance at the Carlsbad Citizens Police Academy

Persons with ongoing litigation against the city related to police matters shall be ineligible to serve on the commission. In addition, current Carlsbad Police Department employees and their parents or children are ineligible to serve on the commission. (Ord. CS-441 § 3, 2022)

III. March 2024 through June 2025 Goals & Tasks

As a new commission, the Community-Police Engagement Commission will focus on the following foundational goals and tasks during this first work plan period:

Goal 1: Establish best practices for commission training, communication, deliberation and operations.

Task 1: Complete mandated training

Task 2: Identify any additional training and information that would benefit commission members

Task 3: Identify and review other Commissions' Best Practices

Task 4: Establish guidelines for the review of policy, procedures and practices

Task 5: Develop and maintain an ongoing prioritized list of future meeting topics

Task 6: Establish an effective forum for information exchange between the Police Department and the community

Goal 2: Raise awareness in the community of the commission and the opportunity it provides to engage and learn

Task 1: Share meeting videos and city news summaries

Identify topics and agenda items that would be most of interest to the community and request that city staff share a summary and video link through its communication channels, as time and resources permit. Share links within the commissioners' own communication channels (emails to friends, posting on social media, etc.)



CITY COUNCIL
Staff Report

Meeting Date: May 21, 2024

To: Mayor and City Council

From: Scott Chadwick, City Manager

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

Subject: Acquisition of real property at 945 Chestnut Avenue from Solutions for Change, consideration of a request for proposals to identify a new owner for the continued use of the property as an affordable housing project and declaration of the property to be exempt surplus land

District: 1

Recommended Actions

Adopt resolutions:

1. Authorizing the City Manager to execute all documents necessary to complete the acquisition of 945 Chestnut Avenue from Solutions for Change, and authorizing the City Clerk to execute the certificate of acceptance and consent to the recording of the grant deed to complete the property transfer; and
2. Authorizing the City Manager to release a request for proposals with the intent to identify a new owner for the 100 percent affordable housing project at 945 Chestnut Avenue; and
3. Declaring the property located at 945 Chestnut Avenue as exempt surplus land in accordance with California Government Code Sections 54221(f)(1)(A) and 37364.

Executive Summary

In 2014, the city provided a \$3.1 million loan to Solutions Chestnut, LLC, a subsidiary of Solutions for Change, Inc. (collectively Solutions for Change) to acquire the Chestnut Apartments, a 16-unit apartment complex at 945 Chestnut Ave., to provide affordable housing for homeless families.

The project was to include the relocation of the existing tenants and minor renovation of the units, to be accomplished in the first year, with permanent financing to be obtained by Solutions for Change within the first three years to fund a major rehabilitation of the entire development. The loan documents recorded against the property required the developer to obtain that permanent financing.

Solutions for Change has been unable to secure funding to complete the project because of a significant change in the operational requirements associated with governmental funding. Solutions for Change is now looking to end its ownership of the property and is proposing to

transfer the property to the City of Carlsbad in exchange for having the loan forgiven so that the project can continue to provide affordable housing.

City staff intend to issue a request for proposals to identify a new owner to either acquire and rehabilitate the existing affordable units or demolish and rebuild a new 100% affordable housing project with potentially more units. City staff will evaluate the proposals and then present the City Council with recommendations for the future use of the property for the City Council's approval.

City staff are also recommending that the City Council adopt a resolution declaring the property exempt surplus land consistent with the provisions of the state Surplus Land Act, for the reasons detailed below.

The City Council's approval is required because city staff do not have existing authority to forgive the outstanding Housing Trust Fund loan in exchange for the receipt of real property, market and sell the real property after its receipt, or declare the real property to be exempt surplus land to allow its disposition.

Explanation & Analysis

Background

The \$3.1 million loan to Solutions for Change that the City Council approved in 2014 was funded with \$2,646,000 from the city's Housing Trust Fund and \$454,000 from Community Development Block Grant funds. Solutions for Change was to use the loan funds to acquire the 16 units on Chestnut Avenue to provide permanent affordable housing for homeless families who had graduated from the Solutions Academy.

The agreement with the city required Solutions for Change to obtain the additional financing to initiate work to plan, design and obtain permits for the substantial rehabilitation of the apartment project by Dec. 31, 2019. (The 2014 City Council agenda report on the loan is provided as Exhibit 4.)

Since Solutions for Change bought the Chestnut Avenue property in 2014, the funding climate for its program model changed significantly. Funds for homeless programs that come from the federal or state level now require homeless programs to incorporate the Housing First¹ approach. Solutions for Change does not wish to implement the Housing First approach into their projects and programs. Because Solutions for Change requires sobriety and participation



The property at 945 Chestnut Ave.

¹ Housing First quickly connects individuals experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals before permanent housing is provided.

in the workforce training as a condition of housing, the project is not eligible to receive the federal or state level Housing First public funds that are traditionally used for transitional or supportive housing.

City staff have worked with Solutions for Change since November 2019 and granted three extensions to the Dec. 31, 2019, deadline due to its difficulties in obtaining financing and delays during the COVID-19 pandemic.

The Solutions for Change Board of Directors ultimately decided to move completely away from this project and all government-funded residential projects and programs. Solutions for Change has decided to voluntarily turn the property over to the City of Carlsbad in exchange for having its loan forgiven because it cannot fulfill the obligations identified in the 2014 loan documents recorded against the property.

The property will continue to include at least 15 affordable units, with the 16th unit serving as an on-site manager's unit. City staff intend to issue a request for proposals (Exhibit 2, Attachment A) to identify a new owner to acquire the property and either rehabilitate the 16 existing affordable apartment units or demolish the project and develop a new 100% affordable housing project with potentially more units.

City staff will present the City Council with recommendations for the future owner and use of the property for the City Council's approval after the proposals are evaluated. Staff are pursuing this approach with the intent for the city to not own the property, but to instead assign the city's purchasing authority to the new owner identified through from the request for proposals process.

Purchase and sale

Staff are recommending that the City Council authorize the City Manager to enter into a purchase and sale agreement (Exhibit 1, Attachment A) between the City of Carlsbad and Solutions for Change for acquisition of the real property at 945 Chestnut Ave. (APN 204-191-2200) and execute any necessary documents for the property transfer.

Solutions for Change is to transfer ownership of the property to the city in lieu of repayment of the loan, therefore the sales price is the loan balance. This action cancels the loan and removes the existing deed of trust from the title for the property. No additional payments by Solutions for Change against the loan balance will be required. The City of Carlsbad will receive the property in exchange for loan forgiveness.

The \$454,000 Community Development Block Grant loan was a five-year forgivable loan. Solutions for Change maintained the affordable units for the minimum five-year period, so that loan has been forgiven. This leaves the outstanding loan amount for the Housing Trust Fund loan, which is approximately \$2,977,776. This includes principal and outstanding interest payments anticipated as of Dec. 31, 2024.

The original sales price in 2014 was \$3.1 million with an appraisal completed at that time to support that sales price. The most recent appraisal conducted in 2019 listed the appraised value

of the property at \$3.79 million based on the income approach.² It has been four years since the last appraisal, so the value is at least \$3.79 million or likely higher.

The final step of the purchase and sale process is for the city to accept the grant deed for the property, while concurrently transferring the ownership of the property to a new owner selected through the request for proposals process. It is anticipated that this will occur in late December 2024. This extended escrow period will allow city staff adequate time to solicit proposals and identify a new owner for the 100% affordable housing project. Solutions for Change is willing to maintain the property until the end of calendar year 2024.

City staff recommend the city forfeit outstanding loan payments from Solutions for Change through 2024 as consideration for the extended escrow period. The extended escrow period allows the time needed to identify a new owner, which is more valuable to the city than the amount of potential revenue the Housing Trust Fund would receive and limits the time the city would have the responsibility and associated liability for owning and maintaining the property.

Along with the sale of the property to the new owner the city will be recording a new 55-year regulatory agreement against the property that will include the minimum affordability requirements consistent with the provisions of the Surplus Land Act, as detailed below, and restricting the property to these requirements for 55 years.

The sale of the property will likely also require the recording of a new loan agreement against the property

Request for proposals

Staff are also recommending that the City Council adopt a resolution authorizing the City Manager to release a request for proposals from qualified affordable housing developers with the intent to identify a new owner for the property at 945 Chestnut Avenue. The draft request for proposals is provided as Attachment A to Exhibit 2.

The request for proposals submittal period will close this summer and city staff will present the City Council with recommendations for the future owner and use of the property for the City Council's approval after proposals are evaluated. Before the property can be transferred to a new future owner, the City Council will need to review and approve the terms of the sale agreement, along with a new 55-year regulatory agreement and an anticipated new loan agreement.

In the interim period, the property will continue to be used as an 100% affordable housing project. A regulatory agreement was recorded against the property restricting the income and rent level of 15 units, with one unrestricted manager's unit. At least 15 affordable units must be maintained on the property because of housing replacement and relocation requirements.

Regulatory agreement

The property received financial assistance from the city's Housing Trust Fund and, in turn, has a regulatory agreement recorded against the property that restricts the use of the property as a 100% affordable project for 55 years. The property is restricted to provide seven of the 16 units in the project to low-income households, eight of the 16

² The income approach is a real estate appraisal method that estimates a property's market value based on its income. This approach is most often used for properties with tenants because it relies on rental income.

units in the project to moderate income households, and one unrestricted manager's unit. The City of Carlsbad could choose to remove this restriction, but the property will still be bound by the state replacement and relocation requirements identified below.

Replacement housing

The state's Housing Crisis Act prohibits the approval of developments that require the demolition of residential units unless the project will replace all existing or previously demolished income restricted affordable units on the site and it will include at least as many units as existed on the site within the previous five years.

Tenant relocation

The Housing Crisis Act regulates development approvals that request residential unit demolition. All existing residents are allowed to remain in place until six months before construction begins, and displaced low-income residents are provided relocation benefits and a right of first refusal for a comparable unit in the new project at an affordable rent. Complete tenant relocation can add significant cost to a project.

The draft request for proposals identifies the city's priority is to provide affordable housing for the current low- and moderate-income tenants. Any additional affordable units in a new project shall be prioritized for low- and moderate-income households with a preference for those from Carlsbad to the extent allowed by law.

Surplus Land Act

Finally, staff are recommending that the City Council adopt a resolution declaring the property as exempt surplus land consistent with the provisions of the state Surplus Land Act.

One of the purposes of the Surplus Land Act is to promote affordable housing development on unused or underutilized public land throughout the state to respond to the existing affordable housing crisis. A local agency that determines that property is exempt from the Surplus Land Act must support the determination with written findings and must provide a copy of the written determination to the California Department of Housing and Community Development at least 30 days prior to disposition of the property. A copy of the resolution declaring the property as exempt surplus land (Exhibit 3) has already been reviewed by Housing and Community Development and was considered sufficient documentation to meet this requirement.

The draft request for proposals identifies the following minimum affordability requirements that will allow the city to declare the property as exempt surplus land, consistent with the provisions of the Surplus Land Act:

- Not less than 80% of the property area shall be used for the development of housing
- At least 20% of the units will be affordable to very low-income households (50% of the area median income)
- At least 20% of the units will be affordable to low-income households (60% of area median income)
- The remaining units will be affordable to at least moderate income households (90% of area median income)

- The low and moderate income units must be restricted by a regulatory agreement recorded against the property and remain affordable for a period of not less than 55 years

In addition, the city will be recording a new 55-year regulatory agreement against the property concurrent with the transfer of the property to a new owner. The new regulatory agreement will include the minimum affordability requirements. The new owner will have to maintain the affordability levels specified in the new regulatory agreement.

Fiscal Analysis

The city approved loans of \$3.1 million for the project in 2014 to acquire the property at 945 Chestnut Ave. A portion of the funds, \$454,000, were Community Development Block Grant funds provided as a grant. The grant agreement required compliance with a Community Development Block Grant-eligible use for a minimum of five years. That compliance period has been met, so that \$454,000 does not need to be repaid.

The remaining \$2,646,000 was a loan from the city's Housing Trust Fund. The city's loan is secured by a deed of trust recorded against the property. Because it was anticipated that Solutions for Change would secure permanent financing to complete the project, interest did not start accruing in the first five years. A payment against interest was paid through residual receipts for 2020 in the amount of \$66,863.62. Interest payments have not been received for the years 2021-2023 and 2024 to date. It is estimated that the principal and interest loan balance through the end of December 2024 will be \$2,977,776.

Description	Amount
Initial city contribution	\$3,100,000
CDBG amount forgiven	-\$454,000
Remaining city loan	\$2,646,000
Estimated interest accrued (12/25/19-12/31/24)	\$398,640
Interest payment received	-\$66,864
Outstanding amount owed	\$ 2,977,776

There is no fiscal impact to the General Fund to acquire the property in exchange for loan forgiveness. Forgiveness of the Housing Trust Fund loan will reduce interest income to the Housing Trust Fund. In exchange for loan forgiveness, ownership of the property is being conveyed to the city, and the value of the property will be credited as an asset to the Housing Trust Fund. The value of the property is expected to be higher than the loan balance. An appraisal will be completed to establish the value of the property prior to the transfer of the property to a new owner.

City staff previously contracted for a capital needs assessment that cost \$3,000 to determine the potential financial need to bring to property to appropriate housing quality standards. Additionally, there will be minor costs associated with the property transfer, including escrow and title, totaling approximately \$7,500, and an appraisal will cost about \$5,000. These outstanding costs will be funded from the Housing Trust Fund.

Next Steps

Escrow will be opened upon the execution of the purchase and sale agreement. The City Manager is authorized to execute any documents related to the loan reconveyance and property transfer process from Solutions for Change to the City of Carlsbad.

Staff will issue a request for proposals from qualified affordable housing developers and present the City Council with recommendations for the future owner and use of the property for the City Council's approval after the proposals are evaluated.

The resolution declaring the property exempt surplus land will be provided to the California Department of Housing and Community Development in keeping with the requirements of the Surplus Land Act.

Environmental Evaluation

The City Planner, through the process outlined in Carlsbad Municipal Code Section 19.04.060, has determined that this action is categorically exempt from the California Environmental Quality Act under CEQA Guidelines Section 15326 – Acquisition of Housing for Housing Assistance Programs. Any future change to the property will be evaluated for any necessary environmental review and approval. No appeals of this determination were received in accordance with Carlsbad Municipal Code Section 21.54.140.

General Plan Conformity

California Government Code Section 65402(a) requires the acquisition and disposition of property by the city to conform with the city's General Plan. Acquisition and disposition of the property located at 945 Chestnut Avenue meets this requirement in that the acquisition and disposition will maintain affordable housing on the site. The property is designated for residential use by the General Plan Land Use map, and the city's acquisition and disposition of the property will not change its intended residential use. Furthermore, the intended use of the property is consistent with General Plan goals and programs, including:

- a. Land Use and Community Design Element Goal 10-G.3, "Promote infill development that makes efficient use of limited land supply, while ensuring compatibility and integration with existing uses. Ensure that infill properties develop with uses and development intensities supportive a cohesive development pattern."
- b. Housing Element Goal 10-G.2, "Sufficient new affordable housing opportunities in all quadrants of the city to meet the needs of current lower and moderate-income households and those with special needs, and a fair share proportion of future lower and moderate-income households."
- c. Housing Element Program 2.4 City-initiated Development, "The city, through the Housing and Homeless Services Department, will continue to work with private developers (both for-profit and non-profit) to create housing opportunities for low, very low, and extremely low-income households."

Exhibits

1. City Council resolution – Purchase and sale agreement
2. City Council resolution – Request for proposals
3. City Council resolution – Declaration of exempt surplus land
4. [City Council Agenda Bill, dated Oct. 21, 2014 \(on file in the Office of the City Clerk\)](#)

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING THE CITY MANAGER TO EXECUTE ALL DOCUMENTS NECESSARY TO COMPLETE THE ACQUISITION OF 945 CHESTNUT AVENUE FROM SOLUTIONS FOR CHANGE, AND AUTHORIZING THE CITY CLERK TO EXECUTE THE CERTIFICATE OF ACCEPTANCE AND CONSENT TO THE RECORDING OF THE GRANT DEED TO COMPLETE THE PROPERTY TRANSFER

WHEREAS, on Dec. 24, 2014, the City of Carlsbad executed a loan of \$2,646,000 from the city's Housing Trust Fund to Solutions Chestnut, LLC, a subsidiary of Solutions for Change, Inc. (collectively Solutions for Change), to acquire Chestnut Apartments, a 16-unit apartment complex at 945 Chestnut Ave., to provide affordable housing for homeless families; and

WHEREAS, Solutions for Change was to obtain the additional financing to initiate work to plan, design and obtain permits for the substantial rehabilitation of the apartment project by Dec. 31, 2019; and

WHEREAS, Solutions for Change has decided to turn the property over to the City of Carlsbad in lieu of loan repayment since it cannot fulfill the obligations identified in the 2014 loan documents recorded against the property; and

WHEREAS, on Nov. 14, 2023, the City Council authorized the Deputy City Manager, Community Services, the Housing & Homeless Services Director and the Real Estate Manager to negotiate the acquisition of 945 Chestnut Avenue, Carlsbad, CA; and

WHEREAS, city staff has considered and evaluated the property at 945 Chestnut Avenue, Carlsbad, CA for a potential acquisition by the city; and

WHEREAS, the property is 0.77 acres and is located at 945 Chestnut Avenue, Carlsbad CA 92011 (APN 204-191-2200) and is zoned Barrio Perimeter (BP); and

WHEREAS, in a closed session on April 23, 2024, the City Council provided direction to the city negotiators on the price and terms for acquiring the property; and

WHEREAS, the city and Solutions for Change have agreed to the purchase price of \$2,977,776, which is the principal and outstanding interest anticipated to be owed on the loan as of Dec. 31, 2024; and

WHEREAS, no additional payment by Solutions for Change against the loan balance will be required and the city will receive the property in exchange for loan forgiveness; and

WHEREAS, the City Planner, through the process outlined in Carlsbad Municipal Code Section 19.04.060, has determined that this action is categorically exempt from the California Environmental Quality Act pursuant to CEQA Guidelines Section 15326 (Acquisition of Housing for Housing Assistance Programs). Any future change to the property will be evaluated for any necessary environmental review and approval. No appeals of this determination were received in accordance with Carlsbad Municipal Code Section 21.54.140.

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's acquisition of property located at 945 Chestnut Avenue is in conformance with the Carlsbad General Plan in that the acquisition will maintain affordable housing on the site. The property is designated for residential use by the General Plan Land Use map, and the city's purchase of the property will not change its intended residential use. Furthermore, the intended use of the property is consistent with General Plan goals and programs, including:
 - a. Land Use and Community Design Element Goal 10-G.3, "Promote infill development that makes efficient use of limited land supply, while ensuring compatibility and integration with existing uses. Ensure that infill properties develop with uses and development intensities supportive a cohesive development pattern."
 - b. Housing Element Goal 10-G.2, "Sufficient new affordable housing opportunities in all quadrants of the city to meet the needs of current lower and moderate-income

households and those with special needs, and a fair share proportion of future lower and moderate-income households."

c. Housing Element Program 2.4 City-initiated Development, "The city, through the Housing and Homeless Services Department, will continue to work with private developers (both for-profit and non-profit) to create housing opportunities for low, very low, and extremely low-income households."

3. That Proposition H, or Carlsbad Municipal Code Chapter 1.24, does not apply to the acquisition of the property because the acquisition does not involve the expenditure of "city funds" within the meaning of Carlsbad Municipal Code Section 1.24.020.
4. That the City Council approves the acquisition of the property located at 945 Chestnut Avenue, Carlsbad, CA 92011, APN 204-191-2200 from Solutions for Change in an amount of two million, nine hundred seventy-seven thousand, seven hundred seventy-six dollars (\$2,977,776).
5. That the purchase and sale agreement in Attachment A is approved, and the City Manager is authorized and directed to execute the agreement.
6. That the City Manager or a designee is authorized to act on behalf of the City of Carlsbad in all future actions necessary to implement the purchase and sale agreement with Solutions for Change for the property located at APN 204-191-2200, and to do so in full compliance with the terms and conditions expressed in the agreement, subject to its approval as to form by the City Attorney.
7. That the City Clerk is authorized to execute the Certificate of Acceptance and consent to the recording of the grant deed conveying the property to the city.

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)

**PURCHASE AND SALE AGREEMENT
AND JOINT ESCROW INSTRUCTIONS
(Chestnut Apartments-945 Chestnut Avenue, Carlsbad, CA)**

THIS PURCHASE AND SALE AGREEMENT AND JOINT ESCROW INSTRUCTIONS (“Agreement”) is dated as of the ___ day of _____, 2024, by and between Solutions Chestnut, LLC, a California limited liability company (“Seller”), and the City of Carlsbad, a chartered city (“Purchaser”). This Agreement shall also constitute the joint escrow instructions of Purchaser and Seller to Chicago Title Company (“Escrow Holder” or “Title Company”).

RECITALS

A. The Seller owns that certain real property improved with a 16-unit multifamily apartment building generally located at 945 Chestnut Avenue, Carlsbad, California 92008 (APN: 204-191-22-00), which is legally described on Exhibit A attached hereto and made a part hereof (“Real Property”).

B. The Purchaser previously made a loan to the Seller (see the definition of Existing Debt set forth in Section 2, below). The Existing Debt is secured by the Existing Security (as defined below) which encumbers the Real Property. The Seller acknowledges it has not been able to adhere to the loan conditions outlined in loan documents with respect to the Existing Debt. Without admitting liability or fault and provided the various conditions to Closing (as defined below) set forth in this Agreement are timely satisfied, the Seller agrees to sell the Property (as defined below) to the Purchaser and the Purchaser agrees to purchase the Property from the Seller as set forth in this Agreement to extinguish the Existing Debt.

AGREEMENT

FOR GOOD AND VALUABLE CONSIDERATION, the receipt and adequacy of which are acknowledged, the Seller and the Purchaser hereby agree as follows:

1. Purchase and Sale. In consideration of the mutual covenants set forth in this Agreement, the Seller will convey all of the Property to the Purchaser, on the terms and conditions set forth herein, provided the various conditions to Closing set forth in this Agreement are satisfied or waived as provided herein.

(a) Sale. The Seller agrees to sell the Property to the Purchaser, and the Purchaser agrees to purchase the Property from Seller, on the terms and conditions set forth herein. At Closing, the Seller shall convey the fee interest in the Real Property to the Purchaser by recordation of the Grant Deed (as defined below). The Escrow Holder shall issue the Title Policy (as defined below) to the Purchaser at Closing.

(b) Possession. The Seller shall deliver possession of the Property to Purchaser at Closing. Possession of the Property shall be delivered to Purchaser subject only to the Property Documents, Tenant Agreements and the Permitted Exceptions.

2. Definitions. As used in this Agreement, the following terms shall have the following meanings:

“Agreement” means this Purchase and Sale Agreement and Joint Escrow Instructions between the Seller and the Purchaser.

“Appurtenant Rights and Interests” means collectively: (i) all rights, privileges and easements appurtenant to the Real Property, including, without limitation, all minerals, oil, gas and other hydrocarbon substances on or under the Real Property, if any; (ii) all development rights, air rights, and water rights relating to the Real Property, if any; (iii) all easements, rights-of-way or appurtenances which run with the Real Property, if any; (iv) all of the Seller’s right, title and interest in and to the name “Chestnut Apartments;” and (v) any agreements, maps, permits, certificates, approvals, awards, deposits, licenses, utilities, government entitlements and other rights and privileges relating to or appurtenant to the Property, if any.

“Assignment” means the Assignment of Personal Property and Assignment and Assumption of Leases and Contracts substantially in the form attached hereto as Exhibit B and made a part hereof.

“Business Day” means any day other than a Saturday, Sunday or any other day on which Purchaser or Escrow Holder is not open for business. In the event any date, deadline or due date set forth in this Agreement falls on a day that is not a Business Day, then such deadline or due date shall automatically be extended to the next Business Day.

“Close” or “Closing” means recordation of the Grant Deed.

“Closing Date” shall be the earlier of: (i) the date of expiration of the Due Diligence Period; or (ii) a date set by the Purchaser providing five (5) business days’ notice of such date of Closing to the Seller.

“Conditions Precedent for the Benefit of the Seller” shall have the meaning set forth in Section 5 of this Agreement.

“Conditions Precedent for the Benefit of the Purchaser” shall have the meaning set forth in Section 6 of this Agreement.

“Contracts” means the agreements and instruments listed on Exhibit D attached hereto and made a part hereof.

“Due Diligence Period” means the period of time commencing on the date of execution and delivery of this Agreement and ending at 5:00 p.m. Pacific time on December 31, 2024. Notwithstanding the foregoing, if prior to December 31, 2024, the Purchaser provides written notice to the Seller of the Purchaser’s extension of the Due Diligence Period, then the Due Diligence Period shall be extended to June 30, 2025.

“Escrow” means the escrow depository and disbursement services to be performed by Escrow Holder pursuant to the provisions of this Agreement.

“Escrow Holder” means Fidelity National Title Company whose mailing address is 7565 Mission Valley Road, Ste 100, San Diego, CA 92108, Attention: Jasmine Corado, in its capacity as escrow agent. Use of the term “Escrow Holder” does not create a general agency and does not confer on Escrow Holder any right or authority to act for Purchaser or Seller without express instructions, whether as set forth in this Agreement or otherwise.

“Excluded Property” means, collectively, (i) any unearned insurance premiums, (ii) any insurance policies or insurance contracts owned or held by Seller or its affiliates in connection with the Property, (iii) any property tax refunds for the period prior to the Closing, and (iv) to the extent owned by Seller’s property manager, any computers, computer operating systems, and computer software programs, social media accounts or other proprietary or intellectual property used or maintained in connection with its management of the Property. Notwithstanding anything to the contrary contained herein, Seller acknowledges that all of the Seller’s right, title and interest in and to the name “Chestnut Apartments” is being transferred to the Purchaser. Prior to or concurrently with Closing, Seller shall remove “Chestnut Apartments” from all social media accounts, websites and similar advertising and outreach materials.

“Existing Debt” means that certain promissory note secured by the Existing Security which was made by Seller in favor of Purchaser dated as of December 24, 2014, in the original principal amount of \$2,646,000.00, including all principal, interest, fees and charges thereon.

“Existing Security” means that certain deed of trust with assignment of rents and security agreement made by Seller for the benefit of Purchaser dated as of December 24, 2014, which was recorded in the Office of the Recorder of the County of San Diego, State of California on December 26, 2014, as Instrument No. 2014-0570838.

“Grant Deed” means a duly executed and acknowledged grant deed conveying fee simple title to the Real Property from the Seller to the Purchaser.

“Hazardous Materials” means any hazardous or toxic substance, material or waste which is or becomes regulated by any local governmental authority, the State of California or the United States Government. Provided, however, the term “Hazardous Materials” shall not include substances typically used in the ordinary course of developing, operating and maintaining apartment complexes in California or small amounts of chemicals, cleaning agents and the like commonly employed in routine household uses in a manner typical of tenants in other similar properties, provided that such substances are used in compliance with applicable laws.

“Immediately Available Funds” means a bank wire transfer.

“Improvements” means collectively any and all buildings, structures and improvements, of any kinds whatsoever, located at or affixed to the Real Property.

“Permitted Exceptions” means (i) the printed exceptions and exclusions in the Title Policy; (ii) the exceptions to title set forth in the Title Report which are approved by Purchaser in writing; (iii) real property taxes and assessments which are a lien but not yet payable; and (iv) any title exceptions caused, consented to or preapproved by Purchaser.

“Personal Property” means all tangible personal property owned by the Seller and located at and used in connection with, the Real Property and the Improvements, including, without limitation and all furniture fixtures and equipment at the Real Property, but specifically excluding the Excluded Property.

“Property” means collectively, the Tenant Deposits, Real Property, Improvements, Appurtenant Rights and Interests and Personal Property, but specifically excluding the Excluded Property.

“Property Documents” means the documents and agreements listed on Exhibit C attached hereto and made a part hereof.

“Purchase Consideration” shall have the meaning set forth in Section 3(a) of this Agreement.

“Purchaser” means the City of Carlsbad; provided, however, if the City of Carlsbad assigns its interest in this Agreement pursuant to Section 10 of this Agreement, then the term “Purchaser” shall mean such assignee.

“Real Property” means that certain real property improved with a 16-unit multifamily apartment building generally located at 945 Chestnut Avenue, Carlsbad, California 92008 (APN: 204-191-22-00), which is legally described on Exhibit A.

“Rent Roll” means the rent roll and security deposit report for the Project.

“Seller” means Solutions Chestnut, LLC, a California limited liability company.

“Tenant Agreements” means all leases and all other rental or occupancy agreements with tenants of the Real Property.

“Tenant Deposits” means all security deposits made by tenants, occupants or renters of all or any portion of the Real Property plus any other security, deposits or funds held by the Seller on behalf of tenants, occupants or renters of all or any portion of the Real Property.

“Title Company” means Fidelity National Title whose mailing address is 7565 Mission Valley Rd. #100, San Diego, CA 92108, Attention: Kevin McCalley.

“Title Policy” means a CLTA Owner’s Policy of Title Insurance in the amount of Three Million One Hundred Thousand and No/100 Dollars (\$3,100,000.00), insuring that title to the fee interest in the Real Property is vested in the Purchaser, subject only to the Permitted Exceptions, which Title Policy shall be obtained through the Title Company. Seller shall pay the cost of the

CLTA Owner's Policy of Title Insurance. Purchaser shall pay the cost of any endorsements it desires. Purchaser may obtain an ALTA Owner's Policy of Title Insurance in which event Purchaser shall pay the difference between the cost of the ALTA Owner's Policy of Title Insurance and the cost of a CLTA Owner's Policy of Title Insurance.

3. Purchase Consideration.

(a) Total Purchase Consideration. The Property shall be conveyed by the Seller to the Purchaser in exchange for the Existing Debt. Conveyance of the Property from the Seller to the Purchaser shall be deemed payment in full of the Existing Debt ("Purchase Consideration").

(b) Independent Consideration. Purchaser shall deposit the sum of One Hundred and No/100 Dollars (\$100.00) ("Independent Consideration") into Escrow within five (5) Business Days of the Effective Date as independent consideration for the rights extended to Purchaser under this Agreement. The Independent Consideration shall be non-refundable to Purchaser under any circumstances and shall be released to Seller immediately following Purchaser's deposit of the Independent Consideration into Escrow.

(c) No Deposit. No earnest money deposit shall be made by Purchaser under this Agreement.

4. Due Diligence Period. During the Due Diligence Period, the Purchaser may determine, in the Purchaser's sole and absolute discretion, whether to proceed with the acquisition of the Property. During the Due Diligence Period, the Purchaser may terminate this Agreement for any reason or for no reason at all by delivering written notice of such termination to Seller and Escrow Holder. After expiration of the Due Diligence Period, this Agreement shall terminate if Closing has not occurred. If this Agreement is terminated, then: (i) all rights and liabilities of the Purchaser and the Seller with respect to this Agreement shall immediately terminate, except for rights and liabilities that specifically survive such termination; (ii) Escrow Holder shall return to the Purchaser all funds or other things deposited in Escrow by the Purchaser, less any fees and costs charged by the Escrow Holder; and (iii) Escrow Holder shall return to the Seller all funds or other things deposited in Escrow by the Seller.

(a) Access and Cooperation. During the Due Diligence Period, the Purchaser and its representatives, consultants and attorneys shall have access to the Real Property and the Improvements, subject to the rights of tenants. Purchaser and Seller shall cooperate in order to allow for and ensure the minimum disturbance to tenants. Seller shall provide Purchaser with access to all units. Purchaser shall indemnify and defend the Seller, and shall hold the Seller, the Seller's agents and employees and the Real Property harmless from, any actions, losses, costs, damages, claims and/or liabilities, including but not limited to, mechanics' and materialmen's liens and attorney fees, proximately caused by the actions of Purchaser and/or its contractors or agents (including Purchaser's Consultants) upon the Property. The Purchaser shall not permit any mechanic's, materialman's, contractor's, subcontractor's or other lien arising from any work done by the Purchaser or its agents pursuant to this Agreement to stand against the Property. If any such lien shall be filed against the Property, the Purchaser shall cause the same to be discharged or bonded by payment, deposit, bond or otherwise within thirty (30) days after actual notice of such

filing. The Purchaser's obligations under this Section 4(a) shall survive the termination or expiration of this Agreement. If Purchaser desires to do any invasive testing at the Property, the Purchaser may do so only after obtaining Seller's prior written consent to the same, which consent may be withheld or granted on conditions in Seller's reasonable discretion. The Purchaser shall promptly restore the Property to the condition the Property was in immediately prior to any tests or inspections conducted pursuant to this Section 4(a), at the Purchaser's sole cost and expense. The Purchaser shall provide the Seller with a complete set of plans, drawings and specifications ("Invasive Testing Plans") that define to the sole satisfaction of the Seller the invasive testing to be performed on the Property and the names of all environmental and other consultants, contractors and subcontractors who will be performing such invasive testing (collectively "Purchaser's Consultants"). The Purchaser shall deliver the names of the Purchaser's Consultants and the Invasive Testing Plans to the Seller concurrently with its request to the Seller that the Purchaser desires to perform invasive testing (unless the names of Purchaser's Consultants have previously been provided to the Seller).

(b) Due Diligence Deliveries. Not later than five (5) Business Days after execution and delivery of this Agreement to the Escrow Holder, the Seller shall provide, to the extent in Seller's possession or control, the Purchaser with physical copies or digital copies (e.g., pdf, tif or jpg file) of the Rent Roll, Tenant Agreements and Property Documents by physical delivery, "dropbox" or similar on-line data site, email or on a memory medium.

(c) Tenant Noticing. Certain State and Federal relocation laws may be applicable to the Purchaser, as a public agency, which would require the Purchaser to provide certain notices to the tenants of the Property. Within five (5) Business Days after the Effective Date, the Seller shall provide the names and addresses of all tenants of the Property, if any, to the Purchaser. The Seller agrees to allow the Purchaser to provide any and all notices to tenants of the Property that are required or advisable in order for the Purchaser to comply with any applicable laws; provided, however, prior to delivering notices to any tenants of the Property, the Purchaser shall submit a sample of the notice to the Seller for the Seller's review and approval, which approval shall not be unreasonably withheld, conditioned or delayed.

(d) Public Record. Notwithstanding anything to the contrary set forth herein, Seller acknowledges that Purchaser is a public agency and is bound by the terms of the California Public Records Act (Government Code Section 7920.000, et seq.). Nothing set forth in this Agreement shall impose liability on Purchaser with respect to any disclosures required by any applicable laws or otherwise be interpreted to require Purchaser to violate the terms of any applicable law concerning the disclosure of records.

(e) Title. Closing is contingent upon Purchaser's approval of all matters affecting title to or use of the Real Property (collectively, "Title Matters"). Seller shall cause the Title Company to deliver to Purchaser within five (5) Business Days of the Effective Date, a current preliminary title report for the Real Property and legible copies of all documents referred to therein ("Title Report"). Seller shall cause all Title Matters which are mechanics' liens or deeds of trust other than the Existing Security to be eliminated as exceptions to title at Seller's sole expense prior to the close of Escrow, and shall not be party to and record any documents against the Property from and after the Effective Date without Purchaser's prior written consent.

(f) Maintenance of Property During Due Diligence Period. Until the Closing, Seller shall maintain the Property and the Improvements in a decent, safe and sanitary condition, and in good repair. The Seller shall promptly make all repairs reasonably necessary to maintain the Property and the Improvements in a decent, safe and sanitary condition, and in good repair, and shall promptly make all repairs requested by the Purchaser. To the extent the cost of any necessary repairs to or maintenance of the Property or the Improvements exceeds the income derived from the Property, the Seller shall immediately notify the Purchaser and the parties shall meet and confer in good faith to determine which maintenance and repairs shall be completed and the deadlines for completion of the same. On or before Aug. 31, 2024, the Seller shall cause all balconies at the Property to be inspected in accordance with the California Balcony Inspection Law and inspected by a licensed architect, licensed civil or structural engineer, a building contractor holding any or all of the “A,” “B,” or “C-5” license classifications issued by the Contractors’ State License Board, with a minimum of five years’ experience, or an individual certified as a building inspector or building official from a recognized state, national, or international association. A copy of the written inspection report performed in compliance with the California Balcony Inspection Law shall be provided by the Seller to the Purchaser within three (3) business days of the inspector’s completion of such report. The Seller shall cause all deficiencies and damage disclosed by such report shall be repaired and rectified on or before Nov. 30, 2024.

5. Conditions Precedent for the Benefit of the Seller. The Seller’s obligation to Close shall be conditioned upon the satisfaction or emailed or written waiver by the Seller of all of the conditions precedent (“Conditions Precedent for the Benefit of the Seller”) set forth in this Section 5. Any of the Conditions Precedent for the Benefit of the Seller may be waived by the Seller unilaterally; and if so waived, such conditions shall be of no further effect hereunder. Any such waiver shall be effective only if the same is expressly waived (i) by email from the Seller to the Purchaser and Escrow Holder; or (ii) in a writing signed by the Seller and delivered to the Purchaser and Escrow Holder. If the Conditions Precedent for the Benefit of the Seller are not satisfied by the deadlines set forth in this Section 5 or expressly waived, the Seller (provided the Seller is not in default hereunder) may provide emailed or written notice of the Seller’s conditional termination of this Agreement to the Purchaser and Escrow Holder. After receipt of such notice of conditional termination, the Purchaser shall have ten (10) Business Days to cure any non-satisfaction of a condition or other default specified in the notice of conditional termination. If such matter remains unsatisfied or the default remains uncured after the expiration of such ten (10) Business Day period, then this Agreement shall terminate at the close of business on such tenth (10th) Business Day. In the event of termination of this Agreement (and by operation of law the Escrow) pursuant to this Section 5, then: (x) all rights and liabilities of the Purchaser and the Seller with respect to this Agreement shall immediately terminate except those which specifically survive such termination; (y) Escrow Holder shall return to the Seller all funds or other things deposited in Escrow by the Seller; and (z) Escrow Holder shall return to the Purchaser all funds or other things deposited in Escrow by the Purchaser, less all fees and costs charged by the Escrow Holder. Notwithstanding the preceding clause (x) of this Section 5, in the event of termination of this Agreement pursuant to this Section 5, the Seller and the Purchaser shall cooperate with one another, execute all documents reasonably necessary and take all reasonable steps as maybe required by Escrow Holder in order to accomplish the purposes of this Section 5. The Conditions Precedent for the Benefit of the Seller are:

(a) The delivery by the Purchaser into Escrow, at least one (1) Business Day prior to Closing, of Immediately Available Funds in the amount required by this Agreement.

(b) The delivery by the Purchaser into Escrow, at least one (1) Business Day prior to Closing, of all other documents and instruments required by this Agreement or reasonably required by Escrow Holder to complete the Closing.

(c) As of the Closing Date, Purchaser is not in default of any of its representations or warranties or covenants under this Agreement, or any other material terms or conditions related to Purchaser, and all of the Purchaser's representations and warranties under this Agreement are true and correct as of the Closing Date.

(d) As of the Closing Date, the Purchaser has not made an assignment for the benefit of creditors, filed a bankruptcy petition, been adjudicated insolvent or bankrupt, petitioned a court for the appointment of any receiver of, or trustee for, the Purchaser, or commenced any proceeding relating to the Purchaser under any reorganization, arrangement, readjustment of debt, dissolution, or liquidation law or statute of any jurisdiction, whether now or later in effect.

6. Conditions Precedent for the Benefit of the Purchaser. The Seller shall cause the satisfaction, and the Closing shall be conditioned upon the satisfaction or emailed or written waiver by the Purchaser, of all of the conditions precedent ("Conditions Precedent for the Benefit of the Purchaser") set forth in this Section 6. Any of the Conditions Precedent for the Benefit of the Purchaser may be waived by the Purchaser unilaterally; and if so waived, such conditions shall be of no further effect hereunder. Any such waiver shall be effective only if the same is (i) expressly waived by email from the Purchaser to the Seller and Escrow Holder; or (ii) or in writing signed by the Purchaser and delivered to the Seller and Escrow Holder. If the Conditions Precedent for the Benefit of the Purchaser are not satisfied by the deadlines set forth in this Section 6 or expressly waived, the Purchaser (provided the Purchaser is not in default hereunder) may provide emailed or written notice of the Purchaser's conditional termination of this Agreement to the Seller and Escrow Holder. After receipt of such notice of conditional termination, the Seller shall have ten (10) Business Days to cure any non-satisfaction of a condition or other default specified in the notice of conditional termination. If such matter remains unsatisfied or the default remains uncured after the expiration of such ten (10) Business Day period, then this Agreement shall terminate at the close of business on such tenth (10th) Business Day. In the event of termination of this Agreement (and by operation of law the Escrow) pursuant to this Section 6, then: (y) the same shall be a default by the Seller entitling the Purchaser to all rights and remedies available at law or in equity including, without limitation, obtaining a judgment for damages, as well as the right to specific performance of this Agreement; and (z) all fees and costs charged by the Escrow Holder shall be paid by the Seller. Purchaser is not waiving any default by the Seller and nothing contained in this Section 6, including, without limitation, the immediately foregoing sentence shall be a waiver of any right of Purchaser to recover damages from the Seller for any default by Seller hereunder. The Conditions Precedent for the Benefit of Purchaser are:

(a) The deposit by the Seller into Escrow, at least one (1) Business Day prior to Closing, of the Grant Deed duly executed and acknowledged by the Seller, conveying fee simple title to the Real Property to the Purchaser.

(b) The deposit by the Seller into Escrow, at least one (1) Business Day prior to Closing, of the Assignment, duly executed, conveying title to the Personal Property to the Purchaser.

(c) The deposit by the Seller into Escrow, at least one (1) Business Day prior to Closing, of a duly executed affidavit in the form prescribed by federal regulations that Seller is not a foreign person and is a “United States Person” as such term is defined in Section 7761(a)(30) of the Internal Revenue Code of 1986, as amended.

(d) The deposit by the Seller into Escrow, at least one (1) Business Day prior to Closing, of a duly executed California Form 593(c) or other evidence that withholding of any amounts is not required by the Revenue and Taxation Code of California.

(e) The deposit by the Seller into Escrow, at least one (1) Business Day prior to Closing, of all additional documents and instruments as are reasonably required by the Escrow Holder to complete the Closing.

(f) As of the Closing Date, no lease, tenancy or occupancy agreement exists which affects the Property, except for the Tenant Agreements, Property Documents and the Permitted Exceptions.

(g) As of the Closing Date, there is no pending, or threatened to be pending, action or proceeding by any person or before any government authority, the outcome of which could prohibit the use of the Property as intended by the Purchaser.

(h) The Escrow Holder is prepared and obligated to issue the Title Policy in Purchaser’s favor, upon the recordation of the Grant Deed and there are no exceptions to the Title Policy, except for the Permitted Exceptions.

(i) As of the Closing Date, Seller is not in default of any of its representations or warranties under this Agreement, or any other material terms or conditions related to Seller, and all of Seller’s representations and warranties under this Agreement are true and correct as of the Closing Date.

7. Representations, Warranties and Covenants; Waivers and Releases; Seller Default. When making the representations and warranties set forth in this Section 7, each party making a representation and/or warranty represents that the same are true, correct and complete as of the date hereof and shall be and are true, correct and complete as of the Closing Date. The representations and warranties shall survive the Closing.

(a) Representations and Warranties Regarding Authority. The Seller and the Purchaser each hereby represents and warrants to the other that this Agreement and all documents or instruments executed by them which are to be delivered at or prior to the Closing are, or on the Closing Date will be, duly authorized, executed and delivered by the Seller or the Purchaser, as applicable.

(b) Representations and Warranties Regarding Enforceability of Agreement. The Seller and the Purchaser each hereby represents and warrants to the other that this Agreement and all documents required hereby to be executed by them shall be valid, legally binding obligations of, and enforceable against, the Seller or the Purchaser, as applicable, in accordance with their terms.

(c) Seller Representations and Warranties Pertaining to Legal Matters. The Seller hereby represents and warrants to the Purchaser that:

(1) The Seller is the sole owner of title to the Property; and

(2) There is no pending or threatened proceeding in eminent domain or otherwise, which would affect the Property, or any portions thereof, nor any facts which might give rise to such action or proceeding.

(d) Seller Representations and Warranties Pertaining to Options. As of the Effective Date, the Seller hereby represents and warrants to the Purchaser that no person has any option or right of first refusal to purchase the Property or any parts thereof.

(e) Seller Representation and Warranty Pertaining to the Rent Roll. The Seller hereby represents and warrants to the Purchaser that to the best of Seller's knowledge, the Rent Roll and all other documents required to be delivered to Purchaser are true, complete and correct in all material respects as of the dates set forth thereon.

(f) Seller Representation and Warranty Pertaining to Tenant Agreements. The Seller hereby represents and warrants to the Purchaser that to the best of Seller's knowledge, the Tenant Agreements constitute all of the oral and written agreements or understandings concerning the leasing or occupancy of the Property by which the Purchaser would be bound following the Closing.

(g) Seller Representation and Warranty Regarding Operation of the Property. The Seller hereby represents and warrants to the Purchaser that to the current actual knowledge of Seller, the Property Documents and the Permitted Exceptions constitute all of the oral and written agreements or understandings concerning the Property by which the Purchaser would be bound following the Closing other than the Tenant Agreements.

(h) Seller Representations and Warranties Regarding Discovery of New Information. The Seller hereby represents and warrants to the Purchaser that if the Seller discovers any information or facts prior to Closing that would materially change any of the foregoing representations and warranties or cause any of the foregoing representations and warranties to be untrue or misleading in any respect, the Seller will promptly give the Purchaser notice of those facts and information.

8. Condemnation.

(a) Condemnation. If between the Effective Date and the Closing Date, any condemnation or eminent domain proceeding is commenced by any party other than the Purchaser that will result in the taking of the entire Property or any part of the Property, Purchaser may, at Purchaser's election, either:

(1) Terminate this Agreement by giving written or emailed notice to the Seller and the Escrow Holder, in which event all remaining funds or other things deposited in Escrow by Purchaser shall be returned to the Purchaser immediately from Escrow, together with any interest earned thereon and all fees and costs charged by the Escrow Holder shall be paid one-half (1/2) by the Purchaser and one-half (1/2) by the Seller; or

(2) Give written or emailed notice to the Seller and the Escrow Holder that Purchaser will proceed with the Closing, in which event the Seller shall assign to the Purchaser all of the Seller's rights, titles and interests to any award made for the condemnation or eminent domain action.

(b) Notice. If the Seller obtains notice of the commencement of or the threatened commencement of eminent domain or condemnation proceedings with respect to all of any portion of the Property, the Seller shall notify the Purchaser in writing.

9. Broker's Commission. The Purchaser and the Seller each represents to the other that it does not have any contact or binding agreement with respect to any real estate broker or other person who can claim a right to a commission or finder's fee. The Purchaser and the Seller each agree that to the extent any real estate commission, brokerage commission or finder's fee shall be earned or claimed in connection with this Agreement or the Closing, the payment of such fee or commission, and the defense of any action in connection therewith, shall be the sole and exclusive obligation of the party who requested (or is alleged to have requested) the services of the broker or finder. In the event that any claim, demand or cause of action for any such commission or finder's fee is asserted against the party to this Agreement who did not request such services (or is not alleged to have requested such services), the party through whom the broker or finder is making the claim shall indemnify, defend (with an attorney of the indemnitee's choice) and hold harmless the other from and against any and all such claims, demands and causes of action and expenses related thereto, including, without limitation, attorneys' fees and costs. The provisions of this Section 9 shall survive the Closing or termination of this Agreement.

10. Assignment. The Seller acknowledges that during the Due Diligence Period, the Purchaser intends to issue a request for proposals seeking a third-party to acquire and operate the Property. The Purchaser may assign this Agreement without the prior written consent of the Seller to any entity selected by Purchaser via the request for proposal process.

11. Notices. All notices under this Agreement shall be in writing and sent (a) overnight by a nationally recognized overnight courier such as UPS Overnight, or FedEx, (b) by personal delivery, or (c) by email. All notices shall be effective upon receipt (or refusal to accept delivery). All notices shall be delivered to the following addresses or such other addresses as changed by any party from time to time by written notice to the other parties hereto:

If to Seller: Solutions Chestnut, LLC
Attn: President/CEO
722 West California Avenue
Vista, CA 92083
Email: Chris@solutionsforchange.org

If to Purchaser: City of Carlsbad
Attn: City Manager
1200 Carlsbad Village Drive
Carlsbad, California 92008
Email: manager@carlsbadca.gov

Copy to: City of Carlsbad
Attn: City Attorney
1200 Carlsbad Village Drive
Carlsbad, California 92008
Email: attorney@carlsbadca.gov

Christensen & Spath LLP
Attn: Walter F. Spath III, Esq.
401 West A Street, Suite 2250
San Diego, CA 92101
Email: wfs@candslaw.net

If to Escrow Holder: Fidelity National Title Company
Attn: Jasmine Corado
7565 Mission Valley Road, Ste 100
San Diego, CA 92108
Email: Jasmine.Corado@fnf.com

12. Risk of Loss.

(a) Subject to the provisions of this Section 12(a), the risk of loss or damage to the Property until the Closing will be borne by Seller. Upon the occurrence of any damage to or destruction of the Property, Seller shall within five (5) days after the occurrence of such damage or destruction give written notice to Purchaser (“Damage Notice”) specifying the estimated cost to repair or restore the Property and an estimate of the insurance proceeds, if any, that will be available with respect to such damage or destruction. The Closing shall be appropriately delayed to provide adequate time for Seller to give the Damage Notice and Purchaser to make its election provided for below.

(b) If prior to the Closing there is damage to or destruction of the Property that will cost in excess of One Hundred Thousand Dollars (\$100,000.00) to repair or restore, Purchaser shall have the right by written notice given to Seller within ten (10) days of Purchaser receiving the Damage Notice, to elect to: (i) close Escrow in such damaged condition, in which event the Purchase Consideration shall not be reduced and Seller shall not be obligated to repair or restore the Property and all insurance proceeds shall be assigned and payable to Purchaser, and if Seller

receives any such insurance proceeds, they shall be immediately remitted by Seller to Purchaser at Closing or, if received by Seller after Closing, promptly after receipt; or (ii) terminate this Agreement, and neither party shall have any further rights or obligations to the other party, except neither party shall be relieved of any obligations provided for in this Agreement which expressly survive its termination.

(c) If prior to the Closing there is damage to or destruction of the Property that will cost One Hundred Thousand Dollars (\$100,000.00) or less, to repair or restore, Purchaser shall nevertheless close Escrow with the Property in such damaged condition and Seller shall not be obligated to repair or restore the Property, and all insurance proceeds shall be assigned and payable to Purchaser, and if Seller should receive any such insurance proceeds, they shall be immediately remitted to Purchaser.

13. Water Heaters. Seller hereby certifies and warrants that all water heaters in or on the Property are braced, anchored or strapped to prevent falling or horizontal displacement due to earthquake motions as required by State and applicable local codes.

14. Security Deposits, No Prorations; Closing Costs. Seller shall deliver to the Escrow Holder Immediately Available Funds in an amount equal to the amount of all Tenant Deposits. Such amounts shall be disbursed by Escrow Holder to Purchaser at Closing. No prorations shall be made by the Escrow Holder. The Seller and the Purchaser shall pay the costs of the Title Policy in accordance with Section 2, above. The Purchaser and the Seller shall each pay one-half (1/2) of the costs of the City transfer taxes and County transfer taxes to be paid with reference to the Grant Deed, if any, and all other stamps, intangible, documentary, recording and surtax imposed by law with reference to any other documents delivered in connection with this Agreement, if any. The Purchaser and the Seller shall equally share the Escrow Holder's escrow fees. All other closing costs shall be allocated in accordance with custom in San Diego County, California.

15. General Provisions.

(a) Governing Law. This Agreement shall be interpreted and construed in accordance with California law, without regard to any choice of law principles.

(b) Counterparts. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

(c) Captions. The captions in this Agreement are inserted for convenience of reference and in no way define, describe or limit the scope or intent of this Agreement or any of the provisions of this Agreement.

(d) Binding Effect. This Agreement shall be binding upon and inure to the benefit of the parties and their respective legal representatives, successors, heirs and permitted assigns.

(e) Modifications; Waiver. No waiver, modification, amendment, discharge or change of this Agreement shall be valid unless it is in writing and signed by the party against which the enforcement of the modification, waiver, amendment, discharge or change is sought.

(f) Entire Agreement. This Agreement contains the entire agreement between the parties relating to Purchaser's acquisition of the Property from the Seller and all prior or contemporaneous agreements, understandings, representations or statements, oral or written, are superseded.

(g) Partial Invalidity. Any provision of this Agreement which is unenforceable, invalid, or the inclusion of which would adversely affect the validity, legality, or enforcement of this Agreement shall have no effect, but all the remaining provisions of this Agreement shall remain in full effect.

(h) Survival; No Merger. This Agreement, including, without limitation, all representations, warranties, covenants, agreements, indemnities and other obligations of the Purchaser and the Seller in this Agreement, shall survive the Closing as provided for in this Agreement and will not be merged into the Grant Deed or any other document.

(i) No Third-Party Rights. Nothing in this Agreement, express or implied, is intended to confer upon any person, other than the parties to this Agreement and their respective successors and assigns, any rights or remedies.

(j) Time of Essence. Time is of the essence in this Agreement.

(k) Relationship. Nothing contained in this Agreement shall be deemed or construed by the parties or by any third person to create a relationship of principal and agent or partnership or a joint venture between the Purchaser and the Seller or between any of them and any third party.

(l) Recording. This Agreement shall not be recorded.

(m) Purchaser Approval. Where this Agreement refers to an action or approval of the Purchaser, it shall mean the approval of the City Manager, or designee.

(n) Exhibits and Recitals Incorporated. All exhibits referred to in this Agreement are hereby incorporated in this Agreement by this reference, regardless of whether or not the exhibits are actually attached to this Agreement. The Recitals to this Agreement are hereby incorporated in this Agreement by this reference.

(o) Independent Counsel. Seller and Purchaser each acknowledge that: (a) they have been given the opportunity to be represented by independent counsel in connection with this Agreement; (b) they have executed this Agreement with the advice of such counsel, if such counsel was retained; and (c) this Agreement is the result of negotiations between the parties hereto and the advice and assistance of their respective counsel, if such counsel was retained. The fact that this Agreement was prepared or negotiated by Purchaser's or Seller's counsel as a matter of convenience shall have no import or significance. Any uncertainty or ambiguity in this Agreement

shall not be construed against either party due to the fact that Purchaser's or Seller's counsel prepared or negotiated this Agreement in its final form.

(p) Capacity and Authority. All individuals signing this Agreement for a party which is a corporation, limited liability company, partnership or other legal entity, or signing under a power of attorney, or as a trustee, guardian, conservator, or in any other legal capacity, represent and warrant to one another party that they have the necessary capacity and authority to act for, sign and bind the respective entity or principal on whose behalf they are signing.

IN WITNESS WHEREOF, the parties have executed this Purchase and Sale Agreement as of the date first above written.

SELLER:

Solutions Chestnut, LLC, a California limited liability company

By: Solutions for Change, Inc., a California corporation

Its: Member

By: *Michael C Megison*
Michael Christopher Megison, CEO

[SIGNATURES CONTINUED ON FOLLOWING PAGE]

PURCHASER:
City of Carlsbad

By: _____
Scott Chadwick, City Manager

APPROVED AS TO FORM:
City of Carlsbad
Office of the City Attorney

By: _____
Cindie K. McMahon
City Attorney

Exhibit A

Real Property Legal Description

Real property in the City of Carlsbad, County of San Diego, State of California, described as follows:

PARCEL 1 AS SHOWN ON PARCEL MAP FILED IN BOOK OF PARCEL MAPS AT PAGE 4185, IN THE OFFICE OF THE COUNTY RECORDER OF SAN DIEGO COUNTY, ON OCTOBER 30, 1975, BEING A PORTION OF LOTS 10 AND 11 IN BLOCK C OF ALLES AVOCADO ACRES, IN THE CITY OF CARLSBAD, COUNTY OF SAN DIEGO, STATE OF CALIFORNIA, ACCORDING TO MAP THEREOF NO. 2027 FILED IN THE OFFICE OF THE COUNTY RECORDER OF SAN DIEGO COUNTY, MAY 17, 1927.

APN: 204-191-22-00

Exhibit B

**ASSIGNMENT OF PERSONAL PROPERTY AND
ASSIGNMENT AND ASSUMPTION OF LEASES AND CONTRACTS**

FOR VALUABLE CONSIDERATION, the receipt and sufficiency of which are hereby expressly acknowledged, Solutions Chestnut, LLC, a California limited liability company (“Assignor”), hereby grants, conveys, transfers and assigns to the City of Carlsbad, a chartered city (“Assignee”), all of Assignor’s right, title and interest in and to:

(a) all leases (“Leases”) of space in the real property more particularly described in Exhibit “1” attached hereto and by this reference made a part hereof (“Real Property”), together with all prepaid rents from tenants under the leases;

(b) the Contracts, as defined in that certain Purchase and Sale Agreement between the parties dated as of _____, 2024 (the “PSA”), attached as Exhibit D to the PSA; and

(c) the Personal Property, Tenant Deposits and Appurtenant Rights and Interests, as defined in the PSA.

The Personal Property is being transferred to Assignee without any representation or warranty of any kind or nature whatsoever, including, without limitation, as to any representations or warranties as to merchantability or fitness for a particular purpose.

Assignee agrees to perform or cause to be performed Assignor’s obligations, if any, under the Leases and the Contracts from and after the date of this instrument.

Each of Assignor and Assignee hereby covenants that they will, at any time and from time to time upon written request therefor, execute and deliver to the other, its nominees, successors and/or assigns, any new or confirmatory instruments and do and perform any other acts which the other, its successors and/or assigns, may reasonably request in order to fully assign and transfer to and vest in Assignee, its nominees, successors and/or assigns, and protect its and/or their rights, title and interest in and enjoyment of, all of the assets of Assignor intended to be transferred and assigned hereby, or to enable Assignee, its successors and/or assigns, to realize upon or otherwise enjoy any such assets, or to effect the allocation of responsibility for performance under the Leases and the Contracts.

The provisions of this Assignment of Personal Property and Assignment and Assumption of Leases and Contracts shall be binding upon and inure to the benefit of Assignor, Assignee and their successors and assigns.

IN WITNESS WHEREOF, the undersigned have executed this Assignment of Personal Property and Assignment and Assumption of Leases and Contracts as of the _____ day of _____, 2024.

ASSIGNOR:

Solutions Chestnut, LLC, a California limited liability company

By: Solutions for Change, Inc., a California corporation
Its: Member

By: Michael C Megison
Michael Christopher Megison, CEO

ASSIGNEE:

City of Carlsbad

By: _____
Scott Chadwick, City Manager

APPROVED AS TO FORM:

City of Carlsbad
Office of the City Attorney

By: _____
Cindie K. McMahon
City Attorney

Exhibit C

Property Documents

Rent Roll

Operating Statements:

- Year Ending 2023
- Year Ending 2022
- Year Ending 2021

Year-to-Date Operating Statements

Natural Hazard Zone Disclosure Report

Property Tax Bill History (2021-Present)

Major Capital Contracts (2021-Present)

Site Map and Floorplans

HVAC Count

Insurance Loss Reports

Current Salary Schedule (Monthly)

Business License and Permits

Certificate of Occupancy

All active Contracts, including Service Contracts, management contracts, franchise contracts, and all contracts for which payments are owed, will be owed at or after the Closing.

Gas and Electric Utility History (2021-Present)

Utility Bills (2021-Present)

Capital Expenditures (2021-Present) – General Ledger Detail

Drawings, Plans and Specifications, including as-builts

Exhibit D

Contracts

PROVIDER	SERVICE

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING THE CITY MANAGER TO RELEASE A REQUEST FOR PROPOSALS WITH THE INTENT TO IDENTIFY A NEW OWNER FOR THE 100 PERCENT AFFORDABLE HOUSING PROJECT AT 945 CHESTNUT AVENUE

WHEREAS, on Dec. 24, 2014, the City of Carlsbad executed a loan of \$2,646,000 from the city's Housing Trust Fund to Solutions Chestnut, LLC, a subsidiary of Solutions for Change, Inc. (collectively Solutions for Change), to acquire Chestnut Apartments, a 16-unit apartment complex at 945 Chestnut Ave., to provide affordable housing for homeless families; and

WHEREAS, Solutions for Change was to obtain the additional financing to initiate work to plan, design and obtain permits for the substantial rehabilitation of the apartment project by Dec. 31, 2019; and

WHEREAS, Solutions for Change has decided to turn the property over to the city for the continued use of affordable housing; and

WHEREAS, on May 21, 2024, the City Council considered entering into a Purchase and Sale Agreement with Solutions for Change for the acquisition of 945 Chestnut Avenue, Carlsbad, CA; and

WHEREAS, the city is prepared to issue a Request for Proposals from qualified affordable housing developers to identify a new owner for the affordable housing project; and

WHEREAS, the Request for Proposals identifies minimum affordability requirements for the property and will require a new 55-year regulatory agreement to be recorded against the property restricting income and rents at levels at least in accordance with the minimum proportions identified in the Surplus Land Act, and as set forth in California Government Code Section 37364; and

WHEREAS, city staff will present the City Council with recommendations for the future owner and use of the property for the City Council's approval after proposals are received and evaluated.

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's disposition of property located at 945 Chestnut Avenue is in conformance with the Carlsbad General Plan in that the disposition will maintain affordable housing on the site. The property is designated for residential use by the General Plan Land Use map, and the city's disposition of the property will not change its intended residential

use. Furthermore, the intended use of the property is consistent with General Plan goals and programs, including:

a. Land Use and Community Design Element Goal 10-G.3, "Promote infill development that makes efficient use of limited land supply, while ensuring compatibility and integration with existing uses. Ensure that infill properties develop with uses and development intensities supportive a cohesive development pattern."

b. Housing Element Goal 10-G.2, "Sufficient new affordable housing opportunities in all quadrants of the city to meet the needs of current lower and moderate-income households and those with special needs, and a fair share proportion of future lower and moderate-income households."

c. Housing Element Program 2.4 City-initiated Development, "The city, through the Housing and Homeless Services Department, will continue to work with private developers (both for-profit and non-profit) to create housing opportunities for low, very low, and extremely low-income households."

3. That City Manager or a designee is authorized to release a request for proposals with the intent to identify a new owner for the 100% affordable housing project at 945 Chestnut Avenue (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:

KEITH BLACKBURN, Mayor

SHERRY FREISINGER, City Clerk
(SEAL)

Request for Proposals RFP 24-XX

Acquisition, Rehabilitation, or Redevelopment of Real Property, 945 Chestnut Avenue, Carlsbad, CA 92008 May 23, 2024



PROPOSAL RESPONSE DEADLINE:

July 15, 2024, at 12:00 p.m.



CITY OF CARLSBAD

Housing and Homeless Services Department
1200 Carlsbad Village Drive
Carlsbad, CA 92008

**THE CITY OF CARLSBAD ENCOURAGES THE PARTICIPATION OF MINORITY- AND
WOMEN-OWNED BUSINESSES**

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General Information and Background

Pursuant to *California Government Code §54220 et seq.*, the City of Carlsbad (the “city”) is exploring the potential sale of the real property owned by the city located on **945 Chestnut Avenue, Carlsbad, CA 92008** in the City of Carlsbad, County of San Diego, State of California and commonly known as the Chestnut Apartments property (the “Subject Property”). The purpose of this RFP is to explain the requirements and procedures for the submission of formal proposals from parties interested in the acquisition, rehabilitation, and possible redevelopment of the Subject Property.

The property is currently in a temporary contingent ownership status, with the current owner, Solutions Chestnut, LLC, a subsidiary of Solutions for Change, Inc. (collectively “Solutions for Change”), and the City of Carlsbad in escrow. The contingent ownership status will continue during this RFP period and conclude upon closing of a concurrent escrow with the successful proposer. During the RFP period, the city will be the sole decision-making authority of the purchase assignment of the property.

The Subject Property

The property was built in 1975 and consists of three separate apartment buildings along with an attached laundry building and a small storage room. The apartment buildings are typical slab-on-grade, two-story, wood-framed structures. The exteriors of the buildings are stucco with a small amount of wood-shingle siding. The roofs are flat with a hot mop (asphalt) application with gravel on top.

The property consists of a 16-unit, two-story apartment project in three buildings with walk-up access for residents. The building was originally constructed in 1975 of wood-frame construction with a stucco and wood facia and trim exterior. Within the apartment buildings, there are four one-bedroom, one bath units (636 square feet each) and 12 two-bedroom, one-bath units (851 square feet each). Development amenities include a laundry facility. There are a total of 26 open parking spaces resulting in a parking ratio of 1.62 spaces per unit.

All measurements are approximations and must be field verified by Respondents. The Subject Property will be sold in an “as is” condition. A recent Capital Needs Assessment (CNA) detailing the existing condition of the property can help inform decision making regarding the scope and extent of necessary renovations or redevelopment efforts (Appendix B). Prospective Respondent(s) will be required to undertake their own independent inspection and investigation of the Subject Property to verify information provided.

Site Map

For an aerial view of the parcel, please see the attached site map (Appendix A).

Adjacent Uses

1. The Subject Property is located within minutes to Highway 76 and 78, and Interstate 5.
2. The Subject Property is located near recreational, commercial, and retail amenities.
3. Carlsbad has a proximity to the major markets of San Diego (38 miles south), Orange County (15 miles north) and Los Angeles (80 miles north).

Property Information

Below is an outline of information applicable to the Subject Property. This outline provides general information and does not contain all applicable information. For more information, please contact the City of Carlsbad Planning Division at planning@carlsbadca.gov.

- ADDRESS: 945 Chestnut Avenue, Carlsbad, CA 92008
- APN: 204-191-2200
- LOT SIZE: 0.77 Acres
- ZONING: Village Barrio
[Village and Barrio Master Plan](#)
[Village and Barrio Objective Design Standards](#)
[Village and Barrio Objective Design Standards Processing Guide](#)
[Village and Barrio Objective Design Standards Checklist](#)
- UTILITIES: Carlsbad Municipal Water District, Republic Services, and Encina Wastewater Authority
- NUMBER OF BUILDINGS: Three (3) apartment buildings, and one (1) attached laundry building
Building #1 is approximately 7,417 square feet
Building #2 is approximately 3,648 square feet
Building #3 is approximately 3,116 square feet
The total building square footage is approximately 14,181 square feet
- NUMBER OF UNITS: Currently sixteen (16) units:
- Twelve (12) 2-bedroom 1-bathroom units.
- Four (4) 1 bedroom 1-bathroom units.
The property consists of 15 affordable units, occupied by households at or below 60% and 90% of the San Diego County Area median income (AMI). One unit is reserved for an on-site manager.

Upon transfer the new owner will be subject to a new 55-year regulatory agreement recorded against the property to at least restrict the units to the following affordability levels as identified in California Government Code Section 37364:
- Not less than 80% of the property area shall be used for the development of housing
 - At least 20% of the units will be affordable to very low-income households (50% of Area Median Income)
 - At least 20% of the units will be affordable to low-income households (60% of Area Median Income)
 - The remaining units affordable to at least moderate-income households (90% of Area Median Income)
- PARKING SPACES: Fifteen (15) covered spaces and Eleven (11) open spaces.

Invitation to Respond

The City of Carlsbad is seeking proposals from qualified developers for the Chestnut Apartments affordable housing development located at **945 Chestnut Avenue, Carlsbad, CA 92008**. The project site presents an opportunity for the acquisition and rehabilitation and/or re-development of high-quality, 100% affordable housing project that will contribute to the overall benefit and stability of the community. The city's intent is to provide affordable housing for the current low- and moderate-income residents. Any increase in the number of affordable units in a new project shall provide a priority for low- and moderate-income households with a local preference to the extent allowed by law.

Timeline for Submission and Award

Activity	Date
Public Notice announcing Request for Proposal	May 23, 2024
Final Date for Submissions of Questions	Jun. 14, 2024
Responses to Questions Via Addendum on City e-Bidding Site	Jun. 21, 2024
Proposal Submission Deadline	Jul. 15, 2024
Interviews (if needed)	Week of Jul. 29, 2024
City Council Approval	Sept. 2024
Close of escrow	No later than Dec. 31, 2024

*Dates are tentative and subject to change.

General Terms and Conditions

The successful proposer will be required to sign a Purchase and Sale Agreement with the City of Carlsbad (template is located in Appendix C). All terms and conditions will be non-negotiable. Failure to execute the Purchase and Sale Agreement within the required time period shall be just cause for the rescission of the contract award. If a selected proposer refuses or fails to execute the Purchase and Sale Agreement, the City of Carlsbad may award the contract to the next qualified proposer.

Scope of Project

The scope of work for the Chestnut Apartments affordable housing development encompasses a comprehensive approach to addressing the housing needs of low- and moderate-income households in Carlsbad, CA. The following tasks and objectives will guide the development process:

Capital Needs Assessment (CNA): Prior to commencing rehabilitation or demolition and development activities, respondents are required to review and analyze the findings of the attached capital needs assessment (Appendix B). The CNA will provide valuable insights into the existing condition of the property and inform decision-making regarding the scope and extent of necessary renovations or redevelopment efforts.

Rehabilitation and/or New Development: Respondents are required to undertake a thorough rehabilitation of the existing site to address all identified deficiencies and improve the overall quality, safety, sustainability, and functionality of the housing units. This comprehensive rehabilitation effort will entail a professional examination of existing structures, systems, and amenities, followed by strategic improvements to significantly improve the property's condition, and extend the useful life. By focusing on issues ranging from structural integrity to energy efficiency, the desired process will aim to rehabilitate the property and create a living environment that meets the needs of residents and the community at large.

In addition to rehabilitation, respondents are welcome to explore, and the city is supportive of options for expanding the density and unit count to further increase the availability of affordable housing in the community. This may involve repurposing existing structures, optimizing building layouts, incorporating additional housing units within the development plan, or complete demolition and rebuild of a new 100% affordable housing project. Any proposed unit expansion must align with local zoning regulations and affordability requirements outlined in the RFP. Selection of respondent Developer does not represent approval of a proposed project. Any change to the existing structures must be reviewed by the city's Community Development department for any necessary environmental, planning or building permit approvals.

Relocation Plan: The City's priority is to provide affordable housing for the current low- and moderate-income residents. Any proposal that requires current residents to be temporarily or permanently relocated, must include an appropriate relocation plan. This relocation plan must not only meet all applicable Federal, State, and local regulations, but must strongly focus on resident well-being and community consideration.

Compliance with Affordability and Occupancy Requirements: Through provisions of the Surplus Land Act, the City Council determined the proposed minimum affordability requirements meet eligibility as "exempt surplus land". Therefore, regardless of the chosen approach (rehabilitation or re-development), respondents must adhere to the minimum affordability and occupancy covenants outlined in the RFP (existing affordability restrictions found in Appendix D will be amended in a new 55-year regulatory agreement to levels identified in California Government Code Section 37364). This includes maintaining affordable levels, complying with occupancy restrictions, and providing housing opportunities for low- and moderate-income households as specified in a new 55-year regulatory agreement to be recorded against the property.

Financing: All proposals should identify all of the financing sources anticipated to be used in the acquisition and rehabilitation and/or re-development of Subject Property. Respondents should clearly identify which funding sources are anticipated, secured and which are contingent. The City of Carlsbad will have to consent to any and all financing secured against the property. Any financial assistance being requested and associated occupancy or housing cost restrictions must be described in detail.

Timeline and Milestones: Respondents should provide a detailed timeline and milestones for the implementation of the proposed rehabilitation or re-development plan. Key milestones may include relocation plan approval, development or building permit approvals, any necessary

environmental permit approvals, site preparation, design development, construction commencement, and project completion. The timeline should be realistic and achievable, taking into consideration the complexity of the project and any regulatory approval processes that may be required.

Proposal Content

Proposals shall provide a straightforward, concise delineation of capabilities to satisfy the requirements of this RFP. Emphasis should be placed on completeness and clarity of content for the proposal.

Proposals shall adhere to the following format for organization and content. Proposals must be typed and arranged/divided into the following sequence to facilitate evaluation:

1. Cover Letter

The cover letter shall: 1) confirm that all elements of the RFP have been reviewed and understood; 2) include a statement of intent to perform the services as outlined; 3) express the proposer's willingness to enter into an Agreement under the terms and conditions prescribed by this RFP and in the Sample Agreement; 4) include a brief summary of the proposer's qualifications; and 5) identify a single person and contact information for possible contact during the RFP review process. The cover letter shall be limited to two (2) pages.

2. Detailed Proposal

This section should demonstrate in detail an understanding of the scope of work. Respondents should describe the approach to rehabilitation and/or re-development, including preliminary design concepts, relocation plans, construction plans, and timeline.

3. Financial Proposal

This section should include total estimated project costs including any developer fees, funding sources and uses, operating and replacement reserve structure, 30-year cash flow projection, proposed affordable price levels and any requested financial assistance.

4. Qualifications and Experience

The proposer shall provide details on at least three (3) similar affordable housing developments they have completed that would demonstrate developer capacity to successfully complete the scope of work in this proposal.

Evaluation Process and Criteria

In accordance with the Carlsbad Municipal Code, the city will select a proposal based on a "best value" evaluation. Under the city's best value evaluation method, the proposal with the lowest rates may not be selected. The award is based on the proposal that is most advantageous to the

city, taking into consideration price and the criteria that are set forth here. Responsive proposers may be asked to attend an interview to help the city in its evaluation. The RFP response will be evaluated by City of Carlsbad representatives from relevant departments.

The proposals with the top average scores from the written proposal review process might be asked to participate in a panel interview to evaluate the proposer's plan of work, qualifications, experience and fit with the organizational values for the City of Carlsbad.

Proposals will be evaluated based on the following criteria:

1. Project approach and feasibility.
2. Community benefit.
3. Developer experience and capacity.

1. Project Approach and Feasibility (35%)

- Demonstrated developer ability to successfully carry out similar projects, particularly in the region
- Proposal's financial feasibility and underwriting
- Leveraged project financing plan that includes a variety of public and private capital funding sources
- Overall project proforma, including transparency of project underwriting and feasibility of proforma assumptions
- Cash flow projections demonstrating that the proposed project, once operational, will meet all debt service or other operational expense obligations for a minimum period of 20 years
- Project readiness and timeline

2. Community Benefit (35%)

- Ability of proposal to support affordable price levels
- Level of aesthetic improvement to the neighborhood
- Provide accessibility enhancements to residents
- Ability to provide additional affordable units is highly desirable
- Engages existing community and stakeholders affected by relocation
- Ensures neighboring residents and community stakeholders are consulted in the design, permitting and construction phases of the project

3. Developer Experience and Capacity (30%)

- Demonstrated developer capacity to perform administrative, managerial, and operational functions, and to oversee the work necessary for successful completion of the proposed project
- At least one member of the developer team must have completed at least one affordable housing project within the City of Carlsbad or a comparative locality
- Exhibit prior work resulting in successful development of affordable housing
Successful development may include operation, construction, acquisition,

- acquisition with rehabilitation or any combination of accomplishments that created or preserved affordable housing
- Development team's experience and ability to deliver high quality services to the resident population

Right to Negotiate

The city reserves the right to negotiate with Respondent subsequent to receipt of the Respondent's proposal. The city reserves the right to request from Respondent a last best and final proposal, whereby the city may ask either all proposers or the top proposers to submit their last best and final proposal. If the city is not satisfied with any of the proposals after asking for last best and final proposals, the city may in good faith choose any party to negotiate terms for an agreement.

Offer to Exclusively Negotiate & Award Process

Upon completion of the proposal review period, city staff will bring recommendations to the City Council to select a proposal. Upon approval of the City Council, the city will negotiate a purchase and sale agreement (template in Appendix C) exclusively with the selected Proposer for a period of up to 30 days. The selected Proposer must provide a non-refundable deposit of \$1,000 for the right to negotiate exclusively with the city.

By submitting a proposal and qualifications to the city, the prospective buyer is also agreeing that the city retains the right to modify or suspend all aspects of the selection and exclusive negotiating process, and to waive any defects as to form or content of the offering or any responses that are received. By submitting a proposal, prospective buyer acknowledges and accepts the terms of the city's Purchase and Sale Agreement. Further, city shall have the right to reject any and all proposals.

Please do not sign the agreement at this time. Proposer will also be required to execute other documents appropriate to this project, including insurance requirements. No proposal shall be binding upon the city until after the agreement is signed by duly authorized representatives of both the service provider and the city. After the Purchase and Sale Agreement has been executed, more detailed property information will be provided to the Purchaser, including tenant rent, and income information.

Please note that a second phase of city approvals will be necessary after the close of escrow for any requested city financial assistance and for the development entitlement process.

Public Record

All proposals submitted in response to this RFP become the property of the city and are public records and, as such, may be subject to public review. Financial capacity statements, however, are provided on a confidential basis to the extent allowed by law.

Right to Cancel

The city reserves the right to revise or cancel, for any reason, in part or in its entirety, this RFP, including but not limited to: selection schedule, submittal date, and submittal requirements. If the city cancels or revises this RFP, all Respondents will be notified in writing by the city.

Disclaimer

The city reserves the right to: 1) accept or reject any or all proposals received; 2) waive any non-substantive deficiency or irregularity; 3) negotiate with any qualified proposer; 4) award a contract in what it believes to be the best interest of the city; 5) cancel this request, in part or its entirety, if it is deemed to be in the best interest of the city; 6) reject the proposal of any proposer who has previously failed to perform properly; 7) reject the proposal of any proposer who has failed to complete a contract within the specified timeframe; and/or 8) reject the proposal of any proposer that is not in a position to fulfill a resulting contractual obligation. This Request for Proposals (RFP) does not commit the city to award any contract, pay any pre-award expenses, or pay any costs incurred in the preparation of a proposal.

Conflict of Interest

No person performing services for the city, in connection with the establishment of any agreements or any projects resulting from this solicitation, shall have a financial or other personal interest other than employment or retention by the city, in any contract or subcontract in connection with this solicitation or any resulting project.

Prohibited Contracts

The city shall not contract with and shall reject any RFP's submitted by the persons or entities specified below unless the City Council finds that Special Circumstances exist which justify the approval of such a contract.

- Persons employed by the city or public agencies for which the City Council are the governing body;
- Profit-making firms or businesses in which city employees described in this solicitation serve as officers, principals, partners or major shareholders;
- Persons who, within the immediately preceding twelve (12) months, came within the provisions this solicitation and who (1) were employed by the city in positions of substantial responsibility in the area of service to be performed by the contract, or (2) participated in any way in developing the contract or its service specifications;
- Profit-making firms or businesses in which the former city employees described in this solicitation serve as officers, principals, partners, or major shareholders; and
- A person who currently serves on a city board or commission per CMC 2.15.030. The submitter certifies that the consultant firm has complied with the above provisions and that any ensuing contract will be valid.

Technical Assistance, Clarification, and Addenda

Requests for clarifications regarding this RFP should be emailed to Christian Gutierrez at Christian.gutierrez@carlsbadca.gov by June 14, 2024, by 5 p.m. Clarifications and substantive changes in the submittal requirements, if any, will be posted on the city's e-bidding site no later than June 21, 2024, by 5 p.m.

Submittal Process



The Request for Proposal is available on the city's website through PlanetBids only. You must register as a document holder to receive updates and notices:

<https://www.planetbids.com/portal/portal.cfm?CompanyID=27970>

City of Carlsbad website: <https://www.carlsbadca.gov/departments/finance/contracting-purchasing/bids>

If you have questions regarding PlanetBids, please contact Shea Sainz, Senior Contract Administrator, at Shea.Sainz@carlsbadca.gov or 442-339-2467.

ELECTRONIC FORMAT RECEIPT AND OPENING OF RFPs: Submittals will be received in electronic format (eBids) at the City of Carlsbad's electronic bidding (eBidding) site at City of Carlsbad - Contracting & Purchasing and are due by the date and time specified on the cover of the solicitation.

BIDS MUST BE SUBMITTED BY DUE DATE AND TIME. Once the deadline is reached, no further submissions are accepted.

BIDDERS MUST BE PRE-REGISTERED with the city's bidding system and possess a system-assigned Digital ID in order to submit and electronic bid

The city's bid/electronic bidding (eBidding) system will automatically track information submitted to the site including IP addresses, browsers being used and the URLs from which information was submitted. In addition, the city's bidding system will keep a history of every login instance including the time of login, and other information about the user's computer configuration such as the operating system, browser type, version, and more. Because of these security features, Proposers who disable their browsers' cookies will not be able to log in and use the city's bidding system.

Upon entry of their proposal, the system will ensure that all required fields are entered. The system will not accept a proposal for which any required information is missing. This includes all essential documentation and supporting materials and forms requested or contained in these solicitation documents.

Proposals remained sealed until the due date and time. E-Bids and eProposal's are transmitted into the city's bidding system via hypertext transfer protocol secure (https) mechanism using SSL 128-256-bit security certificates issued from Verisign/Thawte which encrypts data being transferred from client to server. Proposals submitted prior to the due date and time are not available for review by anyone other than the submitter, who will have until the due date and time to change, rescind or retrieve its proposal should they desire to do so.

Proposals must be submitted by due date and time. Once the deadline is reached, no further submissions are accepted into the system. Once the due date and time has passed, bidders, proposers, the general public, and city staff are able to immediately see the results online. City staff may then begin reviewing the submissions for responsiveness, compliance and other issues.

Proposals may be withdrawn by the proposer prior to, but not after, the time set as due date and time.

Important note: Submission of the electronic proposal into the system may not be instantaneous. Due to the speed and capabilities of the user's internet service provider, bandwidth, computer hardware and other variables, it may take time for the proposer's submission to upload and be received by the city's eBidding system. It is the proposer's sole responsibility to ensure their proposals are received on time by the city's eBidding system. The City of Carlsbad is not responsible for proposals that do not arrive by the due date and time.

Electronic submissions carry full force and effect. The proposer, by submitting their electronic proposal, agrees to and certifies under penalty of perjury under the laws of the State of California, that the certification, forms and affidavits submitted as part of this proposal are true and correct.

Proposals are public records. Upon receipt by the city, proposals shall become public records subject to public disclosure. It is the responsibility of the Proposer to clearly identify any confidential, proprietary, trade secret or otherwise legally privileged information contained within the proposals. General references to sections of the California Public Records Act will not suffice. If the proposer does not provide applicable statutory or case law that clearly establishes that the requested information is exempt from the disclosure requirements of the Public Records Act, the city shall be free to release the information when required in accordance with the Public Records Act, pursuant to any other applicable law, or by order of any court or government agency, and the proposer agrees to hold the city harmless for any such release of this information.

Thank you for your interest, and we look forward to reviewing your proposal.

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, DECLARING THE PROPERTY LOCATED AT 945 CHESTNUT AVENUE AS EXEMPT SURPLUS LAND IN ACCORDANCE WITH CALIFORNIA GOVERNMENT CODE SECTIONS 54221(F)(1)(A) AND 37364

WHEREAS, in 2014, the City of Carlsbad provided a \$2.6 million loan to Solutions for Change, LLC, which is a subsidiary of Solutions for Change, Inc. (collectively Solutions for Change) to acquire the 0.77 acre, 16-unit property at 945 Chestnut Avenue in Carlsbad (Property) to provide permanent affordable housing for homeless families; and

WHEREAS, Solutions for Change has been unable to secure funding to complete the project, is looking to end its ownership of the Property and is proposing to transfer the Property to the city for continued use as an affordable housing project in exchange for loan forgiveness; and

WHEREAS, the city intends to acquire the Property and continue to provide housing affordable to households of low or moderate income; and

WHEREAS, city staff intend to issue a Request for Proposals to identify a new owner to acquire the property and either rehabilitate the existing affordable units or demolish and rebuild a new affordable housing project with potentially more units.

WHEREAS, the Request for Proposals identifies minimum affordability requirements for the Property and will require a new regulatory agreement be recorded against the Property restricting income and rents at levels with at least 20% of the units affordable to low-income households, at least 20% of the units affordable to very low-income households, and 50% of the units affordable to at least moderate-income households; and

WHEREAS, the Surplus Land Act (SLA, or the Act), as set forth in Government Code Section 54220 and following, was amended to promote affordable housing development on unused or underutilized public land throughout the state to respond to the affordable housing crisis and now requires public agencies to follow certain procedures to purchase or dispose of "surplus land" or to declare land to be "exempt surplus land" at a regular public meeting prior to disposition.

WHEREAS, under California Government Code Section 54221(f)(1)(A), "exempt surplus land" includes land that is transferred pursuant to California Government Code Section 37364, which authorizes a city to, subject to certain conditions, purchase, sell, lease, exchange, quitclaim, convey, or

otherwise dispose of real property to provide housing affordable to persons and families of low or moderate income; and

WHEREAS, the exemption in California Government Code Section 54221(f)(1)(A) applies to property that is transferred for affordable housing and satisfies the requirements of California Government Code Section 37364; and

WHEREAS, the City Council has reviewed the Request for Proposals and its proposed minimum affordability requirements for the Property in compliance of California Government Code Sections 54221(f)(1)(A) and 37364; and

WHEREAS, the city is not required to provide written notice of the property's availability for open space purposes because the property is not within a coastal zone, adjacent to a historical unit of the State Parks System, listed on, or determined by the State Office of Historic Preservation to be eligible for, the National Register of Historic Places, or within the Lake Tahoe region; and

WHEREAS, the City Council has considered the acquisition of the Property for affordable housing, and the testimony of all persons desiring to be heard on the matter at their regular meeting on May 21, 2024; and

WHEREAS, the City Planner, through the process outlined in Carlsbad Municipal Code Section 19.04.060, has determined that this action is categorically exempt from the California Environmental Quality Act pursuant to CEQA Guidelines Section 15326 (Acquisition of Housing for Housing Assistance Programs). Any future change to the Property will be evaluated for any necessary environmental review and approval. No appeals of this determination were received in accordance with Carlsbad Municipal Code Section 21.54.140.

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. The City Council makes the following findings under California Government Code Sections 54221(f)(1)(A) and 37364:
 - a. Not less than 80% of the area of the Property to be disposed will be used for the development of housing, because the Property will only be used for housing as identified in the Request for Proposals.

- b. Not less than 40% of the total number of those housing units developed on the Property shall be affordable to households whose incomes are equal to, or less than, 75% of the maximum income of lower income households, and at least half of which shall be affordable to very low income households, because at least 20% of the units on the Property will be restricted to use by low income households and at least 20% of the units will be restricted to use by very low income households as identified in the Request for Proposals and a 55-year city regulatory agreement to be recorded on the property.
 - c. The dwelling units produced at the Property will be restricted by a city regulatory agreement to remain continually affordable to those persons and families for not less than 55 years; such covenants and conditions of the agreement will be binding upon successors in interest of the housing sponsor; and such agreement will be recorded by the San Diego County Recorder in the grantor-grantee index.
3. Based upon the evidence presented, the City Council declares the Property to be exempt surplus land pursuant to California Government Code Section 54221(f)(1)(A) as property planned to be purchased and transferred pursuant to California Government Code Section 37364.
 4. That the City Manager or a designee is authorized to act on behalf of the City of Carlsbad in all future actions necessary to be compliant with the Surplus Land Act for the Property.

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 Agenda Bill Dated Oct. 21, 2014](#)
(on file in the Office of the City Clerk)



Staff Report

JOINT MEETING

City Council | Carlsbad Municipal Water District | Public Financing Authority | Community Development Commission | City Council as Successor Agency to the Redevelopment Agency

Meeting Date: May 21, 2024

To: Mayor/President/Chairperson and City Council/Board/Commissioners

From: Scott Chadwick, City Manager/Executive Director

Staff Contact: Laura Rocha, Deputy City Manager, Administrative Services
 laura.rocha@carlsbadca.gov, 442-339-2415
 Zach Korach, Finance Director
 zach.korach@carlsbadca.gov, 442-339-2127

Subject: Fiscal Year 2024-25 Preliminary Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program, Fiscal Year 2024-25 Master Fee Schedule and Updates to City Council Policy Statement No. 95 – Cost Recovery Policy for Fees and Charges for Services

Districts: All

Recommended Actions


- 1) Receive the report; and
- 2) Adopt a resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating, Strategic Digital Transformation Investment Program, and Capital Improvement Program budgets; Carlsbad's share of the Encina Wastewater Authority operating and capital budgets; the Gann spending limit for fiscal year 2024-25; and changes to the Master Fee Schedule; and determining the Fiscal Year 2024-25 Capital Improvement Plan Budget is consistent with the General Plan and applicable Climate Action Plan measures and actions; and
- 3) Adopt a Carlsbad Municipal Water District Board of Directors resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating and Capital Improvement Program budgets and changes to the Master Fee Schedule; and
- 4) Adopt a Public Financing Authority Board of Directors resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating and Capital Improvement Program Budgets for The Crossings at Carlsbad Municipal Golf Course; and
- 5) Adopt a Community Development Commission resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating Budget of the Carlsbad Housing Authority; and
- 6) Adopt a City of Carlsbad as the Successor Agency for the Carlsbad Redevelopment Agency resolution setting a public hearing for June 18, 2024, for adoption of the Fiscal Year 2024-25 Operating Budget of the Successor Agency.


Executive Summary


The presentation of the preliminary Fiscal Year 2024-25 Operating Budget is an opportunity for the City Council/Board/Commission and the community to review and provide feedback on the proposed work plan and budget for the coming fiscal year.


The proposed budget prioritizes the goals in the City Council's 5-Year Strategic Plan, which was based on input from thousands of community members and approved in 2022. By committing to this plan, rather than goals that are subject to change from year to year, the City Council has enabled staff to work more efficiently while improving the alignment between the annual city budget and the Carlsbad community's vision for the future.


Each year, during the preparation of the annual budget, staff develop work plans that build upon progress in the strategic plan's key areas of focus:

-  Maintain Carlsbad's unique community character and connectedness

-  Prioritize the safety and well-being of the community

-  Protect the environment and natural resources

-  Foster a healthy local economy

-  Be a model for effective and efficient local government

The proposed budget eliminates the projected deficit from the five-year financial forecast that had been forecasted since 2019. A structural deficit describes a situation when projected ongoing spending is greater than anticipated ongoing revenue. The city's five-year financial forecast now shows a balanced budget through 2030.

Healthy revenues, increased efficiencies, cost reductions, and new budget policies and practices over the past several years have worked together to close the gap. However, economic uncertainty remains as the city transitions from focusing on building and development to maintaining what was been created. As such, the proposed budget for fiscal year 2024-25 continues to focus on finding new cost savings and reducing ongoing spending while continuing to grow city reserves, prioritizing capital project funding and maintaining high quality service levels.

On the economic front, Carlsbad's transition from a growing city to one focused on maintaining an excellent quality of life continues to bring new fiscal challenges. As is the case with many cities at this stage, projecting a future deficit is not uncommon, and while the city has pushed the projected deficit beyond the five-year outlook, this year's budget also includes eliminating 12.05 full-time equivalent positions. These positions were evaluated to ensure that eliminating them would have minimal service level impact on the community. The proposed budget reflects three consecutive fiscal years of budget reductions totaling more than \$5 million in ongoing savings.

Budget highlights

Proposed General Fund Operating Budget	\$238.5 million
% change from FY 2023-24 adopted General Fund Operating Budget	9.9%
Projected General Fund revenues	\$239.1 million
Proposed changes in total full-time equivalent staffing	-12.05
Projected General Fund reserve as of June 30, 2025	\$149.0 million
Projected General Fund reserve % as of June 30, 2025 (goal is 40%)	63%
Reduction in General Fund ongoing base budget	\$1.1 million
Current rate of inflation	3.6%
Estimated pension funding ratio (goal is 80%)	75%

Explanation & Analysis

Policy goals

The annual operating budget is the most significant expression of how City Council policies are translated into daily operations. The City Council sets the overall policy direction for Carlsbad and helps staff prioritize programs, projects and services to support that direction.

On Oct. 11, 2022, the City Council adopted the city’s five-year strategic plan with policy goals to reflect the most important priorities of the community. These goals are one way the city delivers on the Carlsbad Community Vision, a set of nine core values community members identified as important to Carlsbad’s future. The annual city budget contains the work plans and resource allocations to achieve the goals in the strategic plan.

Based on community input, the City Council identified five areas of focus for its five-year strategic plan:

1. Community Character: Maintain Carlsbad’s unique community character
2. Economic Vitality: Foster a healthy economy
3. Quality of Life and Safety: Prioritize the safety and well-being of the community
4. Sustainability & Natural Environment: Protect the environment and natural resources
5. Organizational Excellence & Fiscal Health: Be a model for effective and efficient local government



Maintaining fiscal health

The city increased its focus on community priorities by identifying efficiencies and reducing spending in areas with the least impact on the community. A series of budget process reforms and policies begun in 2018 have increased transparency in how the city manages its budget and tightened controls over spending. These have included:

- Eliminating an automatic annual increase to department budgets based on inflation. Instead, requested budget increases are considered based on actual increased costs and approved only after departments have exhausted alternatives for covering increased costs of doing business.
- Stopping the practice of allowing departments to automatically roll over 10% of unspent money to the following fiscal year. Instead, departments may request to roll over funds for a specific purpose, based on a demonstrated need. Requests to carry funds over into the next fiscal year must be approved by the City Manager or City Council, depending on the amount.
- Changing practices around hiring part-time, temporary staff to ensure full transparency of the actual number of full-time equivalent positions working for the city at any given time.
- Updating the General Fund Reserve Policy to ensure the city has enough money to continue services in an emergency.
- Establishing an economic uncertainty reserve.
- Creating a new cost recovery policy.
- Developing a policy for reinvesting surplus funds.
- Creating a process to ensure ongoing funding for digital infrastructure, which has become as important as physical infrastructure.
- Engaging a grant writer to ensure the city is taking advantage of state and federal funding opportunities.
- Creating a new internal auditor program to safeguard city resources and improve city operations.

Supplemental Requests

Supplement budget requests were submitted by departments for budget team and City Manager consideration. The budget requests were mainly driven by inflation, expanded programming, costs associated with grant and revenue opportunities, and asset replacement. Within the General Fund, a total of \$3.3 million (\$2.1 million ongoing) is being requested for the City Council to consider. Exhibit 7 details each of the city's supplemental budget requests for fiscal year 2024-25.

General Fund Reserve

The City Council has a policy of maintaining a reserve with a target balance equivalent to 40% of the General Fund's Operating Budget. These are the cash balances made available from the prudent fiscal policy of developing an annual balanced budget and, at times, having unexpected revenues or expenditures below what was budgeted. One of the purposes of this reserve is to

protect against cyclical swings in the economy. The city is projected to end the upcoming fiscal year with a reserve balance of 63% of the General Fund Operating Budget.

The recommended preliminary General Fund Operating Budget totals \$238.5 million, with estimated revenues of \$239.1 million.

General Fund revenues provide a representative picture of the local economy. These revenues are of particular interest because they contain most of the discretionary funds that pay for basic city services, such as the Police and Fire departments, library and cultural arts services, street and park maintenance and recreation. A summarized outlook of the major General Fund revenues can be found in the operating budget overview (Exhibit 6).

The operating budget overview also contains:

- A detailed look at expenditures by type
- General Fund transfers to other funds
- Information about the City Council contingency fund

The table below shows the adopted fiscal year 2023-24 General Fund budget as well as the proposed fiscal year 2024-25 budget.

General Fund summary for fiscal year 2024-25
(in millions)

	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget
Total revenues	\$212.0	\$239.1
Total expenditures	\$216.9 ¹	\$238.5
Revenues over total expenditures	(\$4.9)	\$0.6

1 – includes \$5.22 million in one-time funding for the Carlsbad Village Trenching Project

General Fund Asset Replacement Reserve

The city commits to maintaining its large machinery and equipment inventory. When an asset is procured, it begins depreciating the moment it is put into service and needs to be replaced at the end of its respective useful life. The city’s large equipment inventory represents approximately \$60 million of the city’s total fixed assets. On an annual basis, this translates to a significant financial need and commitment. In an effort to not only prioritize these purchases, but to strategically plan for the ongoing financial impacts, staff recommend establishing a General Fund Asset Replacement Reserve. Separate and apart from the General Fund Reserve Guidelines (City Council Policy No. 74), this Asset Replacement Reserve would serve as a mechanism for funding large equipment needs without impacting the General Fund Reserve or annual budget surplus year after year. As of fiscal year 2024-25, and for the next 10 fiscal years, a total of \$17.5 million is projected to be needed to fund asset replacement costs in the General Fund (Exhibit 9).

Personnel

The proposed budget for next fiscal year includes 796.75 permanent full- and three-quarter-time employees, a decrease of 11 compared to the final budget amount for fiscal year 2023-24. Additionally, there is a proposed decrease of part-time employees equivalent to 1.05 full-time employees, for a net personnel decrease of 12.05 full-time-equivalent employees.

In response to City Council feedback directing staff to identify ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. Additional information can be found in the memorandum issued to the City Council on January 18, 2024 (Exhibit 10).

The following positions are proposed to be eliminated in fiscal year 2024-25:

Funded from General Fund

- (1) Management Analyst – Office of the City Manager (Vacant)
- (1) Senior Office Specialist – Office of the City Council (Vacant)
- (1) Deputy City Clerk – City Clerk (Vacant)
- (1) Lead Librarian – Library & Cultural Arts (Vacant)
- (0.7) Production Technician – Library & Cultural Arts (Vacant)
- (1) Parks Maintenance Worker – Parks & Recreation (Vacant)
- (1) Associate Engineer – Community Development (Vacant)
- (1) Chief Innovation Officer – Innovation & Economic Development
- (1) Senior Program Manager for Diversity, Equity & Inclusion – Human Resources
- (0.5) Administrative Assistant – Administrative Services (Part-time)
- (0.5) Hourly Professional – Communication & Engagement (Part-time)

Not funded from General Fund

- (1) System Specialist – Information Technology (Vacant)
- (1) Senior Environmental Specialist – Environmental Sustainability (Vacant)
- (0.3) Production Technician – Library & Cultural Arts (Vacant)

Enterprise funds

Lastly, enterprise fund revenues, including those from water, wastewater services and solid waste management and The Crossings at Carlsbad Municipal Golf Course, the city's golf course, are projected at \$101.9 million, a \$7.5 million or 8.0% increase over projected fiscal year 2023-24 revenues. Enterprise funds are those that are supported by the fees collected for the service rather than the General Fund and must be accounted for separately under state law.

The budgeted expenditures from these funds are proposed at \$118.5 million for fiscal year 2024-25, which is an increase of \$12.7 million or 12.1% over the fiscal year 2023-24 adopted budget. A more detailed look at the year-over-year variances in the city's enterprise funds, as well as information about the city's other special revenue funds, can be found in the Operating Budget overview.

Capital Improvement Program

Carlsbad takes a long-range planning approach to building high-quality facilities and infrastructure that support the needs and priorities of the community. Projects in its Capital Improvement Program are generally defined as any construction, rehabilitation or replacement

of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities, water, sewer and drainage facilities, and other facilities that are located on or in the ground.

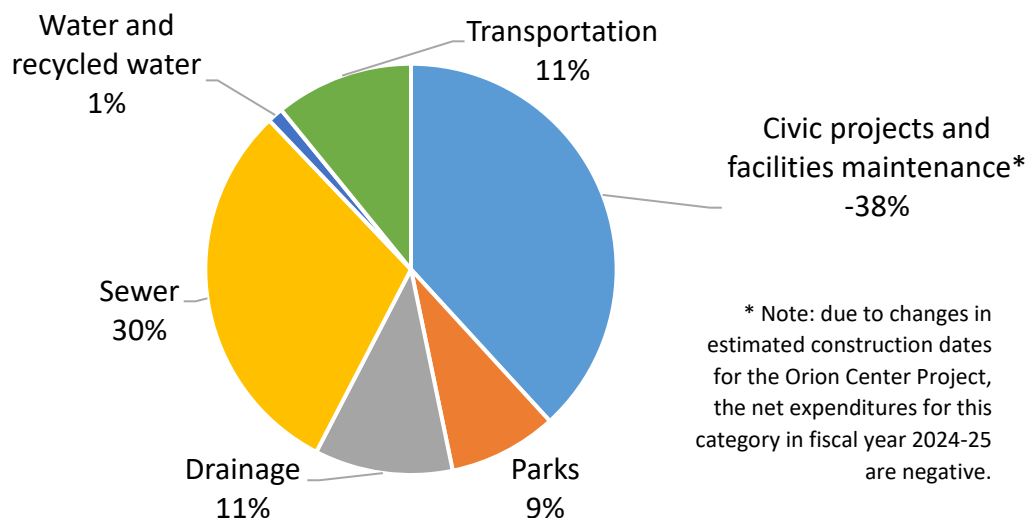
Because of the city’s financial planning, city staff are able to modernize, repair and replace infrastructure as needed and in accord with best governmental practices. City staff prioritize projects in the Capital Improvement Program using several factors, including potential risks to health, safety and the environment, regulatory or mandated requirements, community values, the condition of the asset, annual recurring costs and asset longevity, scheduling and cost efficiencies, project readiness and funding availability. Staff also consider community input, consistency with studies and reports, staff availability, alignment with operating budget and level of service standards or expectations.

This year, changes were made to the administration of the Capital Improvement Program that will provide the City Council with a greater ability to direct the pace and funding of the city’s major Capital Improvement Program projects while increasing transparency around projects that are planned and underway:

- Rather than having the city budget for the entire cost of a project well in advance of when the project is scheduled to begin, funding will be appropriated phase by phase for scoping out the project, developing a conceptual design and the final design.
- Once a project is ready for the City Council to consider appropriating money for project construction, staff will be able to provide an up-to-date cost estimate based on the actual project design and timing.
- The Capital Improvement Program budget has historically spanned a 15-year timeframe. Going forward, the budget will focus on projects planned in the next five years, with more detailed information on those projects. It will also provide a 15-year forecast of how much money will be available for future projects.

The Fiscal Year 2024-25 Capital Improvement Program outlines \$15.6 million in new appropriations to provide additional funding for continuing existing projects, as well as funding for new projects.

Capital Improvement Program appropriations by project type for FY 2024-25



There are 52 projects identified as priority projects in the city's 5 Year Strategic Plan, representing an investment of more than \$110 million over the next five years. The five-year Capital Improvement Program includes 13 proposed new projects, with a total funding request in fiscal 2024-25 of \$10.8 million, including projects receiving state and federal grant support for traffic safety-related projects. Details on these proposed new projects begin on page I-6 of Exhibit 6.

As the current project conditions and scope of each project are continually re-evaluated, some projects are removed from the list. This streamlining process allows for unspent balances to be returned to the original funding sources so that they can be reallocated to other projects. Eight projects are proposed to be removed from the Capital Improvement Program in fiscal year 2024-25 because of changed conditions that caused the projects to no longer be warranted.

Several projects will be consolidated to improve efficiencies, coordination and cost savings. For example, projects to improve lighting, medians and roadway configuration along Carlsbad Boulevard will be incorporated into the existing pavement management program along with the Beach Access Repairs Project. Funding for the future planned replacement of Cole Library will be combined with the City Hall Complex project. Funding previously allocated to the Trail Connectivity to Tamarack State Beach Project will be incorporated into the ADA Beach Access Pine to Tamarack project.

The Capital Improvement Program includes estimated budget information for a 15-year period to provide the most comprehensive information about known future projects. A complete list of projects and estimated funding included in the five-year program begins on page I-17 of Exhibit 6. All future construction costs are estimates, which are reviewed and refined each year and shown in the 15-year funding forecast beginning on page I-27 of Exhibit 6.

The Capital Improvement Program is funded from capital funds such as the General Capital Construction and Infrastructure Replacement Fund as well as developer fees, special district fees and taxes from the community facilities districts and bridge and thoroughfare benefit districts, water and wastewater replacement funds, and other sources such as grants, sales taxes and contributions from other agencies. Estimated capital fund revenues for fiscal 2024-25 are \$93 million. Projected capital fund balances, revenue and expenditure summaries are provided beginning on page I-12 of Exhibit 6.

Strategic Digital Transformation Investment Program

City staff introduced Connected Carlsbad: An Inclusive City Innovation Roadmap to the City Council in 2019 to provide a high-level, organized guide to the principles that matter to the city in creating a more connected community. The Strategic Digital Transformation Investment Program was put in place last year to expand Connected Carlsbad by defining a strategy for evaluating and prioritizing projects and a five-year investment roadmap that includes estimated costs and timelines. This new investment program is organized into the five primary Connected Carlsbad goal areas, which were approved by the City Council on Jan. 14, 2020 (Resolution No. 2020-005).

The digital transformation program includes budget estimates for projects planned over the next five years so the City Council and the community can be more fully aware of long-term plans and funding needs. Even though budget estimates are included in the five-year plan, staff

may only spend money on the projects included in each year’s adopted city budget. More information about the city’s strategy to invest in digital transformation and how the city evaluates these projects can be found on page H-2 of the digital investment program document in Exhibit 6.

The fiscal year 2024-25 digital program outlines 41 continuing and new projects planned over the next five years at an estimated total cost of \$36.7 million. Included in the \$36.7 million is about \$19.8 million in estimated new costs over the course of the same time frame to provide additional funding for the continuation of existing projects as well as funding for new projects. The \$19.8 million also contains \$6.2 million of estimated new appropriations for fiscal year 2024-25 for these same projects. The tables below present estimated total project costs by primary goal area in Connected Carlsbad for the five fiscal years of 2025-29 (five years) and fiscal year 2024-25:

**Strategic Digital Transformation Investment Program projects for fiscal years 2025-29
appropriations by Connected Carlsbad goal area
(in millions)**

	Percent	Cost
Pursue communitywide digital transformation	53%	\$19.2
Build capacity for data-driven decision making	4%	\$1.7
Foster a vibrant civic engagement culture	4%	\$1.3
Enhance accessibility and transparency	3%	\$1.2
Promote security and sustainability through connectivity	36%	\$13.3
Total	100%	\$36.7

**Strategic Digital Transformation Investment Program projects for fiscal year 2024-25
appropriations by Connected Carlsbad goal area
(in millions)**

	Percent	Cost
Pursue communitywide digital transformation	74%	\$4.7
Build capacity for data-driven decision making	2%	\$0.1
Foster a vibrant civic engagement culture	0%	\$0.0
Enhance accessibility and transparency	-1%	(\$0.0)
Promote security and sustainability through connectivity	23%	\$1.4
Total	100%	\$6.2

The details of the five-year and one-year appropriations requests can be found on pages H-27 and H-28 in Exhibit 6.

Each project identified in the digital transformation program is important to the overall technology health of the city by providing for increased efficiencies, security, transparency and/or informational knowledge.

There are three funding sources for the \$6.2 million in appropriations that staff are requesting for the digital transformation program for fiscal year 2024-25:

- Technology Investment Capital Fund
- Information Technology Replacement Fund
- Utilities enterprise funds

Each funding source identified has the necessary fund balance to accommodate the new appropriations without additional revenues or transfers. The details for the funding sources can be found in Exhibit 6 on page H-29.

General fees, charges for services, development impact fees and Cost Recovery Policy update

Staff evaluate and propose changes to the city’s fees for services every year. Staff conduct these annual reviews to ensure that the fees being charged do not exceed the direct and indirect costs of providing the related services. A comprehensive cost of service study is prepared every five to seven years to update the calculation of the cost and confirm that fees and charges for service do not exceed the updated cost.

The last comprehensive cost of service study on most general city fees and all development service fees was conducted in 2019 and approved by the City Council on June 8, 2021. At that time, the City Council also directed staff to propose a cost recovery policy to establish a process for adjusting existing fees to industry standard cost recovery ranges and for recommending fee changes in the future. Based on this direction from City Council, staff presented and the City Council approved a cost recovery policy on March 14, 2023, as City Council Policy No. 95.

Since the implementation of this policy, the Utilities Department has determined that certain fees that are more appropriate for full cost recovery merit being removed from the policy. An update to the existing City Council policy is necessary to incorporate these changes as well as to clarify certain limits state law places on water reconnection fees charged to income-qualifying customers.¹

The proposed revisions are as follows:

Fees subject to the cost recovery policy	To clarify which fees charged by the Utilities Department lend themselves to full cost recovery and which do not, staff are proposing to eliminate utility meter installation fees and certain utility service fees from the Cost Recovery Policy. These fees affect individual residential customers and are more appropriate to keep below the level of full cost recovery out of concern for the potential impact on lower-income customers.
Utility administrative fees	This proposed update clarifies that the fees charged by the Utilities Department that will remain subject to the Cost Recovery Policy fall in the mid-level cost recovery range. This range provides for a balance of the individual and public benefits that these services provide.

¹ Senate Bill 998, the Water Shutoff Protection Act, which went into effect in 2020, gives low-income water account customers more time to pay their bill and qualify for a lower reconnection fee.

State's limits on reconnection fees

The updated policy clarifies that state law limits the amount that qualifying low-income residential water customers must pay for service reconnections after shutoff to \$50 during normal business hours and \$150 after normal business hours, subject to annual inflationary adjustments for changes in the Consumer Price Index. The Carlsbad Municipal Water District's Residential Water Service Shutoff Protection Policy for Nonpayment of Charges previously included these limits, but staff propose to also include them in the Cost Recovery Policy to clarify that these fees are limited by state law for income-qualifying customers. This distinction is also now clarified in the proposed Master Fee Schedule provided as Exhibit 8.

These proposed changes will better serve the needs of the Utilities Department and clarify important protections for the department's residential customers. Staff will include a resolution to update the policy with these changes for City Council consideration with final budget adoption in June 2024.

The proposed fees for fiscal year 2024-25, further discussed below, conform with the proposed updated Cost Recovery Policy and are presented in the proposed Master Fee Schedule in Exhibit 8.

- General city fees are charged for the use of city services and property. Depending on the fee, they are increased annually by the increase in the annual West Urban Consumer Price Index, or the San Diego Consumer Price Index, published by the Bureau of Labor and Statistics, both of which reflect the cost of inflation. The West Urban CPI has increased by 3.3% since last year while the San Diego CPI has increased by 3.8%.
- Development-related service fees are charged to recover the cost of staff time and materials spent on development-related activities. Development impact fees are used to pay for infrastructure projects that are needed as a result of new development. These change annually by the change in the West Urban CPI. These fees will be increased by the index stated in the respective resolution or ordinance establishing the fee, typically the Engineering News Record Construction Cost Index.
- Traffic impact fees are adjusted annually by the change in the Caltrans Construction Cost Index or 2%, whichever is greater. This year the Caltrans Construction Cost Index decreased by 16.03%, so traffic impact fees are increasing by 2%.
- Ambulance fees have typically been adjusted annually by the Ambulance Inflation Factor, published by the federal Center for Medicare and Medicaid Services. Last year, the Fire Department conducted and the City Council approved updated ambulance fees that simplified the city's ambulance fee structure and adjusted fees to more accurately reflect the city's costs. Accordingly, fees were not adjusted by the Ambulance Inflation Factor but instead set at the new levels approved in the fee study. This year, the proposed

Master Fee Schedule again adjusts ambulance fees by the Ambulance Inflation Factor, which is now 2.6%. In future years, the city will continue adjusting its ambulance fees according to the Ambulance Inflation Factor, with more detailed evaluations occurring every three to five years.

Fee categories and changes by fiscal year

Fee categories	Index name	Index date	Source	FY 2022-23	FY 2023-24	FY 2024-25
Most general city and development related service fees	West Region Urban CPI	January 2024	Bureau of Labor Statistics	7.70%	6.30%	3.30%
Habitat mitigation fees, ¹ Safety Training Center facility rental fees	San Diego Area CPI	January 2024	Bureau of Labor Statistics	8.20%	6.40%	3.80%
All development impact fees	Los Angeles ENR CCI	January 2024	Engineering News Record	7.60%	7.60%	9.40%
Traffic impact fees ²	Caltrans CCI	January 2024	California Department of Transportation	2.00%	31.63%	2.00%
Ambulance fees	Ambulance Inflation Factor	October 2023	Center for Medicare and Medicaid Services	5.10%	8.70% ³	2.60%

1 Habitat mitigation fees are adjusted annually at half of the rate of the San Diego Area Consumer Price Index.

2. Increase is by the greater of Caltrans CCI or 2%. The Caltrans CCI is -16.03%.

3. Ambulance fees were not adjusted by this amount in FY 2023-24 due to the implementation of the updated ambulance fee study.

In addition to regular annual inflationary increases, staff are proposing adjustments to several utilities fees in accordance with the proposed updated cost recovery policy:

- Discontinuation of service – non-payment (shut-off): increasing from the low range to the mid range
- Service reconnection (non-payment) – Same day/non-business hours (after hours turn-on): increasing from the low range to the mid range
- Electronic notice (in lieu of door hanger): decreasing from the high range to the mid range
- Door hanger notice: Increasing from the low range to the mid range
- New account service connection – Same day/business hours (same day turn-on): decreasing from the high range to the mid range
- Potable and recycled water meters – Construction meter deposits, installations and relocations: increasing from the mid range to full cost recovery

For other city fees, staff are recommending that no further cost recovery adjustments be made this fiscal year.

As detailed above, the city last conducted a comprehensive cost of service study in 2019, which was then adopted in 2021. The cost recovery policy recommends conducting a comprehensive study every five to seven years. Given the significant changes in costs and business processes since 2019, staff plan to conduct an updated comprehensive cost of service study during fiscal year 2024-25. This will allow staff to propose updated fee levels next fiscal year that take into account updated efficiencies achieved due to technology as well as any increased costs. Fees will then be set at their appropriate cost recovery levels consistent with the proposed updated Cost Recovery Policy. Completing this update during fiscal year 2024-25 will bring the city in line with industry standard cost recovery ranges within the three-year timeframe outlined in the policy.

Staff periodically review business processes and identify areas where fees are not properly accounting for the level of service provided to individual customers by city staff. Accordingly, the proposed Master Fee Schedule includes the following new fees described below:

Temporary discharge to sewer fee

This fee is needed to recover the treatment costs and staff time when there is a temporary connection to discharge into a Carlsbad sewer access point. Temporary discharges occur for construction and pipeline dewatering and for temporary sewer flow diversions. Both private contractors and public agencies may be subject to the fee. The fee relates to a special use permit that a discharger would have to obtain from the Encina Wastewater Authority for adding wastewater flow to the treatment plant. This proposed fee is needed to recover costs for the Utilities Department, which the authority bills for wastewater treatment. The Utilities Department will develop a form to calculate the actual treatment cost per gallon of wastewater for each occurrence. This amount will be charged to the discharger along with a processing fee based on the staff time required to manage the program.

City Planner determination fee

A City Planner determination is a written response to a request regarding the classification of uses and the interpretation and applicability of the provisions of the Zoning Code (Title 21 of the Carlsbad Municipal Code). A letter may include a determination about whether a specific use is appropriate in a certain zoning district, how the city intends to apply certain standards on land use development application requests or whether a certain use may retain its legal nonconforming status. These letters require extensive research on the part of the Community Development Department. As part of the review process, the case planner will receive, route and review various studies and reports, analyze the information submitted by the applicant and prepare an analysis. The information reviewed may include building permit records, copies of leases if applicable and other documents that provide further insight into the question being posed. These requests may take a week or more to process. Once a determination is made, the City Planner must prepare written findings to support it. The new proposed city planner determination fee reflects the time spent on actual determination requests in the previous year.

Re-recording or cancellation of an instrument on real property fee

Any permit or approval granted in accordance with the Zoning Ordinance adheres to the land. Recording an instrument of real property is the act of putting a document into official county records. It is an important process because it provides a traceable chain of title to a property, ensures the rights and entitlements of property owners and discloses any conditions of approval, covenants applying to the property or environmental mitigation measures. Currently, the Master Fee Schedule reflects all post-permit actions and duties, including the act of receiving, processing and recording permit-related instruments in accordance with local, state and federal law. However, the Master Fee Schedule does not account for cost recovery services related to the processing of re-recording documents when they are amended, or cancelling instruments when they are no longer applicable to real property. The proposed new fee reflects the time spent on actual cases in the previous year.

Short-term vacation rental permit application fee

Since the program began in 2015, property owners wanting to start a short-term vacation rental applied to the city's Finance Department for a business license. Those applications were routed to the Community Development Department for review and approval. The Finance Department issued the business license once it was approved and the license fee was paid. This process has proven to be highly inefficient and inconsistent with how the city processes other similar permit types. A business license is not designed to act as a permit that can be conditioned or revoked for failure to meet city standards and the business license tax does not cover staff costs associated with the review of a short-term vacation rental request. Like other cities that allow short-term vacation rental, the Community Development Department has recently developed an application specifically for short-term vacation rentals. The application contains key information and conditions unique to these rentals to show compliance with Carlsbad Municipal Code Chapter 5.60 – Short-term vacation rentals. Under the new application program, once the short-term vacation rental application is approved by the Community Development Department and the applicant receives their permit, the applicant then applies for a business license with the Finance Department. This two-step process is consistent with how the department processes similar permit types and is consistent with how other cities operate. The proposed new fee is based upon this new process. This proposed short-term vacation rental permit application fee falls well within the range charged by other cities.

Right-of-way permits for telecommunications fee

California Government Code Section 50030 prohibits cities from charging telecommunications facility siting fees that exceed the reasonable costs of conducting the permitting and location siting services. Recent changes in state law (namely Assembly Bill 965) now require batched permit processing as the simultaneous review of up to 50 substantially similar applications under a single permit. Although the change in the state law requires cities to substantially increase both the scope and amount of wireless communication facilities and broadband connections that can be batched in a single permit, the Master Fee Schedule does not have a fee for that type of service.

SolarApp+ residential fee

As an alternative to the city's standard permit review for solar applications, there is a new automated application for permitting new residential rooftop solar and storage systems that results in instantaneous permitting called SolarApp+. Although much of the upfront processing requirements are performed through the city's online portal, reducing the need for intake and processing services, staff's services are still required to close out the process. Once all permits to construct the solar installation have been issued and the system has been installed, it must be inspected before final approval is granted. After the system passes final inspection, staff purges unnecessary documentation from the case file, closes out the permit and digitizes the records. This new proposed fee will provide a lower cost option for eligible residential customers.

Appeal of building official decision fee

Any person adversely affected by a determination made by the city's Building Official may appeal the determination by submitting a written appeal to the appeals board. City support staff then schedule and coordinate a hearing to consider the appeal. The Building Official and support staff prepare a meeting agenda and report that analyzes the basis of the appeal and considers relevant evidence presented. A staff report will be submitted to the building appeals board and made available to the appellant and posted online before the hearing. The staff report provides information on the appeal and the decision or determination being appealed and may include a recommended action and proposed decision in a form that may be adopted by the appeals board. The Building Official may also consult with outside experts to assist with the analysis. The appeals board considers all written and oral evidence at a public meeting and documents all decisions and findings in writing. A copy of the decision is delivered to the appellant. The proposed new fee reflects the estimated time spent on actual cases and the amount of administrative time required to conduct public hearings in the previous year.

Additionally, this year's evaluation determined that these fees are no longer in use, and staff recommend removing them from the Master Fee Schedule:

Safety Training Center, special events recovery hourly fee

The Safety Training Center no longer hosts special events and so this fee is no longer needed.

Safety Training Center, shooting range hazardous waste disposal

This fee has not been charged to any users because the cost has typically been rolled into the overall cost of disposing of hazardous waste and operating the Safety Training Center.

Blueprinting of standard size improvement plan sheet fee

This fee is no longer used by the Utilities Department and can be removed from the fee schedule.

The City Council separately approved updated park land in-lieu fees on April 23, 2024, that are incorporated into the new proposed Master Fee Schedule. While the proposed Master Fee Schedule will take effect on Sept. 1, 2024, the new park land in-lieu fees will take effect on July 1, 2024. Increases to the city's trash collection rates are set by the contracted service

provider and will also go into effect on July 1, 2024. Details on these rates can be found in the proposed Master Fee Schedule in the attached Exhibit 8.

Gann spending limit

Along with approving the budget, the City Council is also being asked to approve the city's Gann spending limit for fiscal year 2024-25. The Gann limit is a state constitutional amendment that limits the amount of tax-funded government spending to 1978–1979 levels, adjusted for inflation and population. The limit applies to both state and local governments, like the City of Carlsbad. The previous fiscal year's limit was \$607,584,374. Information necessary to calculate the limit for fiscal year 2024-25 is still being finalized and will be incorporated into the budget for final adoption on June 18, 2024.

Options

The City Council/Board/Commission may accept the report of the proposed fiscal year 2024-25 Operating, Strategic Digital Transformation Investment Program, Capital Improvement Program budgets and Master Fee Schedule without changes and direct staff to set a public hearing date of June 18, 2024, to consider adoption of the fiscal year 2024-25 Operating, Strategic Digital Transformation Investment Program and Capital Improvement Program budgets, and the revised Master Fee Schedule.

The City Council/Board/Commission may also direct staff to make changes to the proposed fiscal year 2024-25 Operating Budget, Strategic Digital Transformation Investment Program, and Capital Improvement Program budgets and Master Fee Schedule prior to the public hearing date of June 18, 2024. Any changes will be reflected in the final proposed budget documents presented at the public hearing.

Fiscal Analysis

This is the preliminary Operating Budget for fiscal year 2024-25 and any changes made by staff or the City Council/Board/Commission will be reflected in the final documents at the adoption meeting on June 18, 2024.

Next Steps

Staff will conduct a Budget Workshop to answer questions and receive community input on the proposed budget on May 23, 2024, at 5:30 p.m.

The City Council/Board/Commission will hold the public hearing to consider adoption of the new budgets and the revised Master Fee Schedule on June 18, 2024. Any changes directed by the City Council/Board/Commission will be reflected in the final documents at the June 18 meeting.

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. Carlsbad Municipal Water District Board resolution

3. Carlsbad Public Financing Authority Board resolution
4. Community Development Commission resolution
5. City Council as Successor Agency resolution
6. Fiscal Year 2024-25 Preliminary Operating Budget, Strategic Digital Transformation Investment Program Budget and Capital Improvement Program Budget
7. Fiscal Year 2024-25 supplemental budget requests
8. Fiscal Year 2024-25 proposed Master Fee Schedule
9. Asset Replacement Planning Schedule
10. City Council Memorandum
11. Public Correspondence

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, SETTING A PUBLIC HEARING FOR JUNE 18, 2024, FOR ADOPTION OF THE FISCAL YEAR 2024-25 OPERATING, STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM, AND CAPITAL IMPROVEMENT PROGRAM BUDGETS; CARLSBAD'S SHARE OF THE ENCINA WASTEWATER AUTHORITY OPERATING AND CAPITAL BUDGETS; THE GANN SPENDING LIMIT FOR FISCAL YEAR 2024-25; AND CHANGES TO THE MASTER FEE SCHEDULE; AND DETERMINING THE FISCAL YEAR 2024-25 CAPITAL IMPROVEMENT PLAN BUDGET IS CONSISTENT WITH THE GENERAL PLAN AND APPLICABLE CLIMATE ACTION PLAN MEASURES AND ACTIONS

WHEREAS, the City Council of the City of Carlsbad, California, has received a report on the city's preliminary Operating, Strategic Digital Transformation Investment Program, and Capital Improvement Program budgets for fiscal year 2024-25 and on proposed changes to the Master Fee Schedule; and

WHEREAS, prior to the adoption of the budgets, the changes to fee schedule, and other budget-related documents, the City Council desires to conduct a public hearing at which oral and written presentations may be made; and

WHEREAS, the City Council desires to provide notice of the public hearing on the city's website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

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 a public hearing is set for June 18, 2024, at 5:00 p.m., at the City of Carlsbad Council Chamber at 1200 Carlsbad Village Drive in Carlsbad, California.
3. That, at the public hearing, oral and written presentations may be made on:
 - a. The adoption of the fiscal year 2024-25 Operating, Strategic Digital Transformation Investment Program, and Capital Improvement Program Budgets;
 - b. The adoption of the city's share of the Encina Wastewater Authority Operating and Capital Budgets;
 - c. The adoption of the Gann spending limit for fiscal year 2024-25;
 - d. The adoption of changes to the Master Fee Schedule; and

- e. The determination that the fiscal year 2024-25 Capital Improvement Plan is consistent with the General Plan and the applicable Climate Action Plan measures and actions.
- 4. That the City Clerk’s Office is directed to publish notice of the public hearing on the city’s website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the ____ day of _____ 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

KEITH BLACKBURN, Mayor

SHERRY FREISINGER, City Clerk
(SEAL)

RESOLUTION NO.

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE CARLSBAD MUNICIPAL WATER DISTRICT OF THE CITY OF CARLSBAD, CALIFORNIA, SETTING A PUBLIC HEARING FOR JUNE 18, 2024, FOR ADOPTION OF THE FISCAL YEAR 2024-25 OPERATING AND CAPITAL IMPROVEMENT PROGRAM BUDGETS AND CHANGES TO THE MASTER FEE SCHEDULE

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District of the City of Carlsbad, California, has received a report on the District's preliminary Operating and Capital Improvement Program budgets for fiscal year 2024-25 and on proposed changes to the Master Fee Schedule; and

WHEREAS, prior to the adoption of the budgets and the changes to the fee schedule, the Board desires to conduct a public hearing at which oral and written presentations may be made; and

WHEREAS, the Board desires to provide notice of the public hearing on the City of Carlsbad's website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

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

1. That the above recitations are true and correct.
2. That a public hearing is set for June 18, 2024, at 5:00 p.m., at the City of Carlsbad Council Chamber at 1200 Carlsbad Village Drive in Carlsbad, California.
3. That, at the public hearing, oral and written presentations may be made on:
 - a. The adoption of the fiscal year 2024-25 Operating and Capital Improvement Program budgets; and
 - b. The adoption of changes to the Master Fee Schedule.
4. That the Board Secretary is directed to publish notice of the public hearing on the City of Carlsbad's website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Board of Directors of the Carlsbad Municipal Water District of the City of Carlsbad, the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Public Financing Authority, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the ____ day of _____ 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

KEITH BLACKBURN, President

SHERRY FREISINGER, Secretary
(SEAL)

RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE PUBLIC FINANCING AUTHORITY OF THE CITY OF CARLSBAD, CALIFORNIA, SETTING A PUBLIC HEARING FOR JUNE 18, 2024, FOR ADOPTION OF THE FISCAL YEAR 2024-25 OPERATING AND CAPITAL IMPROVEMENT PROGRAM BUDGETS FOR THE CROSSINGS AT CARLSBAD MUNICIPAL GOLF COURSE

WHEREAS, the Board of Directors of the Public Financing Authority of the City of Carlsbad, California, has received a report on the preliminary Operating and Capital Improvement Program budgets for The Crossings at Carlsbad Municipal Golf Course for fiscal year 2024-25; and

WHEREAS, prior to the adoption of the budgets, the Board desires to conduct a public hearing at which oral and written presentations may be made; and

WHEREAS, the Board desires to provide notice of the public hearing on the City of Carlsbad's website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Public Financing Authority of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That a public hearing is set for June 18, 2024, at 5:00 p.m., at the City of Carlsbad Council Chamber at 1200 Carlsbad Village Drive in Carlsbad, California.
3. That, at the public hearing, oral and written presentations may be made on the adoption of the fiscal year 2024-25 Operating and Capital Improvement Program budgets.
4. That the Board Secretary is directed to publish notice of the public hearing on the City of Carlsbad's website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Board of Directors of the Carlsbad Public Financing Authority, the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the City of Carlsbad Community Development Commission, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the ____ day of _____ 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

KEITH BLACKBURN, Chair

SHERRY FREISINGER, Secretary
(SEAL)

RESOLUTION NO. _____

A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, SETTING A PUBLIC HEARING FOR JUNE 18, 2024, FOR ADOPTION OF THE FISCAL YEAR 2024-25 OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY

WHEREAS, the Community Development Commission of the City of Carlsbad, California, has received a report on the Carlsbad Housing Authority’s preliminary Operating Budget for fiscal year 2024-25; and

WHEREAS, prior to the adoption of the budget, the Commission desires to conduct a public hearing at which oral and written presentations may be made; and

WHEREAS, the Commission desires to provide notice of the public hearing on the City of Carlsbad’s website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

NOW, THEREFORE, BE IT RESOLVED by the Community Development Commission of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That a public hearing is set for June 18, 2024, at 5:00 p.m., at the City of Carlsbad Council Chamber at 1200 Carlsbad Village Drive in Carlsbad, California.
3. That, at the public hearing, oral and written presentations may be made on the adoption of the fiscal year 2024-25 Operating Budget.
4. That the Commission Secretary is directed to publish notice of the public hearing on the City of Carlsbad’s website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad Community Development Commission, the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, and the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency held on the ____ day of _____ 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

KEITH BLACKBURN, Chair

SCOTT CHADWICK, Secretary
(SEAL)

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AS THE SUCCESSOR AGENCY FOR THE CARLSBAD REDEVELOPMENT AGENCY, SETTING A PUBLIC HEARING FOR JUNE 18, 2024, FOR ADOPTION OF THE FISCAL YEAR 2024-25 OPERATING BUDGET OF THE SUCCESSOR AGENCY

WHEREAS, the City Council of the City of Carlsbad, California, as the successor agency for the Carlsbad Redevelopment Agency, has received a report on the successor agency's preliminary Operating Budget and the enforceable debt obligations of the City of Carlsbad's Redevelopment Obligation Retirement Fund for fiscal year 2024-25; and

WHEREAS, prior to the adoption of the budget, the City Council desires to conduct a public hearing at which oral and written presentations may be made; and

WHEREAS, the City Council desires to provide notice of the public hearing on the City of Carlsbad's website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as the successor agency for the Carlsbad Redevelopment Agency, as follows:

1. That the above recitations are true and correct.
2. That a public hearing is set for June 18, 2024, at 5:00 p.m., at the City of Carlsbad Council Chamber at 1200 Carlsbad Village Drive in Carlsbad, California.
3. That, at the public hearing, oral and written presentations may be made on the adoption of the fiscal year 2024-25 Operating Budget.
4. That the City Clerk's Office is directed to publish notice of the public hearing on the City of Carlsbad's website at least 10 days in advance of the public hearing and for 10 days in a newspaper regularly published at least once a week.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City Council of the City of Carlsbad as Successor Agency to the Carlsbad Redevelopment Agency, the City Council of the City of Carlsbad, the Board of Directors of the Carlsbad Municipal Water District, the Board of Directors of the Carlsbad Public Financing Authority, and the City of Carlsbad Community Development Commission held on the ___ day of ___, 2024, by the following vote, to wit:

AYES:

NAYS:

ABSTAIN:

ABSENT:

KEITH BLACKBURN, Mayor

SHERRY FREISINGER, City Clerk
(SEAL)

BUDGET

FISCAL YEAR 2024-25

PRELIMINARY

Operating Budget | Capital Improvement Program
Strategic Digital Transformation Investment Program

CITY COUNCIL

Keith Blackburn
Mayor

Priya Bhat-Patel
Mayor Pro Tem

Melanie Burkholder
District 1

Carolyn Luna
District 2

Teresa Acosta
District 4

Budget preparation team

Finance team

Zach Korach, Finance Director
Brigid Drury, Finance Manager
Jeremy Bates, Senior Management Analyst
Bridget Desmarais, Management Analyst

Leadership team

Scott Chadwick, City Manager
Cindie McMahon, City Attorney
Geoff Patnoe, Assistant City Manager
Gary Barberio, Deputy City Manager, Community Services
Paz Gomez, Deputy City Manager, Public Works
Laura Rocha, Deputy City Manager, Administrative Services
Christie Calderwood, Chief, Police Department
Mike Calderwood, Chief, Fire Department
Maria Callander, Director, Information Technology
Sheila Cobian, Director, Legislative and Constituent Services
Tom Frank, Director, Public Works Transportation
David Graham, Chief Innovation Officer, Innovation & Economic Development
Jason Haber, Director, Intergovernmental Affairs, Office of the City Manager
Emily Hasegawa, Engineering Manager, Public Works Construction Management & Inspection
Zach Korach, Director, Finance
Kyle Lancaster, Director, Parks & Recreation
John Maashoff, Manager, Public Works Fleet & Facilities
Faviola Medina, City Clerk Services Manager, Office of the City Clerk
Mandy Mills, Director, Housing & Homeless Services
Jeff Murphy, Director, Community Development
Vicki Quiram, Director, Public Works Utilities
Kristina Ray, Director, Communication & Engagement
Suzanne Smithson, Director, Library & Cultural Arts
Judy Von Kalinowski, Director, Human Resources
James Wood, Jr., Director, Public Works Environmental Sustainability

Department budget preparers & advisors

Shoshana Aguilar, Utilities	Rosario Aranda, Housing & Homeless Services
Sue Armstrong, Communication & Engagement	Conrad Avila, Finance
Deborah Baird, Fire	Amanda Baker, Police
Mariel Cairns, Utilities	Fiona Everett, Library & Cultural Arts
Ed Garbo, Risk Management	Shawn Gaskari, Fleet & Facilities
Brent Gerber, Information Technology	Kayla Hanner, Finance
Lindsey Hansen, Communication & Engagement	Chad Kantner, Parks & Recreation
Esther Lan, Transportation	Jennie Marinov, Fire Department
Debbie Jo McCool, Library & Cultural Arts	Roxanne Muhlmeister, Finance
Bradley Northup, Fleet & Facilities	Robyn Nuschy, City Attorney's Office
Debbie Porter, Human Resources	Megan Powers, Environmental Sustainability
Sarah Reiswig, Workers' Compensation	Kim Riboni, Finance
Silvano Rodriguez, Human Resources	Jason Rosado, Finance
Laureen Ryan, Community Development	Sarah Sanders, Risk Management
Katie Schroeder, City Treasurer's Office	Craddock Stropes, Public Works Administration
David van Gilleuwe, Citywide Data Services	Marsha Weeks, Parks & Recreation

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OPERATING BUDGET OVERVIEW

This section includes a summary of the revenues and expenditures included in the fiscal year 2024-25 operating budget. Spending is presented by funding source, department and type, such as personnel or maintenance and operations. For context, previous years' spending levels are often presented alongside this information. Financial tables are presented to the nearest hundred thousand; rounding differences may exist.



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

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

Information about the city's approach to planning for and funding digital transformation efforts throughout the city is included in the Strategic Digital Transformation Investment Program section.

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

OPERATING BUDGET REVENUE SUMMARY

The Operating Budget for fiscal year 2024-25 totals \$419.0 million, with revenues for the year estimated at \$415.9 million. General Fund revenues are estimated at \$239.1 million and General Fund budgeted expenditures are \$238.5 million, which includes an additional \$13.8 million in one-time transfers to the General Capital Construction Fund and \$7.0 million to the Workers' Compensation Fund. Excluding the one-time uses of General Fund surplus, the General Fund budgeted operating expenditures are \$217.7 million.



Revenue estimates for the Operating Budget indicate the city will receive a total of \$415.9 million in fiscal year 2024-25, a change of 4.0% or \$16.0 million above the estimated fiscal year 2023-24 revenues. General Fund revenues are expected to increase by \$27.0 million compared to the prior year's adopted revenues and \$4.2 million or 1.8% compared to fiscal year 2023-24 estimates. Special Revenue funds are projected to decrease by 10.4% or \$2.5 million over fiscal year 2023-24 estimates. Enterprise Fund revenues are projected to increase by 8.0% or \$7.5 million in the upcoming fiscal year. Internal service funds are increasing over the prior year's adopted budget and to fiscal year 2023-24 estimates. This is primarily driven by one-time transfers in from the General Fund to fund Workers' Compensation, in addition to increasing revenue collections due to increasing costs across all internal service funds. The Successor Agency Housing Trust is no longer receiving any material revenue as the loan owed to the General Fund has now been fully repaid. More detailed information on the city's revenue sources is provided in the following discussion.

The following table shows the total operating revenues anticipated to be received by the city for fiscal year 2023-24, as well as those budgeted for fiscal year 2024-25.

REVENUE SUMMARY BY FUND TYPE
(in Millions)

Fund	Estimated 2023-24	Budgeted 2024-25	\$ Change	% Change
General Fund	\$ 234.9	\$ 239.1	\$ 4.2	1.8%
Special Revenue	24.4	21.9	(2.5)	-10.4%
Enterprise	94.4	101.9	7.5	8.0%
Internal Service	46.3	53.1	6.8	14.8%
Total	\$ 400.0	\$ 415.9	\$ 16.0	4.0%

General Fund

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

GENERAL FUND REVENUES (In Millions)

	Estimated 2023-24	Budgeted 2024-25	\$ Change	% Change
Property Tax	\$ 91.8	\$ 94.9	\$ 3.1	3.4%
Sales Tax	58.9	59.4	0.5	0.8%
Transient Occupancy Tax	34.8	34.8	-	0.0%
Franchise Taxes	8.6	8.9	0.3	3.9%
Business License Tax	6.4	6.6	0.2	3.2%
Development Revenues	4.2	5.0	0.8	20.2%
All Other Revenue	30.3	29.5	(0.8)	-2.7%
Total	\$ 234.9	\$ 239.1	\$ 4.2	1.8%

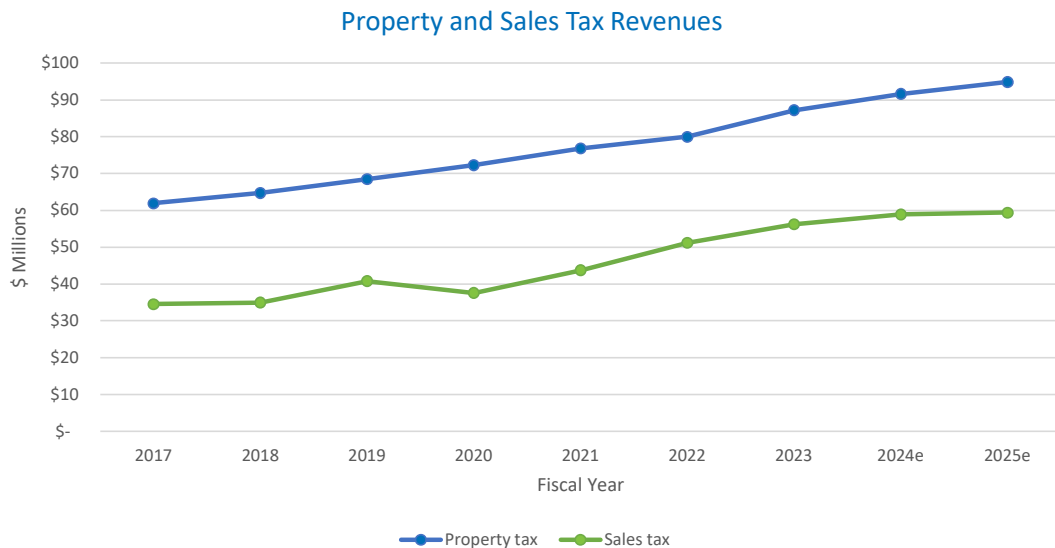
The city fully recovered from the COVID-19 pandemic's adverse fiscal impacts by fiscal year 2022-23. Immediately following the pandemic and during the city's fiscal recovery, economic uncertainty spiked from unprecedented inflationary increases. Between March of 2021 and November of 2023, the consumer price index for the San Diego region experienced continual inflationary increases ranging between 4.1% and 8.3%. Generally, during periods of high inflation, consumer demand diminishes which may negatively impact revenues sources like sales tax, transient occupancy tax and charges for services. To account for this, revenue estimates for both fiscal year 2022-23 and 2023-24 were set conservatively; however, pent-up demand and increased levels of personal saving during the pandemic allowed consumer demand to sustain higher prices for goods and services. Based on current fiscal year 2023-24 revenue estimates, inflation has not yet negatively impacted the city's revenue sources. However, as personal savings accumulated during the pandemic is absorbed by pent-up demand and inflation, we are beginning to see a slowdown, particularly with sales tax and transient occupancy tax revenues. The Federal Reserve has also taken swift action in response to inflation, increasing interest rate ranges from 0.25% - 0.50% to 5.25% - 5.50% in just over a one-year period. Resultingly, inflation has decreased, but the Federal Reserve will continue to monitor inflationary data before considering any rate reductions. The risk of recession is still prevalent and continued inflationary increases indicate the most prudent path is to maintain a conservative outlook for the city's revenues in the future.

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

Property tax, the largest source of General Fund revenues, is expected to grow by \$3.1 million, or 3.4%, over last year's estimates. While the residential real estate market in Carlsbad has seen significant increases in values in recent years, the growth has continued to cool off. Commercial property assessed values are expected to remain relatively flat as the increase in interest rates has created immense

uncertainty in the sector. In response to the unprecedented inflationary increases experienced over the last three years, the Federal Reserve’s interest rate hikes have made purchasing a home more difficult for borrowers. While demand remains relatively high both locally and around the state and although median home values in Carlsbad have increased to \$1.5 million as of March 2024, changes to interest rate targets will likely have an impact on home values during the upcoming fiscal year. Proposition 8 allows owners to have their property temporarily revalued if market value is lower than the factored base year value, posing a risk that commercial property values could temporarily decrease.

Assessed values on the residential real estate side are expected to grow modestly, capped by California’s Proposition 13. Adopted in 1978, Proposition 13 limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more than 2% per year. The value upon which the tax is based is only increased to the full market value upon the sale of a property. In recent years, residential activity has been driven by low interest rates on mortgages, pent-up demand that built during the shutdown and an increase in the ability to work remotely. Now, increasing rates and diminishing pent-up demand as we move past the pandemic will likely have adverse impacts compared to prior periods. Based on resale data from Zillow, the median price of a single-family residence in Carlsbad is \$1.5 million, up by 12.0% year over year as of March 2024.

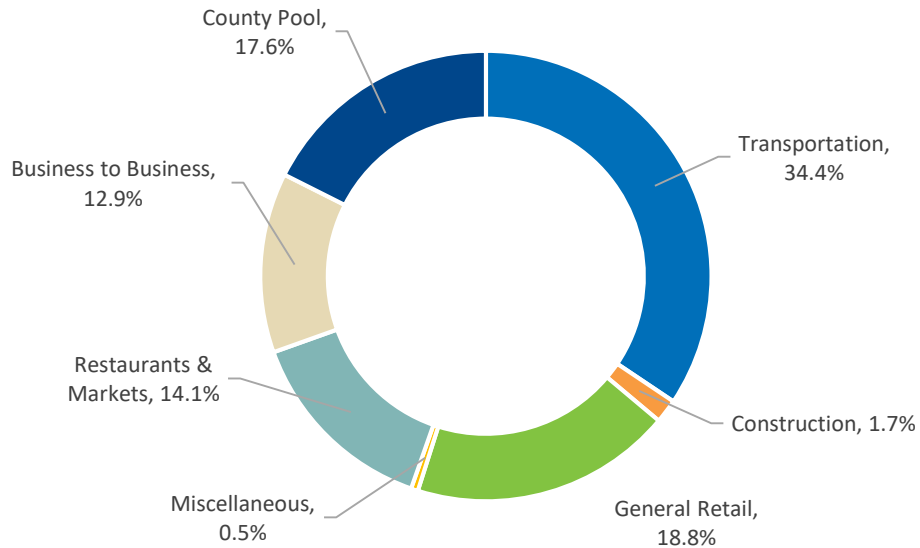


Changes in property tax revenues lag behind changes in the housing market, as the tax revenue for the upcoming fiscal year is based on assessed values from the previous January. Thus, the taxes to be received for fiscal year 2024-25 are based on assessed values as of January 1, 2024.

Property taxes tend to grow slowly unless there is a significant amount of development-related activity. In past decades the city has seen robust growth in property tax revenue due to new development, high turnover of existing homes and double-digit growth in housing prices. However, as opportunities for new development and growth lessen, development-related revenues have slowed.

In addition to recent interest rate increases, slower development combined with minimal commercial property transactions and tax reform has caused a slowing in property tax growth in the city.

Sales Tax by Category Fourth Quarter 2023

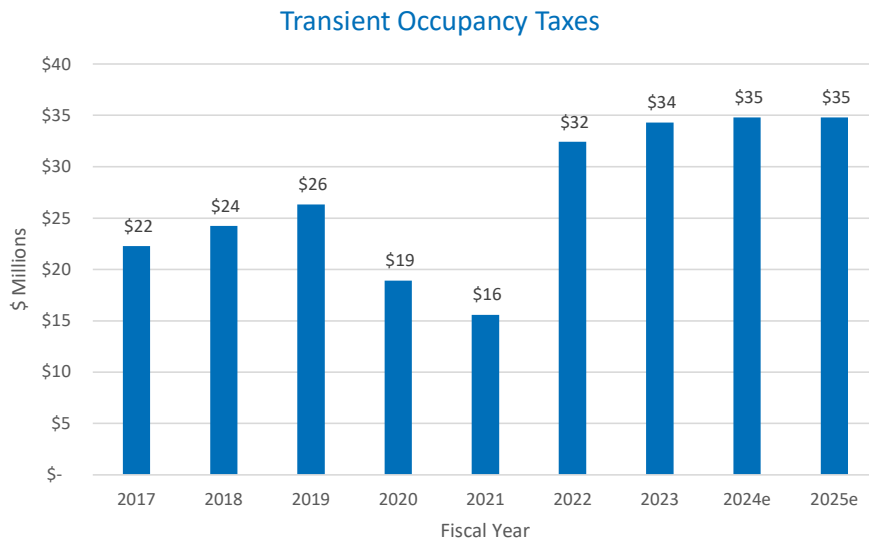


Sales Tax revenues generally move in step with economic conditions and overall, Carlsbad’s economy has absorbed the inflationary increases experienced since 2021. The restrictions resulting from the COVID-19 pandemic led to increases in segments like auto sales, construction, drug store sales, chemical products, food markets and recreational products, while others like restaurants and general retail took a major hit. With the pandemic and its fiscal impacts behind us, the uncertainty stems from lingering inflation, whether the rise in interest rates will lower inflation levels adequately, and the timing for when the Federal Reserve will begin lowering interest rate targets in the future.

Sales tax revenues improved markedly up until fiscal year 2019-20, peaking in fiscal year 2018-19 at \$40.8 million. The onset of the pandemic in March 2020 resulted in swift reductions in sales tax revenues and the city ended the year with \$38 million in sales tax revenues. During fiscal year 2020-21, sales tax levels generally correlated with shelter-in-place mandates. As restrictions were lifted, the city’s sales tax levels recovered—the city ended fiscal year 2020-21 with \$44 million in sales tax revenues. Fiscal year 2021-22 experienced the most accelerated recovery, ending the year at a historic high of \$51.2 million in sales tax revenues. The fiscal year 2022-23 and 2023-24 sales tax estimates reflected uncertainty surrounding market and economic conditions like inflation and impacts to disposable income. Despite the levels of inflation, growth has been positive over this period; however, we are beginning to see some industry groups cool off compared to previous periods. With inflation still increasing at a rate higher than desired by the Federal Reserve as well as existing recessionary risk, staff have proposed a conservative estimate of \$59.4 million in budgeted revenue for fiscal year 2024-25 which represents an increase of \$0.5 million, or 0.8%, over fiscal year 2023-24 estimates.

As indicated in the chart above, the city’s sales tax base is heavily weighted in the transportation (comprised heavily of new auto sales) and general retail sectors, which combined, account for over half of the taxable sales in Carlsbad. New auto sales are highly elastic—or responsive to changes in price—in comparison to economic trends, and tax revenues from new auto sales fell precipitously during the recession, from \$6.7 million in 2007 to \$4.4 million in 2009. Since that dip, auto sales tax revenues have grown steadily and reached a high of \$17.1 million for the four quarters ended December 31, 2023. With general retail sales tax suffering for the year ended December 31, 2020, and recovering in the year after, the most recent four quarters have shown full recovery as of calendar year 2022, but growth has leveled off during calendar year 2023.

Sales tax revenues include those received under Proposition 72, a 0.5 cent increase in California sales tax for the funding of local public safety services.



The third highest General Fund revenue source is **Transient Occupancy Tax**, also known as TOT or hotel tax. TOT was the revenue category most adversely impacted by COVID-19. From historic highs of \$26 million in fiscal year 2018-19, the city experienced year-over-year decreases of 27% and 16%. Recovery from the pandemic was estimated conservatively; however, fiscal year 2021-22 proved otherwise, reaching a historic high of \$32.4 million driven by the easing of restrictions, pent-up demand and an increase in average daily room rates. This trend continued in fiscal year 2022-23, whereby actual revenues exceeded conservative estimates that were applied to account for sustained levels of unprecedented inflation. Fiscal year 2023-24 is the first year in which year-over-year quarterly comparisons indicate a revenue slow down. It is estimated that fiscal year 2023-24 revenues will exceed the prior year, but future growth may be tempered by inflation, tourism demand and its impact on average daily room rates.

Franchise Tax revenue has grown moderately in recent years and is projected at \$8.9 million in fiscal year 2024-25. Franchise taxes are paid by certain industries that use the city’s right-of-way to conduct their business. The city currently has franchise agreements for cable TV service, solid waste services, cell sites, fiber optic antenna systems and gas and electric services. The solid waste franchise fee has experienced minor revenue increases that mirror growth in population and changes in rate structures. Cable TV franchise revenue is expected to remain relatively consistent from \$2.0 million in

fiscal year 2023-24 to \$2.1 million in fiscal year 2024-25. This revenue source will most likely remain stable or decline in future years as more subscribers cut cable services and move to online streaming services.

In April 2021, a new franchise agreement for solid waste was approved with Republic Services of San Diego. The city receives 7.5% of revenues collected as well as an annual payment of \$0.8 million in support of AB 939 and \$1.3 million storm water fee. The increase in fiscal year 2024-25 is relatively modest compared to the increase experienced in fiscal year 2022-23 that was driven by the \$0.8 million payment to assist with AB 939.

San Diego Gas & Electric pays franchise taxes for the use of the public land over which they transport gas and electricity. The city also receives an “in-lieu” franchise tax based on the value of gas and electricity transported on SDG&E lines but purchased from another source. The “in-lieu” tax captures the franchise taxes on gas and electricity that is transported using public lands, which would not otherwise be included in the calculations for franchise taxes due to deregulation of the power industry. This revenue source experienced a significant increase in fiscal year 2022-23 of \$919,000 due to price increases but is expected to remain relatively flat over the next several years.

Business license taxes are closely tied to the health of the local economy and are projected to increase to \$6.6 million in fiscal year 2024-25. This represents growth of \$0.2 million or 3% when compared to last year’s current estimates. Increases in business license taxes correlate with sales tax revenue increases as businesses either pay taxes based on the amount of their gross receipts or based on set fees. There are currently about 9,529 licensed businesses in the City of Carlsbad, 63 less than in the prior year with 6,630 of them located in the city.

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

Over the last 10 years development-related revenues have fluctuated in line with increases and decreases in residential, commercial and industrial development. In fiscal year 2024-25 the city expects a 16% increase in development related revenues to approximately \$3.4 million. This follows lower than anticipated development activity occurring in fiscal year 2023-24. The projected increase in development-related revenues is tied to the volume and type of development projected to be permitted, multi-family versus single-family, and the revenues derived from building fees which occur in the early stages of development. Increases applied to these charges for services are made in accordance with City Council Policy No. 95 – Cost Recovery.



Interdepartmental charges are generated through engineering services charged to capital projects, reimbursed work from other funds and miscellaneous interdepartmental expenses charged to funds outside the General Fund for services performed by departments within the General Fund. Miscellaneous interdepartmental charges are expected to decrease by 10.9% compared to the prior year's adopted budget, as a result of the city's regular update to its citywide cost allocation, which drives the revenue allocations.

Income from investments and property include interest earnings as well as rental income from city-owned land and facilities. The city is expected to earn about \$4.1 million in interest on its General Fund investments for fiscal year 2024-25 and another \$3.0 million in rental and lease income. The yield on the city's portfolio is forecasted to average 2.4% and cash balances are expected to remain flat as increases in receipts are projected to be offset by increases in expenditures as the City Council's goals are operationalized.

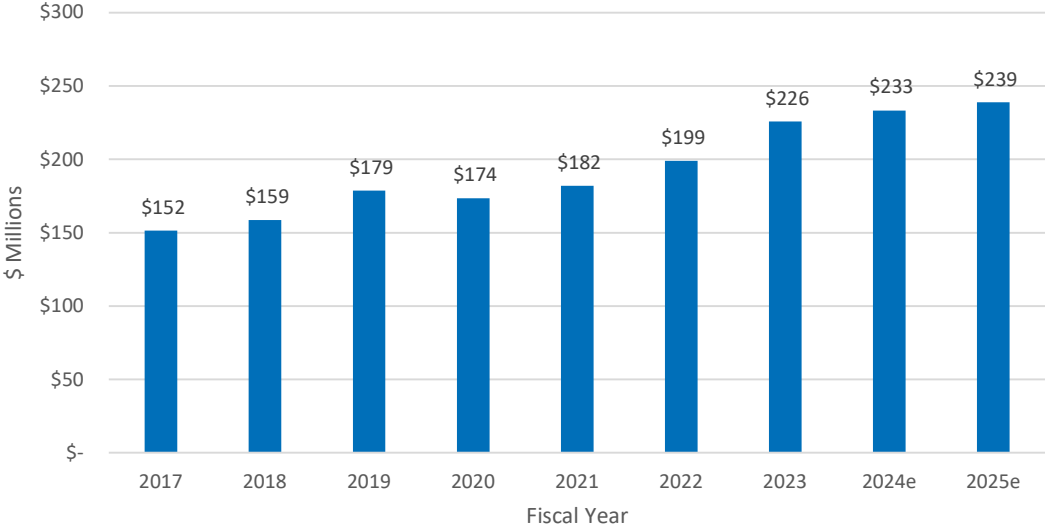
Ambulance fee revenues are estimated to increase \$0.4 million over last year's estimates, from \$7.2 million to \$7.7 million. This increase is driven by a combination of the Fire Department's recent fee study implementation, the addition of two medical transports, the Ground Emergency Medical Transportation Certified Public Expenditure Program, which helps cover uncompensated costs for Medi-Cal fee-for-service transports, and the participation in the Public Provider Ground Emergency Medical Transport Intergovernmental Transfer Program which will provide add-on reimbursement payments to help cover uncompensated costs in the future.

Transfer taxes are those taxes paid to the county upon the transfer of interests in real estate. The tax is \$1.10 per \$1,000 of property value, split equally between the county and the city. Carlsbad expects to receive approximately \$1.7 million in transfer taxes for fiscal year 2024-25 which is a 3.2% increase from fiscal year 2023-24 estimates. The residential real estate market continues to remain strong; however, this will likely be influenced by the Federal Reserve's actions regarding interest rates. Housing prices in Carlsbad have increased in recent months and inventories are expected to remain low due to the insulated local demand.

Other intergovernmental revenues include miscellaneous receipts received from the state or federal governments as well as local school districts. With the city receiving its two annual American Rescue Plan Act payments in fiscal 2020-21 and fiscal year 2021-22 totaling \$12.6 million, intergovernmental revenues decreased substantially in fiscal year 2022-23 and are expected to remain relatively consistent in fiscal year 2024-25, in line with last year's estimates.

The **All other revenues** category includes fines and forfeitures, transfers in, miscellaneous reimbursed expenses, and other charges and fees. The estimate for fiscal year 2023-24 totals \$0.5 million and is expected at \$0.25 million in fiscal year 2024-25.

General Fund Revenues



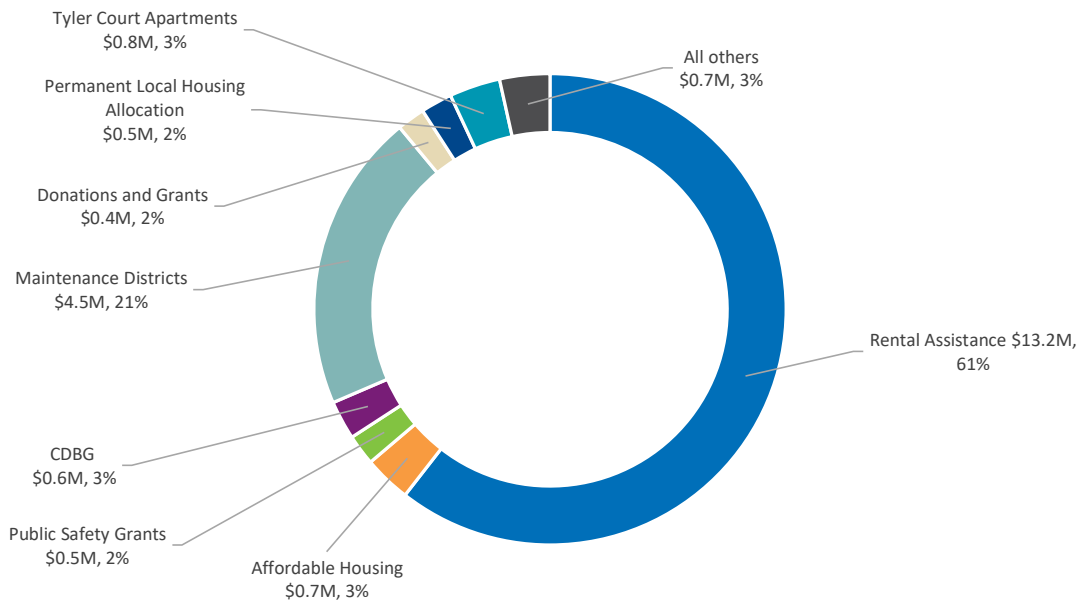
Overall, and as reflected in the bar chart above, General Fund revenues are expected to increase \$4.2 million or 1.8% from fiscal year 2023-24 estimates. The General Fund’s primary tax revenues are estimated to increase conservatively over last year’s estimates to account for the current economic uncertainty and risk of recession. Despite lingering inflation, the General Fund’s total revenues are expected to be bolstered by stable property tax values, a diversified sales tax base, and the implementation of the city’s cost recovery policy which increases fees for services in line with appropriate cost recovery levels.

Other Funds

Revenues from **Special Revenue** funds are expected to total \$21.9 million, a decrease of \$2.5 million or 10.4% from fiscal year 2023-24 estimates. Funds collected in this category are restricted to specified purposes. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

- Federal Grants (Rental Assistance and Community Development Block Grants)
- Special fees and assessments (Affordable Housing and maintenance assessment districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)

Special Revenue Funds
FY 2024-25 Budgeted Revenues \$21.9 Million



Compared to the fiscal year 2023-24 adopted budget, the most noteworthy changes in the Special Revenue funds occurred in the Encampment Resolution Fund, whereby the city received \$2.4 million of one-time grant revenue in fiscal year 2023-24 that it will not receive again in fiscal year 2024-25. The other significant change is in the Rental Assistance Fund, where increases of \$1.0 million are expected to occur compared to fiscal year 2023-24 estimates. These revenues are primarily funded from federal grants.

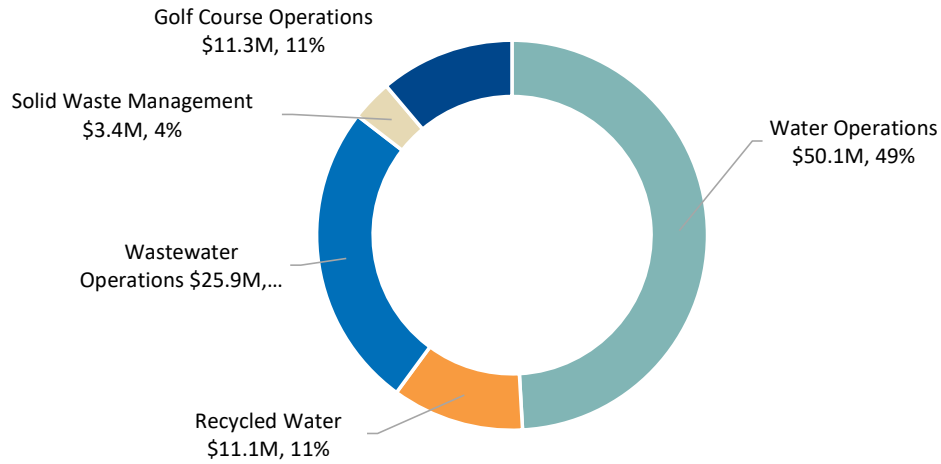
There is no revenue budgeted in the [Successor Agency Housing Trust Fund](#), other than interest income from remaining funds. Although the Carlsbad Redevelopment Agency has been dissolved, the California Department of Finance has approved the repayment of the approximately \$8.1 million (plus accrued interest) loaned to both the city’s former redevelopment areas by the General Fund as well as debt service payments remaining on the former agency’s 1993 Tax Allocation Refunding Bonds. All outstanding loans and interest accrued have been paid to the city by the end of fiscal year 2020-21 and debt service payments were completed in fiscal year 2023-24.

[Enterprise](#) fund revenues for fiscal year 2024-25 are projected at \$101.9 million representing an increase of 8.0% or \$7.5 million over fiscal year 2023-24 estimates. The revenue breakdown by activity is shown in the graph below.

Enterprise funds are similar to a business in that rates are charged to support the operations that supply the goods or services. Carlsbad enterprise funds include water and recycled water delivery, wastewater services, solid waste management and the operation of a municipal golf course.

The [Water](#) Enterprise Fund revenue for fiscal year 2024-25 is estimated at \$50.1 million representing an increase of \$2.5 million or 5.3% when compared to fiscal year 2023-24 revenue estimates. This is driven by increases in water delivery charges. Projected revenues for [Recycled Water](#) of \$11.1 million are expected to increase by \$1.4 million or 14.4% as minor customer growth is expected and a 1% rate increase is forecasted.

Enterprise Funds
FY 2024-25 Budgeted Revenues \$101.9 million



Forecasted revenues for **Wastewater** are \$25.9 million representing a 14.2% or \$3.2 million increase over fiscal year 2023-24 estimates. This increased estimate is largely driven by rate increases of 20% in 2023 to support rising treatment costs and aging infrastructure costs.

Estimated revenues from operations of the **Golf Course** are \$11.3 million, a slight increase of \$0.3 million or 3.1% when compared to fiscal year 2023-24 estimates.

Solid Waste Management revenues are projected at \$3.4 million, consistent with fiscal year 2023-24 estimates.

Internal Service funds project estimated revenues of \$53.1 million for fiscal year 2024-25 representing an increase of 14.8% or \$6.9 million over fiscal year 2023-24 projections. This increase is driven by a one-time transfer from the General Fund of \$7 million to fund Workers' Compensation, along with increases corresponding with rising costs across all internal service funds.

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

A recent actuarial review of the **Workers' Compensation** fund determined that the city should continue to set aside cash reserves in anticipation of future workers' compensation claims. To achieve this, charges to city departments need to increase by 10-15% annually over the next several years. These planned increases went into effect in fiscal year 2021-22 and are continuing into fiscal year 2024-25. The fiscal year 2024-25 operating budget includes \$14.5 million for Workers' Compensation, including a one-time transfer from the General Fund of \$7.0 million, and \$8.0 million for Risk Management.

Vehicle Maintenance and **Replacement** charges are budgeted at \$4.1 million and \$7.2 million, respectively. Vehicle Maintenance revenues are up compared to fiscal year 2023-24 estimates primarily due increasing fuel costs. Vehicle replacement costs rise when the number of vehicles and the price of new vehicles or the cost to maintain those vehicles increases. For example, many older generation sedans at the end of their useful lives are now being replaced with hybrids and plug-in hybrids at a higher per unit cost. There have also been significant cost increases over the last several years in specialized vehicles such as fire trucks and ambulances as well as supply chain disruptions and unprecedented inflation that have significantly driven up prices.

Information Technology charges to departments have increased by 11.9% or \$2.1 million when compared to fiscal year 2023-24 estimates. The main reason for this increase is due to a departmental reorganization of the city's innovation group, bringing the group into the Internal Service Fund budget. The increase is also attributable to contractual increases to existing service contracts.

Internal Service Fund Allocation Methodology

Most of the revenue for the city's internal service funds is generated from internal service charges. The expenses of each fund are budgeted for and then allocated to other funds on an annual basis. Each fund uses a different allocation basis to charge other funds for its costs, summarized below.

- Vehicle Replacement – Based on equipment assigned to departments.
- Vehicle Maintenance – A combination of fixed and variable maintenance charges. Fixed maintenance charges are based on a three-year average of maintenance costs in combination with budgeted labor costs. Variable maintenance charges are based on actuals.
- Information Technology Operations – A combination of computers per department for citywide maintenance/licensing and direct charges for department-specific items.
- Information Technology Replacement – Based on a combination of equipment and hardware specifically assigned to a department and for infrastructure hardware an allocation based on computers per department as a percentage of citywide computers.
- Workers' Compensation – Based on a combination of personnel count and five-year average claims costs by department.
- General Liability – Based on a combination of personnel count, five-year average claims costs by department and vehicles assigned to departments.

OPERATING BUDGET EXPENDITURE SUMMARY

The city's Operating Budget for fiscal year 2024-25 totals \$419.0 million, which represents an increase of about \$41.7 million or 11.1% as compared to the adopted fiscal year 2023-24 budget. A summary of the changes in each of the city's programs will be discussed below. Further information about each program can be found in the individual program summary pages.

BUDGET EXPENDITURE SUMMARY

By Fund Type
(In Millions)

	Budget 2023-24	Budget 2024-25	\$ Change	% Change
General Fund	\$ 216.9	\$ 238.5	\$ 21.5	10.0%
Special Revenue	20.2	21.3	1.0	5.5%
Enterprise	105.7	118.5	12.7	12.1%
Internal Service	33.3	40.7	7.4	22.2%
Successor Agency Housing Trust	1.1	-	(1.0)	-100.0%
Total	\$ 377.3	\$ 419.0	\$ 41.7	11.1%

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

To ensure the city continues to maintain a balanced budget and analyze its use of taxpayer dollars, the City Manager asked departments to reduce their existing budgets for fiscal year 2023-24 and decrease discretionary spending wherever possible. While administrative leadership's direction for the fiscal year 2024-25 budget cycle does not propose a mandated budget reduction by each department, it will continue the expectation that staff incorporate opportunities to do business more efficiently and focus on spending areas that can be reduced with little to no impact on the community. In response to City Council feedback requesting staff identify ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As a result, 12 full-time equivalent positions are recommended for elimination as part of the fiscal year 2024-25 budget. This directive came after budget reductions of nearly 2% and 3% were achieved in fiscal year 2022-23 and 2023-24, respectively. These efforts contributed to the city's ability to present a balanced budget in fiscal year 2024-25 push the projected deficit further out to the future. The reductions proposed were carefully evaluated to ensure ongoing service level impacts were mitigated as much as possible.

The total Operating Budget for the [General Fund](#) for fiscal year 2024-25 is \$238.5 million which is \$21.5 million or 9.9% more than the previous year's adopted budget of \$216.9 million. These changes are discussed in more detail on the following pages.

GENERAL FUND SUMMARY

**By Expenditure Type
(In Millions)**

	Budget 2023-24	Budget 2024-25	\$ Change	% Change
Personnel	\$ 130.1	\$ 134.7	\$ 4.6	3.6%
<i>Personnel, gross</i>	132.1	136.7	4.6	3.5%
<i>Vacancy Savings</i>	(2.0)	(2.0)	-	0.0%
Maintenance & Operations	64.9	65.6	0.7	1.3%
Capital Outlay	0.1	0.5	0.4	586.2%
Transfers	21.9	37.5	15.6	71.4%
Subtotal	\$ 217.0	\$ 238.5	\$ 21.5	9.9%

Personnel costs make up 57% of the General Fund budget. The total personnel budget for fiscal year 2024-25 is \$134.7 million which is \$4.6 million or 3.6% greater than the previous year’s total personnel budget of \$130.1 million. This is driven by an increase in CalPERS’ unfunded liability payment, negotiated compensation increases as well as anticipated step increases. In fiscal year 2024-25, the preliminary budget continues to propose including a line item for “vacancy savings.” This represents the estimated amount of budgeted personnel savings that will be realized by the end of the fiscal year. This mechanism is proposed for multiple reasons: (1) budgeting for vacancy savings reduces the total amount of the General Fund budget, (2) budgeted personnel costs more closely align with actual personnel costs over the course of the fiscal year, (3) historically, the city would bring recommendations to repurpose budget savings at the mid-year point of the fiscal year. This mechanism pre-emptively achieves that objective, and (4) budgeting vacancy savings will achieve alignment with the city’s 10-year forecast which has historically included a line item for vacancy savings.

GENERAL FUND

Personnel Costs

(In Millions)

	Budget 2023-24	Budget 2024-25	\$ Change	% Change
Salaries and Wages	\$ 88.5	89.8	1.3	1.5%
<i>Salaries and Wages, gross</i>	90.5	91.8	1.3	1.4%
<i>Vacancy Savings</i>	(2.0)	(2.0)	-	0.0%
Retirement Benefits	23.2	25.3	2.1	9.1%
Health Insurance	10.7	10.9	0.2	2.3%
Other Personnel	7.7	8.6	0.9	11.9%
Total	\$ 130.1	\$ 134.7	\$ 4.6	3.5%

The table above shows the breakdown of personnel costs for the General Fund. General Fund salaries include full-time and part-time staff costs and are expected to increase in fiscal year 2024-25 by \$1.3 million or 1.5%. The increase is primarily due to negotiated salary increases offset by a reduction in total full-time equivalents of 9.7. The full-time staffing changes are listed on the following page.

General Fund:

- (1) Management Analyst – Office of the City Manager (Vacant)
- (1) Senior Office Specialist – Office of the City Council (Vacant)
- (1) Deputy City Clerk – City Clerk (Vacant)
- (1) Lead Librarian – Library & Cultural Arts (Vacant)
- (0.7) Production Technician – Library & Cultural Arts (Vacant)
- (1) Parks Maintenance Worker – Parks & Recreation (Vacant)
- (1) Associate Engineer – Community Development (Vacant)
- (1) Chief Innovation Officer – Innovation & Economic Development
- (1) Senior Program Manager for Diversity, Equity & Inclusion (DEI) – Human Resources
- (0.5) Administrative Assistant – Administrative Services (Part-time)
- (0.5) Hourly Professional – Communication & Engagement (Part-time)

Non-General Fund:

- (1) System Specialist – Information Technology (Vacant)
- (1) Senior Environmental Specialist – Environmental Sustainability (Vacant)
- (0.3) Production Technician – Library & Cultural Arts (Vacant)

Retirement Benefits Cost

CalPERS administers the city’s defined benefit pension plan and costs have been increasing in past years as CalPERS addresses a structural shortfall in plan assets to cover unfunded liabilities. As part of CalPERS’ strategy to ensure the plan’s sustainability, CalPERS deliberately raised participating agencies’ contributions over several years to improve the plan’s long-term funded status. The pension system continues to pursue tactics in support of its strategy to ensure plan sustainability such as investing in assets with the objective of achieving a long-term rate of return that meets or exceeds 7%. While pension costs are increasing, there is some downward pressure on costs as new employees receive lower pension benefits. CalPERS has taken significant steps to ensuring plan sustainability, but pension costs still pose a significant risk on the city’s cost profile.

In support of CalPERS strategies for plan sustainability and as part of the city’s strategic, long-term approach to financial management, the city actively manages its unfunded pension liability. Since fiscal year 2016-17, the City Council has approved additional discretionary contributions of \$56.4 million to decrease future costs of the city’s unfunded actuarial liability and achieve a funded status of 80% in accordance with City Council Policy Statement No. 86. This active management helps ensure that resources are available to fulfill the city’s contractual promises to its employees and minimizes the chance that funding these pension benefits will interfere with the city’s ability to provide essential public services. Fiscal year 2024-25 reflects \$12.7 million of city contributions required to make up for CalPERS’ abysmal investment performance in fiscal year 2021-22. This represents an increase of \$2.5 million or 25% compared to the previous year.

In support of CalPERS strategies for plan sustainability, and as part of the city’s strategic, long-term approach to financial management, the city actively manages its unfunded pension liability.

General Fund **Health Insurance** costs in the General Fund are increasing slightly from \$10.7 million to \$10.9 million. **Other Personnel Costs** include workers' compensation expenses and other miscellaneous costs such as Medicare, unemployment and disability which are increasing collectively by \$0.9 million or 11.9%.

Maintenance and Operations costs represent about 27.6% of the total General Fund budget and include the budgets for all program expenses other than personnel, capital outlay and transfers. Overall, total maintenance and operations costs are projected at \$65.7 million, which represents an increase of about \$0.8 million or 1.3% for fiscal year 2024-25 when compared to fiscal year 2023-24. Fiscal year 2021-22 and 2022-23 experienced inflationary increases ranging between 4.1% and 8.3% which drove the city's need to contain costs and identify areas for reduction with minimal service level impacts. Although inflation has declined compared to previous periods, it is still ranging between 3.6% and 5.2% thus far in fiscal year 2023-24. While it is expected that inflation will continue to slowly decrease, much uncertainty remains around the Federal Reserve's actions to adjust target interest rates. As a result, the fiscal year 2024-25 proposes a minimal increase to maintenance and operations given the lingering inflation in the economy.

Capital Outlay includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$0.5 million are budgeted in the General Fund for fiscal year 2024-25. This represents an increase of \$0.4 million and is primarily due to the Police Department's need to purchase AED replacements for its fleet of vehicles in the upcoming year.

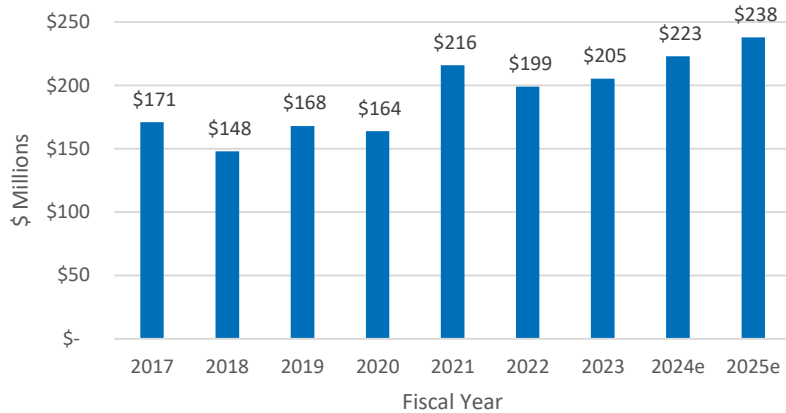
Operating Costs Associated with Capital Investments

As the city completes major capital projects, the costs of maintaining and operating the facilities and improvements, including additional personnel, if necessary, are added to departmental operating budgets. The city's Capital Improvement Program and Strategic Digital Transformation Investment Program budgets include future projected operating impacts, which are estimated in the tables found in sections H and I, respectively.

Advances

Advances and repayments of prior advances are amounts anticipated to be transferred from the General Fund to other city funds with expectation of repayment in future years. No General Fund advances are included in this year's operating budget.

General Fund Expenditures



Expenditures in the General Fund remained relatively consistent until fiscal year 2016-17, when the expenditures included \$25.3 million in one-time costs, including \$10.5 million for a transfer to the Capital Improvement Program for Fire Station 2 reconstruction and \$14.8 million to pay off the golf course construction bonds.

The expenditures for fiscal year 2017-18 reflect a substantial decrease due to the one-time costs reflected in fiscal year 2016-17. These cost reductions were partially offset by an additional one-time payment to CalPERS to address the city’s unfunded pension liability, the addition of nine staff members, additional legal and expert costs associated with the county airport expansion and the Safety Training Center lawsuit, higher personnel costs due to normal salary and benefit increases and higher mutual aid costs.

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

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

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

Fiscal year 2022-23 expenditures include the addition of 24 full-time employees as well as a number of new one-time requests to execute City Council goals, as well as a total of \$10.6 million in one-time transfers to fund Workers’ Compensation, Risk Management, and Fleet Maintenance. Lastly, a \$2 million allocation was approved to fund the Safer Streets local emergency.

Fiscal year 2023-24 expenditures include budget reductions of approximately 3% of the base maintenance and operations budget, offset by negotiated compensation and contractual benefit increases. Additionally, a \$5.2 million allocation was approved for the Carlsbad Village Trenching Project.

Another way of looking at the General Fund budget is by [Program Expenditures](#). The chart below compares the total fiscal year 2024-25 budget to those amounts adopted in the previous year. A detailed description of each department, its services, budget summary and department accomplishments and priorities can be found in the department program summary pages.

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

GENERAL FUND EXPENDITURES					
By Department					
(In Millions)					
	Budget	Budget	\$	%	
	2023-24	2024-25	Change	Change	
Administrative Services - Administration	\$ 0.7	\$ 1.0	0.3	22.0%	
Administrative Services - Finance	5.3	5.6	0.3	5.8%	
Administrative Services - Human Resources	5.0	5.1	0.1	2.1%	
Administrative Services - Economic Development	2.6	0.7	(1.9)	-72.0%	
Community Services - Administration	0.6	0.6	-	1.2%	
Community Services - Community Development	11.0	11.0	-	-0.1%	
Community Services - Housing & Homeless Services	2.8	3.2	0.4	16.9%	
Community Services - Library & Cultural Arts	13.6	14.5	0.9	6.5%	
Community Services - Parks & Recreation	21.1	22.8	1.7	8.1%	
Policy & Leadership Group	8.4	8.4	-	0.4%	
Public Safety - Fire	37.9	41.8	3.9	10.3%	
Public Safety - Police	55.6	60.2	4.6	8.2%	
Public Works - Administration	1.6	1.6	-	-1.9%	
Public Works - Construction Mgmt. & Inspection	3.3	3.1	(0.2)	-5.8%	
Public Works - Environmental Sustainability	1.2	1.2	-	2.7%	
Public Works - Facilities	7.5	7.2	(0.3)	-4.1%	
Public Works - Transportation	9.7	10.8	1.1	10.4%	
Non-Departmental	29.0	39.7	10.7	37.1%	
Total	\$ 216.9	\$ 238.5	\$ 21.6	9.9%	

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

- \$14.4 million split evenly between the Infrastructure Replacement Fund, General Capital Construction Fund and the Technology Investment Capital Fund (\$4.8 million each). This will fund major new construction, maintenance and replacement of city infrastructure and facilities, and the city's future technology needs. This represents 6% of budgeted General Fund revenues and is in line with the requirements set forth in Council Policy No. 91 – Long Term General Fund Capital Funding Policy.

- \$13.8 million in additional transfers to the General Capital Construction Fund resulting from the estimated General Fund surplus. The General Capital Construction Fund is funded by the General Fund and includes many capital projects programmed in the future. The level of funding necessary to fully fund these projects is an increasing concern. This one-time transfer amount will assist with funding the city’s general capital construction into the future.
- \$7.0 million in additional transfers to the Workers’ Compensation Fund in an effort to increase the program’s reserve to achieve a funded status of approximately 85%. This level of funding is consistent with actuarial standards and in accordance with recommendations from the city’s external auditors.
- \$0.4 million to the Storm Water Program for reimbursement of the General Fund portion of Storm Water expenses.
- \$1.5 million to the Median Maintenance and Street Tree Maintenance Special Revenue Funds to cover cash shortfalls, as annual assessments collected from property owners do not cover annual operating expenditures. Annual assessments can only be increased with a majority vote of the property owners.
- \$0.6 million to the Fleet Replacement Fund for historical chargebacks related to a Police Department vehicle purchase.

General Fund Summary

The operating budget for fiscal year 2024-25 provides a balanced General Fund budget for the coming fiscal year with General Fund revenue estimates exceeding General Fund budgeted expenditures by \$0.6 million.

Fiscal Year 2024-25 General Fund Operating Budget

General Fund fiscal year 2024-25 revenue estimates	\$239.1 million
General Fund fiscal year 2024-25 preliminary expenditures	<u>\$238.5 million</u>
Projected operating surplus for fiscal year 2024-25	\$ 0.6 million

General Fund Reserves

Projected unassigned balance at June 30, 2024	\$148.4 million
Plus: projected fiscal year 2023-24 surplus	\$ 0.6 million
Less: asset replacement reserve allocation	<u>\$ (17.5 million)</u>
Equals: projected unassigned balance at June 30, 2025	\$131.5 million

Asset Replacement Reserve

The city commits to maintaining its large machinery and equipment inventory. When an asset is procured, it begins depreciating the moment it is put into service and needs to be replaced at the end of its respective useful life. The city’s large equipment inventory represents approximately \$60 million of the city’s total fixed assets. On an annual basis, this translates to a significant financial need and commitment to maintain the inventory. In an effort to not only prioritize these purchases, but to strategically plan for the ongoing financial impacts, staff recommend establishing a General Fund

Asset Replacement Reserve. Separate and apart from the General Fund Reserve (City Council Policy No. 74), this Asset Replacement Reserve will serve as a mechanism for funding large machinery and equipment needs without impacting the General Fund Reserve or annual budget surplus year after year. As of fiscal year 2024-25, and for the next 10 fiscal years, a total of \$17.5 million is projected to be needed to fund asset replacement costs in the General Fund.

Changes in Other Funds

Special Revenue funds are budgeted at \$21.3 million representing an increase in expenditures of 5.1% or \$1.0 million when compared to fiscal year 2023-24. Other than a \$2.0 million increase in rental assistance programming and \$1.1 million decrease for one-time Permanent Local Housing Allocation grant funds, spending in most Special Revenue Fund programs is expected to remain relatively consistent with the prior year.

Expenditure increases of \$2.0 million or 17.5% are planned in the Rental Assistance Fund largely because of program expansion and corresponding increase in rental assistance payments. This reflects additional revenue received from federally funded programs to assist more lower-income households in Carlsbad. The fiscal year 2024-25 expenditure budget is also \$1.1 million less than fiscal year 2022-23 due to one-time revenue received in the Permanent Local Housing Allocation Fund. These are state funds provided to local governments in California for housing-related projects and programs that assist in addressing the unmet housing needs of local communities.

Enterprise funds total \$118.5 million, which represents an increase of \$12.7 million or 12.1% over the fiscal year 2023-24 adopted budget. The Potable Water and Recycled Water funds continue to operate and maintain critical infrastructure systems and provide the safe delivery of drinking water, conservation outreach and treated irrigation water. The cost of purchased water continues to increase, causing an overall increase in the Potable Water budget. The Wastewater fund provides reliable wastewater collection services. The budget for this fund's increase is primarily due to an increase in the transfers out to fund its related capital improvement fund.

The **Internal Service** funds total \$40.7 million, which represents an overall increase of \$7.4 million or 22.3% over fiscal year 2023-24. Much of the increase in Workers' Compensation and Risk Management costs is attributable to rising insurance liability rates, claims filed and administrative costs. Vehicle Replacement is the largest contributor to the increase and driven by a higher number of more costly vehicles scheduled for purchase in the upcoming year. Information Technology is \$2.1 million or 12.4% higher than the previous year which is due to contractual service increases as well as a reorganization of staff from Innovation & Economic Development Department.

The budget for the **Successor Agency Housing** Trust Fund for fiscal year 2024-25 is decreasing by \$1.0 million compared to last year. The Recognized Obligation Payments Schedule identifies financial commitments of the former Redevelopment Agency, including the remaining scheduled debt service payments on the Redevelopment Agency bond issue, the outstanding loan from the city's General Fund and minor allowable administrative costs. The last debt service payment on the bond issue was completed in September 2023 and the city loan was paid off in fiscal year 2020-21. In fiscal year 2024-25, the city will work to complete the dissolution and close the fund.

Changes to Fund Balance

While the projected cumulative change in the city's non-major operating funds' ending balances is not significant, two major operating funds are projected to see changes in their fund balances greater than 10%. The Water Operations Fund is expected to decrease by 35.2% by the end of fiscal year 2024-25, largely due to increasing operations costs and cash transfers to account for depreciation. The Recycled Water Operations Fund is expected to increase because it is not completing a cash transfer to account for depreciation and the funding of capital projects in fiscal year 2024-25; the ability for the fund to complete this cash transfer will be reevaluated in future years.



PERSONNEL ALLOCATIONS

Department	Adopted Budget 2021-22	Adopted Budget 2022-23	Adopted Budget 2023-24	Preliminary Budget 2024-25
City Attorney	8.00	8.00	8.00	8.00
City Clerk Services	7.00	7.00	7.00	6.00
City Council	2.00	2.00	2.00	1.00
City Manager	7.00	7.00	7.00	6.00
City Treasurer	1.00	1.00	1.00	1.00
Communication & Engagement	7.00	9.00	9.00	9.00
Administrative Services - Administration	3.00	3.00	3.00	4.00
Finance	28.00	26.00	26.00	26.00
Human Resources	17.00	18.00	18.00	17.00
Information Technology	37.00	43.00	43.00	48.00
Innovation & Economic Development	4.00	9.00	9.00	1.00
Community Services - Administration	3.00	3.00	2.00	2.00
Community Development	53.00	52.00	52.00	51.00
Housing & Homeless Services	14.00	16.00	16.00	16.00
Library & Cultural Arts	52.50	51.00	53.00	51.00
Parks & Recreation	55.00	59.00	59.00	58.00
Fire	111.00	123.00	124.00	124.00
Police	186.00	187.00	187.00	187.00
Public Works	177.75	182.75	181.75	180.75
Total Full-Time Personnel	773.25	806.75	807.75	796.75
Hourly Full-Time Equivalent Personnel	193.81	180.90	167.84	166.79
Total	967.06	987.65	975.59	963.54



SCHEDULE OF PROJECTED FUND BALANCE

Fund	Beginning	Estimated	Estimated	Projected	Projected
	Fund Balance			Revenues	
	July 1, 2023			June 30, 2024	July 1, 2023
General Fund	\$ 136,840,376 *	\$ 234,882,619	\$ 223,333,352	\$ 148,389,643 *	8.4%
Special Revenue Funds					
Affordable Housing	14,360,256	1,264,318	364,206	15,260,368	6.3%
Agricultural Mitigation Fee	1,162,955	26,700	195,118	994,537	-14.5%
Buena Vista Channel Maintenance District	1,496,574	136,110	251,358	1,381,326	-7.7%
Citizens' Option for Public Safety	479,869	302,500	280,000	502,369	4.7%
Community Activity Grants	1,091,024	26,400	5,000	1,112,424	2.0%
Community Development Block Grant	216,543	986,965	970,000	233,508	7.8%
Continuum of Care	-	232,972	232,972	-	0.0%
Cultural Arts Donations	321,857	42,900	179,350	185,407	-42.4%
Encampment Resolution Fund	-	2,394,509	1,094,000	1,300,509	0.0%
Habitat Mitigation Fee	31	10,226	-	10,257	32987.1%
Library and Arts Endowments	259,331	6,300	6,000	259,631	0.1%
Library Gifts and Bequests	1,666,903	114,700	410,600	1,371,003	-17.8%
Lighting and Landscaping District 2	5,258,109	891,311	354,136	5,795,284	10.2%
Local Cable Infrastructure	701,326	285,000	568,020	418,306	-40.4%
Median Maintenance District	261,536	1,408,661	1,427,715	242,482	-7.3%
Opioid Settlement Fund	353,033	7,900	15,000	345,933	-2.0%
Parking In Lieu Fee	1,108,168	25,900	-	1,134,068	2.3%
Permanent Local Housing Allocation	-	696,260	310,319	385,941	0.0%
Police Asset Forfeiture	193,192	176,756	72,783	297,165	53.8%
Public Safety Grants	(70,799)	290,857	456,680	(236,622)	234.2%
Recreation Donations	310,317	34,100	52,570	291,847	-6.0%
Rental Assistance	70,824	12,227,649	12,205,365	93,108	31.5%
Senior Donations	285,400	27,000	23,238	289,162	1.3%
Street Lighting Maintenance District	2,699,003	1,057,508	1,202,937	2,553,574	-5.4%
Street Tree Maintenance District	176,929	1,012,481	924,191	265,219	49.9%
Tyler Court Apartments	98,725	694,895	730,800	62,820	-36.4%
Total Special Revenue Funds	32,501,106	24,380,878	22,332,358	34,549,626	6.3%
Enterprise Funds					
Water Operations	30,483,929	47,550,996	55,109,813	22,925,112	-24.8%
Recycled Water Operations	1,458,836	9,721,597	10,938,070	242,363	-83.4%
Wastewater Operations	15,067,417	22,675,900	24,180,157	13,563,160	-10.0%
Solid Waste Management	10,548,683	3,411,529	5,367,260	8,592,952	-18.5%
Golf Course	5,180,742	11,004,778	9,304,598	6,880,922	32.8%
Total Enterprise Funds	62,739,607	94,364,800	104,899,898	52,204,509	-16.8%
Internal Service Funds					
Workers' Compensation	209,638	8,416,210	5,161,119	3,464,729	1552.7%
Risk Management	(3,847,278)	12,247,660	6,726,887	1,673,495	-143.5%
Vehicle Maintenance	883,513	3,646,563	3,805,991	724,085	-18.0%
Vehicle Replacement	20,879,291	4,654,734	3,045,488	22,488,537	7.7%
Information Technology	9,377,219	17,317,111	17,357,258	9,337,072	-0.4%
Total Internal Service Funds	27,502,383	46,282,278	36,096,743	37,687,918	37.0%
Successor Agency Housing Trust Fund	1,131,055	44,618	1,008,833	166,840	-85.3%
Total Operating Funds	\$ 260,714,527	\$ 399,955,193	\$ 387,671,184	\$ 272,998,536	4.7%

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

SCHEDULE OF PROJECTED FUND BALANCE

Fund	Beginning	Estimated Revenues	Adopted Budget	Projected	Projected
	Fund Balance June 30, 2024			Ending Fund Balance June 30, 2025	Change as % of June 30, 2024 Fund Balance
General Fund	\$ 148,389,643 *	\$ 239,061,383	\$ 238,468,443	\$ 148,982,583 *	0.4%
Special Revenue Funds					
Affordable Housing	15,260,368	706,860	631,917	15,335,311	0.5%
Agricultural Mitigation Fee	994,537	26,060	-	1,020,597	2.6%
Buena Vista Channel Maintenance District	1,381,326	137,290	195,245	1,323,371	-4.2%
Citizens' Option for Public Safety	502,369	295,190	295,830	501,729	-0.1%
Community Activity Grants	1,112,424	27,990	30,000	1,110,414	-0.2%
Community Development Block Grant	233,508	583,215	548,215	268,508	15.0%
Continuum of Care	-	235,280	-	235,280	0.0%
Cultural Arts Donations	185,407	7,230	127,000	65,637	-64.6%
Encampment Resolution Fund	1,300,509	37,190	-	1,337,699	2.9%
Habitat Mitigation Fee	10,257	250	-	10,507	2.4%
Library and Arts Endowments	259,631	6,650	6,000	260,281	0.3%
Library Gifts and Bequests	1,371,003	41,690	455,903	956,790	-30.2%
Lighting and Landscaping District 2	5,795,284	912,480	367,500	6,340,264	9.4%
Local Cable Infrastructure	418,306	285,940	506,862	197,384	-52.8%
Median Maintenance District	242,482	1,378,180	1,409,906	210,756	-13.1%
Opioid Settlement Fund	345,933	111,609	103,059	354,483	2.5%
Parking In Lieu Fee	1,134,068	27,080	57,120	1,104,028	-2.7%
Permanent Local Housing Allocation	385,941	466,244	-	852,185	120.8%
Police Asset Forfeiture	297,165	7,770	95,000	209,935	-29.4%
Public Safety Grants	(236,622)	457,898	169,950	51,326	-121.7%
Recreation Donations	291,847	34,440	81,200	245,087	-16.0%
Rental Assistance	93,108	13,227,900	13,319,728	1,280	-98.6%
Senior Donations	289,162	27,500	33,500	283,162	-2.1%
Street Lighting Maintenance District	2,553,574	1,069,780	1,176,445	2,446,909	-4.2%
Street Tree Maintenance District	265,219	980,200	1,024,573	220,846	-16.7%
Tyler Court Apartments	62,820	761,949	652,310	172,459	174.5%
Total Special Revenue Funds	34,549,626	21,853,865	21,287,263	35,116,228	1.6%
Enterprise Funds					
Water Operations	22,925,112	50,085,356	58,158,391	14,852,077	-35.2%
Recycled Water Operations	242,363	11,121,779	10,814,449	549,693	126.8%
Wastewater Operations	13,563,160	25,890,480	33,253,062	6,200,578	-54.3%
Solid Waste Management	8,592,952	3,447,940	5,544,246	6,496,646	-24.4%
Golf Course	6,880,922	11,343,000	10,726,000	7,497,922	9.0%
Total Enterprise Funds	52,204,509	101,888,555	118,496,148	35,596,916	-31.8%
Internal Service Funds					
Workers' Compensation	3,464,729	14,511,420	5,988,115	11,988,034	246.0%
Risk Management	1,673,495	7,970,610	7,397,470	2,246,635	34.3%
Vehicle Maintenance	724,085	4,062,754	4,012,861	773,978	6.9%
Vehicle Replacement	22,488,537	7,217,461	4,598,574	25,107,424	11.7%
Information Technology	9,337,072	19,377,057	18,705,537	10,008,592	7.2%
Total Internal Service Funds	37,687,918	53,139,302	40,702,557	50,124,663	33.0%
Successor Agency Housing Trust Fund	166,840	5,380	10,000	162,220	-2.8%
Total Operating Funds	\$ 272,998,536	\$ 415,948,485	\$ 418,964,411	\$ 269,982,610	-1.1%

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

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2022-23 Actuals	2023-24 Estimated Revenue	2024-25 Estimated Revenue	Change as % of 2023-24 Estimated	Difference 2023-24 to 2024-25
General Fund					
Taxes					
Property Tax	\$ 87,209,996	\$ 91,773,714	\$ 94,901,892	3.4%	\$ 3,128,178
Sales Tax	56,186,707	58,899,752	59,382,534	0.8%	482,782
Transient Occupancy Tax	34,280,239	34,776,940	34,776,940	0.0%	-
Franchise Tax	7,833,845	8,554,123	8,883,315	3.9%	329,192
Business License Tax	6,356,809	6,359,729	6,560,060	3.2%	200,331
Transfer Tax	1,367,481	1,624,950	1,676,136	3.2%	51,186
Total Taxes	193,235,077	201,989,208	206,180,877	2.1%	4,191,669
Intergovernmental					
Homeowners Exemption	340,152	248,146	245,000	-1.3%	(3,146)
Other Intergovernmental	2,055,728	957,466	684,000	-28.6%	(273,466)
Total Intergovernmental	2,395,880	1,205,612	929,000	-22.9%	(276,612)
Licenses and Permits					
Building Permits	2,201,438	2,000,000	2,400,000	20.0%	400,000
Other Licenses and Permits	985,067	905,261	973,500	7.5%	68,239
Total Licenses And Permits	3,186,505	2,905,261	3,373,500	16.1%	468,239
Charges for Services					
Planning Fees	593,890	773,500	817,000	5.6%	43,500
Building Department Fees	950,200	702,500	920,000	31.0%	217,500
Engineering Fees	990,363	690,000	872,000	26.4%	182,000
Ambulance Fees	4,368,825	7,225,000	7,650,000	5.9%	425,000
Recreation Fees	3,127,197	3,488,050	3,459,066	-0.8%	(28,984)
Other Charges or Fees	1,335,412	1,667,060	1,690,500	1.4%	23,440
Total Charges For Services	11,365,887	14,546,110	15,408,566	5.9%	862,456
Fines and Forfeitures	402,946	352,550	351,700	-0.2%	(850)
Income from Investments and Property	7,081,788	7,297,532	7,041,490	-3.5%	(256,042)
Interdepartmental Charges	5,991,590	6,091,266	5,427,750	-10.9%	(663,516)
Other Revenue Sources	2,199,856	495,080	348,500	-29.6%	(146,580)
Total General Fund	\$ 225,859,529	\$ 234,882,619	\$ 239,061,383	1.8%	\$ 4,178,764

* Interest is calculated on an amortized cost basis.

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2022-23 Actuals	2023-24 Estimated Revenue	2024-25 Estimated Revenue	Change as % of 2023-24 Estimated	Difference 2023-24 to 2024-25
Special Revenue Funds					
Affordable Housing					
Affordable Housing Fees	\$ 247,078	\$ 497,506	\$ 247,000	-50.4%	\$ (250,506)
Property Tax	-	-	-	0.0%	-
Interest Income	787,261	756,678	454,860	-39.9%	(301,818)
Other Revenue	50,913	10,134	5,000	-50.7%	(5,134)
Total Affordable Housing	1,085,252	1,264,318	706,860	-44.1%	(557,458)
Agricultural Mitigation Fee					
Agricultural Mitigation Fees	-	-	-	0.0%	-
Interest Income	14,587	26,700	26,060	-2.4%	(640)
Total Agricultural Mitigation Fee	14,587	26,700	26,060	-2.4%	(640)
Buena Vista Channel Maintenance					
Assessment Fees	82,037	100,000	100,000	0.0%	-
Interest Income	14,943	36,110	37,290	3.3%	1,180
Total Buena Vista Channel Maintenance	96,980	136,110	137,290	0.9%	1,180
Citizens' Option for Public Safety					
State Funding (AB3229)	294,013	290,000	280,000	-3.5%	(10,000)
Interest Income	375	12,500	15,190	21.5%	2,690
Total Citizens' Option For Public Safety	294,388	302,500	295,190	-2.4%	(7,310)
Community Activity Grants					
Interest Income	11,861	26,400	27,990	6.0%	1,590
Total Community Activity Grants	11,861	26,400	27,990	6.0%	1,590
Community Development Block Grant					
Federal Grant	508,874	545,490	548,215	0.5%	2,725
Interest Income	126,844	12,269	5,000	-59.3%	(7,269)
Other Revenue	503,972	429,206	30,000	-93.0%	(399,206)
Total Community Dev. Block Grant	1,139,690	986,965	583,215	-40.9%	(403,750)
Continuum of Care					
Federal Grant	-	232,972	235,280	1.0%	2,308
Total Cultural Arts Donations	-	232,972	235,280	1.0%	2,308
Cultural Arts Donations					
Donations	25,000	35,000	-	-100.0%	(35,000)
Interest Income	5,014	7,900	7,230	-8.5%	(670)
Total Cultural Arts Donations	30,014	42,900	7,230	-83.2%	(35,670)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2022-23 Actuals	2023-24 Estimated Revenue	2024-25 Estimated Revenue	Change as % of 2023-24 Estimated	Difference 2023-24 to 2024-25
Special Revenue Funds - Continued					
Encampment Resolution Fund					
State Grant	-	2,358,409	-	-100.0%	(2,358,409)
Interest Income	-	36,100	37,190	3.0%	1,090
Total Community Dev. Block Grant	-	2,394,509	37,190	-98.5%	(2,357,319)
Habitat Mitigation Fee					
Mitigation Fees	57,082	10,126	-	-100.0%	(10,126)
Interest Income	744	100	250	150.0%	150
Total Habitat Mitigation Fee	57,826	10,226	250	-97.6%	(9,976)
Library And Arts Endowment Fund					
Interest Income	\$ 2,971	\$ 6,300	\$ 6,650	5.6%	\$ 350
Total Library And Arts Endowment Fund	2,971	6,300	6,650	5.6%	350
Library Gifts/Bequests					
Gifts and Bequests	210,859	74,000	-	-100.0%	(74,000)
Interest Income	19,895	40,700	41,690	2.4%	990
Total Library Gifts/Bequests	230,754	114,700	41,690	-63.7%	(73,010)
Lighting And Landscaping District 2					
Assessment Fees	695,133	761,100	775,700	1.9%	14,600
Interest Income	35,857	130,211	136,780	5.0%	6,569
Total Lighting And Landscaping Dist. 2	730,990	891,311	912,480	2.4%	21,169
Local Cable Infrastructure Fund					
Cable Fees	284,652	275,000	275,000	0.0%	-
Interest Income	12,653	10,000	10,940	9.4%	940
Total Local Cable Infrastructure Fund	297,305	285,000	285,940	0.3%	940
Median Maintenance					
Assessment Fees	348,486	365,000	365,000	0.0%	-
Other	932,346	1,043,661	1,013,180	-2.9%	(30,481)
Total Median Maintenance	1,280,832	1,408,661	1,378,180	-2.2%	(30,481)
Opioid Settlement Fund					
Settlements	-	-	103,059	0.0%	103,059
Other Revenue	(9,874)	7,900	8,550	8.2%	650
Total Opioid Settlement	(9,874)	7,900	111,609	1312.8%	103,709
Parking In Lieu					
Parking In Lieu Fees	-	-	-	0.0%	-
Interest Income	14,577	25,900	27,080	4.6%	1,180
Total Parking In Lieu	14,577	25,900	27,080	4.6%	1,180
Permanent Local Housing Allocation					
State Grant	-	696,260	466,244	-33.0%	(230,016)
Total Police Grants	-	696,260	466,244	-33.0%	(230,016)
Police Asset Forfeiture					
Asset Forfeitures	-	171,056	-	-100.0%	(171,056)
Interest Income	4,640	5,700	7,770	36.3%	2,070
Total Police Asset Forfeiture	4,640	176,756	7,770	-95.6%	(168,986)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2022-23 Actuals	2023-24 Estimated Revenue	2024-25 Estimated Revenue	Change as % of 2023-24 Estimated	Difference 2023-24 to 2024-25
Special Revenue Funds - Continued					
Public Safety Grants					
Federal Grant	157,698	250,337	287,948	15.0%	37,611
State Grant	24,170	40,520	169,950	319.4%	129,430
Total Police Grants	181,868	290,857	457,898	57.4%	167,041
Recreation Donations					
Donations	62,489	26,600	26,600	0.0%	-
Interest Income	3,189	7,500	7,840	4.5%	340
Total Recreation Donations	65,678	34,100	34,440	1.0%	340
Rental Assistance					
Federal Grant	\$ 8,948,915	\$ 10,091,706	\$ 10,519,083	4.2%	\$ 427,377
Other Revenue	1,779,737	2,135,943	2,708,817	26.8%	572,874
Total Rental Assistance	10,728,652	12,227,649	13,227,900	8.2%	1,000,251
Senior Donations					
Donations	6,628	5,000	5,000	0.0%	-
Other Revenue	13,915	15,000	15,000	0.0%	-
Interest Income	4,215	7,000	7,500	7.1%	500
Total Senior Donations	24,758	27,000	27,500	1.9%	500
Street Lighting					
Assessment Fees	738,313	740,000	740,000	0.0%	-
Other Revenue	200,312	254,750	259,400	1.8%	4,650
Interest Income	29,109	62,758	70,380	12.2%	7,622
Total Street Lighting	967,734	1,057,508	1,069,780	1.2%	12,272
Street Tree Maintenance					
Assessment Fees	470,928	470,000	470,000	0.0%	-
Other Revenue	436,065	542,481	510,200	-6.0%	(32,281)
Total Street Tree Maintenance	906,993	1,012,481	980,200	-3.2%	(32,281)
Tyler Court Apartments					
Rental Income	676,682	689,010	757,017	9.9%	68,007
Other Revenue	187,863	5,885	4,932	-16.2%	(953)
Total Tyler Court Apartments	864,545	694,895	761,949	9.7%	67,054
Total Special Revenue Funds	\$ 19,023,021	\$ 24,380,878	\$ 21,853,865	-10.4%	\$ (2,527,013)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2022-23 Actuals	2023-24 Estimated Revenue	2024-25 Estimated Revenue	Change as % of 2023-24 Estimated	Difference 2023-24 to 2024-25
Enterprise Funds					
Water Operations					
Water Sales	\$ 24,824,736	\$ 29,000,000	\$ 30,900,000	6.6%	\$ 1,900,000
Ready-to-Serve charge	13,555,227	13,700,000	14,100,000	2.9%	400,000
Property Tax	5,108,843	2,811,856	3,105,800	10.5%	293,944
New Account Charges	94,990	110,064	110,000	-0.1%	(64)
Back-Flow Program Fees	168,414	168,800	170,000	0.7%	1,200
Penalty Fees	360,513	377,200	378,500	0.3%	1,300
Interest Income	627,447	733,976	660,456	-10.0%	(73,520)
Engineering Overhead	147,357	150,000	156,000	4.0%	6,000
Service Connection Fees	27,947	34,600	35,000	1.2%	400
Other Revenue	2,395,251	464,500	469,600	1.1%	5,100
Total Water Operations	47,310,725	47,550,996	50,085,356	5.3%	2,534,360
Recycled Water Operations					
Water Sales	5,672,065	6,500,000	7,400,000	13.9%	900,000
Ready-to-Serve charge	1,357,703	1,400,000	1,450,000	3.6%	50,000
Property Tax	-	1,703,964	1,878,000	10.2%	174,036
Interest Income	127,903	(258,549)	2,000	-100.8%	260,549
Other Revenue	359,817	376,182	391,779	4.2%	15,597
Total Recycled Water Operations	7,517,488	9,721,597	11,121,779	14.4%	1,400,182
Wastewater Operations					
Service Charges	19,484,190	22,000,000	25,200,000	14.6%	3,200,000
Misc. Sewer	5,821	6,000	6,000	0.0%	-
Engineering Overhead	131,964	180,000	187,200	4.0%	7,200
Penalty Fees	126,455	138,000	135,000	-2.2%	(3,000)
Interest Income	121,420	279,900	288,780	3.2%	8,880
Other Revenue	811,083	72,000	73,500	2.1%	1,500
Total Wastewater Operations	20,680,933	22,675,900	25,890,480	14.2%	3,214,580
Solid Waste Management					
Recycling Fees (AB939)	878,003	846,000	860,000	1.7%	14,000
Penalty Fees	1,461	-	-	0.0%	-
Trash Surcharge	1,365,561	1,375,000	1,400,000	1.8%	25,000
Interest Income	226,378	234,500	221,440	-5.6%	(13,060)
Other Revenue	1,094,313	956,029	966,500	1.1%	10,471
Total Solid Waste Management	3,565,716	3,411,529	3,447,940	1.1%	36,411
Golf Course Operations					
Charges for Services	10,966,531	10,781,677	11,134,000	3.3%	352,323
Interest Income	(38,049)	138,300	122,000	-11.8%	(16,300)
Other Revenue	106,093	84,801	87,000	2.6%	2,199
Total Golf Course Operations	11,034,575	11,004,778	11,343,000	3.1%	338,222
Total Enterprise Funds	\$ 90,109,437	\$ 94,364,800	\$ 101,888,555	8.0%	\$ 7,523,755

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2022-23 Actuals	2023-24 Estimated Revenue	2024-25 Estimated Revenue	Change as % of 2023-24 Estimated	Difference 2023-24 to 2024-25
Internal Service Funds					
Workers' Compensation					
Interdepartmental Charges	\$ 5,173,980	\$ 5,908,510	\$ 6,883,620	16.5%	\$ 975,110
Interest Income	(187,710)	557,700	627,800	12.6%	70,100
Other Revenue	7,622,896	1,950,000	7,000,000	259.0%	5,050,000
Total Workers' Compensation	12,609,166	8,416,210	14,511,420	72.4%	6,095,210
Risk Management					
Interdepartmental Charges	3,889,896	7,069,660	7,746,820	9.6%	677,160
Interest Income	103,181	124,000	179,790	45.0%	55,790
Other Revenue	1,057,017	5,054,000	44,000	-99.1%	(5,010,000)
Total Risk Management	5,050,094	12,247,660	7,970,610	-34.9%	(4,277,050)
Vehicle Maintenance					
Interdepartmental Charges	3,175,057	3,605,863	3,998,114	10.9%	392,251
Interest Income	(29,190)	19,700	20,640	4.8%	940
Other Revenue	1,442,228	21,000	44,000	109.5%	23,000
Total Vehicle Maintenance	4,588,095	3,646,563	4,062,754	11.4%	416,191
Vehicle Replacement					
Interdepartmental Charges	3,637,176	3,948,539	5,947,531	50.6%	1,998,992
Interest Income	119,778	510,600	559,930	9.7%	49,330
Other Revenue	394,839	195,595	710,000	263.0%	514,405
Total Vehicle Replacement	4,151,793	4,654,734	7,217,461	55.1%	2,562,727
Information Technology					
Interdepartmental Charges	16,406,796	17,123,775	19,149,027	11.8%	2,025,252
Interest Income	26,897	189,700	228,030	20.2%	38,330
Other Revenue	1,049,123	3,636	-	-100.0%	(3,636)
Total Information Technology	17,482,816	17,317,111	19,377,057	11.9%	2,059,946
Total Internal Service Funds	\$ 43,881,964	\$ 46,282,278	\$ 53,139,302	14.8%	\$ 6,857,024
Trust Funds					
Successor Agency Housing Fund					
Property Tax Increment	949,059	-	-	0.0%	-
Interest Income	116,535	44,618	5,380	-87.9%	(39,238)
Total Successor Agency Housing Fund	1,065,594	44,618	5,380	-87.9%	(39,238)
Total Trust Funds	\$ 1,065,594	\$ 44,618	\$ 5,380	-87.9%	\$ (39,238)
Total Operating Funds	\$ 379,939,545	\$ 399,955,193	\$ 415,948,485	4.0%	\$ 15,993,292

SCHEDULE OF BUDGET EXPENDITURES

Department	2021-22 Actuals	2022-23 Actuals	2023-24 Estimated Expenditures	2023-24 Budget	2024-25 Budget	Change as % of 2023-24 Budget
General Fund						
Policy And Leadership Group						
City Council	\$ 534,144	\$ 591,632	\$ 575,508	\$ 607,078	\$ 599,047	-1.3%
City Attorney	2,081,883	1,907,521	2,114,096	2,115,596	2,179,705	3.0%
City Clerk	1,296,312	1,273,114	1,286,920	1,274,455	1,273,604	-0.1%
City Manager	2,013,122	2,045,614	2,145,973	2,184,823	2,105,683	-3.6%
City Treasurer	243,289	147,911	207,750	279,149	279,522	0.1%
Communication & Engagement	2,037,551	2,385,710	2,124,244	1,953,098	2,010,091	2.9%
Total Policy And Leadership Group	8,206,301	8,351,502	8,454,491	8,414,199	8,447,652	0.4%
Administrative Services						
Administration	706,556	726,297	740,750	784,107	956,706	22%
Finance	5,623,094	5,396,772	5,500,000	5,323,368	5,631,964	5.8%
Human Resources	4,388,148	4,513,351	4,887,105	5,029,995	5,136,218	2.1%
Innovation & Economic Development	1,334,163	2,392,664	2,807,000	2,608,489	731,354	-72.0%
Total Administrative Services	12,051,961	13,029,084	13,934,855	13,745,959	12,456,242	-9.4%
Community Services						
Community Services Administration	663,579	646,731	625,000	585,411	592,261	1.2%
Community Development	12,064,408	14,220,499	10,019,000	11,012,958	10,998,825	-0.1%
Housing & Homeless Services	-	-	2,126,155	2,765,195	3,232,287	17%
Library & Cultural Arts	13,024,082	13,290,637	12,449,605	13,637,285	14,522,844	6.5%
Parks & Recreation	19,251,458	20,813,176	21,730,303	21,055,565	22,759,082	8.1%
Total Community Services	45,003,527	48,971,043	46,950,063	49,056,414	52,105,299	6.2%
Public Safety						
Fire	33,684,622	35,261,847	41,477,000	37,882,886	41,793,630	10.3%
Police	50,824,125	51,115,854	59,588,010	55,615,155	60,193,850	8.2%
Total Public Safety	84,508,747	86,377,701	101,065,010	93,498,041	101,987,480	9.1%
Public Works						
Public Works Administration	1,760,326	1,442,021	1,530,409	1,562,272	1,533,038	-1.9%
Construction Management & Inspection	2,909,255	3,092,730	2,910,543	3,257,906	3,068,292	-5.8%
Environmental Sustainability	1,238,207	1,205,943	1,130,727	1,178,783	1,210,630	2.7%
Fleet & Facilities	6,297,998	6,812,114	7,432,121	7,497,115	7,191,930	-4.1%
Transportation	8,048,352	10,028,265	10,306,133	9,732,215	10,741,202	10.4%
Total Public Works	20,254,138	22,581,073	23,309,933	23,228,291	23,745,092	2.2%
Miscellaneous Non-Departmental Expenditures						
Community Contributions & Village trenching	-	-	-	5,220,000	-	-100.0%
COVID-related	177,677	40,842	44,000	-	-	-
Dues & Subscriptions	75,069	77,746	80,000	80,000	90,000	12.5%
Legal Services	519,683	540,090	300,000	750,000	750,000	0.0%
Other Miscellaneous Expenditures	50,787	52,277	60,000	100,000	100,000	0.0%
Personnel Related	155,595	122,499	130,000	1,637,000	1,900,000	16.1%
Professional Services	33,980	44,148	45,000	39,700	39,000	-1.8%
Property Tax & Other Administration	725,588	764,180	750,000	750,000	800,000	6.7%
Vacancy savings	-	-	-	(2,000,000)	(2,000,000)	0.0%
Total Miscellaneous Non-Departmental Expenditures	1,738,379	1,641,782	1,409,000	6,576,700	1,679,000	-74.5%

SCHEDULE OF BUDGET EXPENDITURES

Department	2021-22	2022-23	2023-24	2023-24	2024-25	Change as %
	Actuals	Actuals	Estimated Expenditures	Budget	Budget	of 2023-24 Budget
General Fund - Continued						
Transfers						
Transfer to General Capital Construction Fund	\$ 13,283,056	\$ 3,956,000	\$ 11,600,000	\$ 11,600,000	\$ 18,579,226	0.0%
Transfer to Infrastructure Replacement Fund	283,000	3,956,000	4,200,000	4,200,000	4,779,226	0.0%
Transfer to Technology Investment Capital Fund	10,656,000	3,956,000	4,200,000	4,200,000	4,779,226	0.0%
Transfer To LLD#1 (Medians & Trees)	1,390,000	1,400,000	1,570,000	1,570,000	1,500,000	0.0%
Transfer To Storm Water Program	322,000	332,000	340,000	340,000	350,000	0.0%
Transfer to Fleet Maintenance	-	1,400,000	-	-	-	-
Transfer to Fleet Replacement	-	-	-	-	560,000	-
Transfer to Risk Management	-	1,000,000	5,000,000	-	-	-100.0%
Transfer to Workers' Compensation Fund	-	8,208,252	1,300,000	-	7,000,000	-100.0%
Other Miscellaneous Transfers	993,748	-	-	-	-	-
Total Transfers	26,927,804	24,208,252	28,210,000	21,910,000	37,547,678	71.4%
Total Miscellaneous Non-Departmental	28,666,183	25,850,034	29,619,000	28,486,700	39,226,678	37.7%
Subtotal General Fund	198,690,857	205,160,437	223,333,352	216,429,604	237,968,443	10.0%
Contingencies	-	-	-	500,000	500,000	0.0%
Total General Fund	\$ 198,690,857	\$ 205,160,437	\$ 223,333,352	\$ 216,929,604	\$ 238,468,443	9.9%
Special Revenue Funds						
Affordable Housing	\$ 237,513	\$ 542,229	\$ 364,206	\$ 668,530	\$ 631,917	-5.5%
Agricultural Mitigation Fee	-	38,220	195,118	-	-	-
Buena Vista Channel Maintenance	75,104	127,686	251,358	195,245	195,245	0.0%
Citizens' Option For Public Safety	181,912	203,884	280,000	295,298	295,830	0.2%
Community Activity Grants	-	-	5,000	30,000	30,000	0.0%
Community Development Block Grant	1,429,464	2,298,679	970,000	702,305	548,215	-21.9%
Continuum of Care	-	-	232,972	-	-	-
Cultural Arts Donations	37,840	42,228	179,350	148,750	127,000	-14.6%
Encampment Resolution Fund	-	-	1,094,000	-	-	-
Flower Fields Grant Program	-	-	-	-	-	-
Habitat Mitigation Fee	14,535	22,365	-	-	-	-
Library And Arts Endowment Fund	480	2,947	6,000	6,000	6,000	0.0%
Library Gifts/Bequests	137,515	256,481	410,600	462,785	455,903	-1.5%
Lighting And Landscaping District 2	258,171	298,032	354,136	367,500	367,500	0.0%
Local Cable Infrastructure Fund	403,843	402,240	568,020	538,956	506,862	-6.0%
Median Maintenance	1,067,645	1,333,680	1,427,715	1,396,580	1,409,906	1.0%
Opioid Settlement Fund	-	-	15,000	21,466	103,059	380.1%
Parking In Lieu	49,674	53,000	-	56,000	57,120	2.0%
Permanent Local Housing Allocation	-	-	310,319	1,119,126	-	-100.0%
Police Asset Forfeiture	12,228	51,086	72,783	75,000	95,000	26.7%
Public Safety Grants	78,602	270,205	456,680	-	169,950	-
Recreation Donations	38,755	59,193	52,570	81,200	81,200	0.0%
Rental Assistance	10,081,418	10,854,742	12,205,365	11,339,700	13,319,728	17.5%
Senior Donations	37,796	39,128	23,238	33,500	33,500	0.0%
Street Lighting	927,419	977,401	1,202,937	1,100,077	1,176,445	6.9%
Street Tree Maintenance	816,583	985,124	924,191	1,004,763	1,024,573	2.0%
Tyler Court Apartments	915,040	893,040	730,800	604,523	652,310	7.9%
Total Special Revenue Funds	\$ 16,801,537	\$ 19,751,590	\$ 22,332,358	\$ 20,247,304	\$ 21,287,263	5.1%

SCHEDULE OF BUDGET EXPENDITURES

Department	2021-22 Actuals	2022-23 Actuals	2023-24 Estimated Expenditures	2023-24 Budget	2024-25 Budget	Change as % of 2023-24 Budget
Enterprise Funds						
Water Operations	\$ 44,316,249	\$ 47,094,688	\$ 55,109,813	\$ 54,759,803	\$ 58,158,391	6.2%
Recycled Water Operations	9,782,992	10,188,608	10,938,070	11,849,122	10,814,449	-8.7%
Wastewater Operations	12,909,801	15,832,059	24,180,157	23,068,138	33,253,062	44.2%
Solid Waste Management	4,744,618	5,629,980	5,367,260	5,950,634	5,544,246	-6.8%
Golf Course Operations	8,345,328	9,162,350	9,304,598	10,121,000	10,726,000	6.0%
Total Enterprise Funds	\$ 80,098,988	\$ 87,907,685	\$ 104,899,898	\$ 105,748,697	\$ 118,496,148	12.1%
Internal Service Funds						
Workers' Compensation	\$ 6,980,247	\$ 13,491,907	\$ 5,161,119	\$ 5,157,892	\$ 5,988,115	16.1%
Risk Management	4,519,731	8,711,568	6,726,887	6,718,232	7,397,470	10.1%
Vehicle Maintenance	3,521,566	3,924,184	3,805,991	3,696,339	4,012,861	8.6%
Vehicle Replacement	3,756,451	1,645,175	3,045,488	1,068,564	4,598,574	330.4%
Information Technology	12,407,644	16,157,475	17,357,258	16,637,475	18,705,537	12.4%
Total Internal Service Funds	\$ 31,185,639	\$ 43,930,309	\$ 36,096,743	\$ 33,278,502	\$ 40,702,557	22.3%
Trust Funds						
Successor Agency Housing Fund	\$ 1,020,799	\$ 1,021,473	\$ 1,008,833	\$ 1,059,500	\$ 10,000	-99.1%
Total Trust Funds	\$ 1,020,799	\$ 1,021,473	\$ 1,008,833	\$ 1,059,500	\$ 10,000	-99.1%
Total Operating Funds	\$ 327,797,820	\$ 357,771,494	\$ 387,671,184	\$ 377,263,607	\$ 418,964,411	11.1%

PUBLIC SAFETY

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

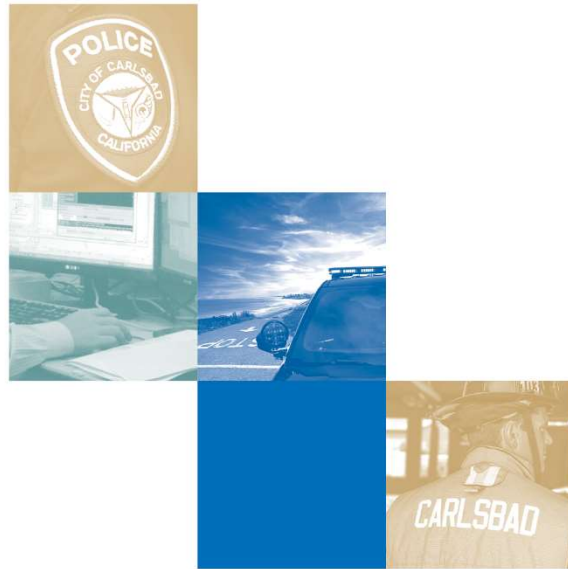
We are proud to serve the Carlsbad community, working in partnership to deliver on the city mission at the highest possible level every day.

Michael Calderwood
Fire Chief

442-339-2141
FireMail@carlsbadca.gov

Christie Calderwood
Chief of Police

442-339-2100
police@carlsbadca.gov



PUBLIC SAFETY SERVICES



PUBLIC SAFETY |
FIRE DEPARTMENT: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 16,749,689	\$ 18,669,265	\$ 20,003,988	\$ 21,000,137
Retirement Benefits	5,793,156	5,094,924	5,913,010	6,564,580
Health Insurance	1,881,487	2,011,784	2,353,393	2,448,860
Other Personnel Expenses	1,614,754	1,711,515	1,921,247	2,161,317
Personnel Services Subtotal	26,039,086	27,487,488	30,191,638	32,174,894
Operating Expenses				
Professional & Contract Services	1,594,756	1,784,300	1,852,334	2,381,104
Supplies & Materials	962,942	981,131	1,052,766	1,110,726
Repair & Maintenance	69,368	77,191	74,450	74,450
Interdepartmental Charges	3,737,603	4,199,237	4,448,981	5,849,873
Other Operating Expenses	218,457	244,169	284,183	297,133
Capital Outlay	1,062,410	488,331	-	75,400
Operating Expenses Subtotal	7,645,536	7,774,359	7,712,714	9,788,686
TOTAL EXPENDITURES	\$ 33,684,622	\$ 35,261,847	\$ 37,904,352	\$ 41,963,580
Full Time Positions	111.00	123.00	124.00	124.00
Hourly/FTE Positions	10.00	11.50	10.50	10.50

FIRE

- Fire Administration
- Emergency Operations
- Community Risk Reduction

PUBLIC SAFETY |
FIRE DEPARTMENT: ADMINISTRATION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$612,802	\$565,582	\$609,142	\$646,716
Retirement Benefits	210,682	165,912	177,943	210,378
Health Insurance	82,573	64,703	87,273	59,756
Other Personnel Expenses	79,998	72,001	76,155	85,740
Personnel Services Subtotal	986,055	868,198	950,513	1,002,590
Operating Expenses				
Professional & Contract Services	1,195,366.00	1,427,044	1,396,750	1,828,250
Supplies & Materials	70,511	46,691	82,299	74,799
Repair & Maintenance	2,434	1,584	650	650
Interdepartmental Charges	3,041,512	3,462,991	3,511,279	4,630,208
Other Operating Expenses	17,783	9,555	500	1,000
Capital Outlay	0	-	-	-
Operating Expenses Subtotal	4,327,606	4,947,865	4,991,478	6,534,907
TOTAL EXPENDITURES	\$5,313,661	\$5,816,063	\$5,941,991	\$7,537,497
Full Time Positions	5.00	4.00	5.00	5.00
Hourly/FTE Positions	0.50	0.50	0.50	0.50
Account:	0012200 0012210 0012251 0012253		Fund:	General

ABOUT

Fire Administration provides leadership, strategic planning and organizational support for the entire department.

SERVICES

- Administer directives, policies and procedures
- Compile data and analyze business intelligence
- Monitor budgets, contracts, procurement, payroll and accounting processes
- Oversee mutual aid reimbursement
- Research and support grant programs and opportunities
- Manage public records requests and document retention
- Support employee performance and compliance processes and records
- Establish and maintain administrative tools, resources and guides

RECENT ACCOMPLISHMENTS

- Finalized Public Safety Element of the General Plan to help identify and mitigate community safety risks
- Developed Fire Operations Intelligence System to make informed and timely deployment decisions using dispatch data for real-time insights, visualizations and performance measures
- Managed Fire Administration renovation and relocation project to enhance workspace efficiency, technological capabilities and security measures
- Implemented administrative realignment strategies to improve efficiency and effectiveness across department
- Administered new Public Provider Ground Emergency Medical Transportation Intergovernmental Transfer reimbursement program

GOALS

- Adopt best practice-based response time policy according to risk type
- Identify and acquire property for permanent Fire Station 7
- Participate in mandated Medicare Ground Ambulance Data Collection System
- Create tracking database and replacement schedule for major department assets

PUBLIC SAFETY |
FIRE DEPARTMENT: EMERGENCY OPERATIONS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$14,834,351	\$16,750,505	\$18,019,888	\$18,922,448
Retirement Benefits	5,100,171	4,503,631	5,261,781	5,814,253
Health Insurance	1,614,927	1,780,512	2,069,660	2,198,108
Other Personnel Expenses	1,351,310	1,471,474	1,683,577	1,894,433
Personnel Services Subtotal	22,900,759	24,506,122	27,034,906	28,829,242
Operating Expenses				
Professional & Contract Services	197,349	163,249	206,504	303,674
Supplies & Materials	850,264	909,110	911,017	978,277
Repair & Maintenance	66,849	75,317	73,800	73,800
Interdepartmental Charges	236,381	333,131	493,664	794,000
Other Operating Expenses	192,849	216,953	263,183	273,633
Capital Outlay	1,062,410	488,331	0	75,400
Operating Expenses Subtotal	2,606,102	2,186,091	1,948,168	2,498,784
TOTAL EXPENDITURES	\$25,506,861	\$26,692,213	\$28,983,074	\$31,328,026
Full Time Positions	94.00	107.00	107.90	108.00
Hourly/FTE Positions	8.50	10.50	9.50	9.50

Account: 0012220-29 Fund: General
0012250
0012252

ABOUT

The Emergency Operations Bureau safeguards life, property and the environment through 24-hour fire suppression, rescue, marine safety, disaster mitigation and emergency medical services.

SERVICES

- Extinguish structure and wildland fires
- Deploy mutual aid assistance across the state
- Organize response and support operations for natural or man-made disasters
- Investigate and mitigate hazardous materials
- Deliver emergency medical and community health services
- Perform high-risk technical search and rescues
- Deploy SWAT medics to support law enforcement agencies
- Provide lifeguard services at North Beach and Agua Hedionda Lagoon
- Develop and supervise employee health and wellness programs
- Coordinate Fire Explorer Program and fire service career development opportunities

RECENT ACCOMPLISHMENTS

- Executed Data Sharing Agreement with the County of San Diego to protect the collection, use and disclosure of sensitive emergency medical patient data
- Deployed automated controlled narcotic medication tracking and reporting system to comply more quickly and accurately with Drug Enforcement Administration regulations
- Replaced ambulance gurneys with electrically powered lifting and loading capabilities to increase personnel and patient safety
- Started referral program to improve healthcare access for homeless population
- Utilized opioid settlement funds to support community health
- Received designation as Regional Task Force 13 by California Office of Emergency Services
- Installed Hi-Lo warning sirens in fire apparatus to assist in major emergencies requiring immediate evacuation
- Developed Fire Station Master Plan to identify and prioritize current and future fire station needs

GOALS

- Attain United States Lifeguard Association Accreditation to demonstrate compliance with national standards for open water lifeguard training programs
- Update Local Agency Formation Commission Municipal Service Review which evaluates adequacy and efficiency of fire and emergency medical services provided by a public agency
- Update Insurance Services Office classification which rates fire response and mitigation capabilities and helps insurance companies establish fire insurance premiums for residential and commercial properties
- Migrate mobile data computers to iPads on all fire apparatus to increase coordination, improve safety and boost situational awareness for emergency response personnel
- Increase community and city staff trainings for CPR and overdose recognition and response to improve awareness and capabilities during emergencies

Performance Measure	CY 2023 Actual	CY 2024 Estimated	CY 2025 Projected	Benchmark	Related Strategic Plan Goal
Fire turnout, 90th percentile time	01:49	01:50	01:50	≤ 2 minutes, at least 90% of the time	Quality of Life & Safety
EMS patient satisfaction rating	96.7%	98.0%	98.0%	> 95%	Quality of Life & Safety

PUBLIC SAFETY |

FIRE DEPARTMENT: COMMUNITY RISK REDUCTION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$1,302,536	\$1,353,178	\$1,374,958	\$1,430,973
Retirement Benefits	482,303	425,381	473,286	539,949
Health Insurance	183,987	166,569	196,460	190,996
Other Personnel Expenses	183,446	168,040	161,515	181,144
Personnel Services Subtotal	2,152,272	2,113,168	2,206,219	2,343,062
Operating Expenses				
Professional & Contract Services	202,041	194,007	249,080	249,180
Supplies & Materials	42,167	25,330	59,450	57,650
Repair & Maintenance	85	290	0	-
Interdepartmental Charges	459,710	403,115	444,038	425,665
Other Operating Expenses	7,825	17,661	20,500	22,500
Capital Outlay	0	0	-	-
Operating Expenses Subtotal	711,828	640,403	773,068	754,995
TOTAL EXPENDITURES	\$2,864,100	\$2,753,571	\$2,979,287	\$3,098,057

Full Time Positions	12.00	12.00	11.10	11.00
Hourly/FTE Positions	1.00	0.50	0.50	0.50

Account: 0012235 Fund: General
0012240-0012243
0012260

ABOUT

The Community Risk Reduction Bureau mitigates all types of hazardous conditions and ensures incident response readiness.

SERVICES

- Oversee Hazard Reduction Program to identify and abate brush fire hazards
- Respond to inquiries and complaints concerning hazardous conditions
- Investigate cause and origin for suspicious or large loss fires
- Review code compliance on construction plan submittals
- Complete construction inspections for new buildings and remodeling projects
- Conduct annual inspections of schools, care facilities, hotels, motels and apartment complexes
- Install and test smoke alarms in Carlsbad homes
- Coordinate outreach and education programs promoting fire safety tips and prevention
- Disseminate timely and accurate department information through various media platforms
- Provide leadership to community organizations to help ensure readiness to prevent, protect against, mitigate, respond to and recover from all threats and hazards
- Direct, conduct and implement city-level emergency plans, programs, trainings and exercises

- Coordinate multi-department citywide emergency operations
- Support large-scale emergency response operations through the Emergency Operations Center

RECENT ACCOMPLISHMENTS

- Launched FireSafe Carlsbad to provide cost-free inspections and fire safety training programs for businesses with commercial cooking operations
- Created educational outreach programs to improve lithium-ion battery safety awareness
- Established public information office to facilitate department communications and media relations

GOALS

- Adopt citywide Fire Hazard Severity Zone map by ordinance
- Update City Landscape Manual to incorporate new fuel modification guidelines which help reduce the threat of wildfire by increasing defensible space between development and nature
- Develop Memorandum of Understanding with the County of San Diego to conduct annual fire inspections at the Carlsbad-McClellan Airport
- Deploy new regional mass notification system to initiate evacuations and disseminate information throughout the community during an emergency
- Relocate Fire & Life Safety Division to the Police & Fire Headquarters
- Manage Emergency Operations Center renovation project to include structural and technological enhancements

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Percentage compliance with Senate Bill 1205-mandated inspections	100%	100%	100%	100%	Quality of Life & Safety
Percentage of fire plan reviews conducted within 10 days of submittal	30%	75%	75%	90%	Quality of Life & Safety

PUBLIC SAFETY |
POLICE DEPARTMENT: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 24,040,885	\$ 26,005,243	\$ 28,351,946	\$ 28,982,917
Retirement Benefits	9,216,797	7,743,031	8,815,694	9,579,103
Health Insurance	2,459,113	2,464,982	2,902,722	3,142,310
Other Personnel Expenses	3,022,563	3,447,941	4,198,805	4,793,736
Personnel Services Subtotal	38,739,358	39,661,197	44,269,167	46,498,066
Operating Expenses				
Professional & Contract Services	1,723,964	1,596,390	1,688,452	1,946,442
Supplies & Materials	902,857	723,324	444,505	534,475
Repair & Maintenance	208,560	592,601	260,425	236,050
Interdepartmental Charges	7,432,859	7,757,684	8,678,004	10,374,176
Other Operating Expenses	597,502	602,715	644,100	622,705
Capital Outlay	1,491,767	707,118	800	372,766
Operating Expenses Subtotal	12,357,509	11,979,832	11,716,286	14,086,614
TOTAL EXPENDITURES	\$ 51,096,867	\$ 51,641,029	\$ 55,985,453	\$ 60,584,680
General Fund	50,824,125	51,115,854	55,615,155	60,193,850
Special Revenue Fund	272,742	525,175	370,298	390,830
TOTAL FUNDING	\$ 51,096,867	\$ 51,641,029	\$ 55,985,453	\$ 60,584,680
Full Time Positions	186.00	187.00	187.00	187.00
Hourly/FTE Positions	2.00	3.18	2.18	2.18

POLICE

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

PUBLIC SAFETY |
POLICE DEPARTMENT: ADMINISTRATION, POLICE GRANTS &
ASSET FORFEITURE

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	1,065,140	\$ 1,124,323	\$ 1,083,776	\$ 1,099,834
Retirement Benefits	369,494	305,971	346,556	385,711
Health Insurance	87,122	90,929	99,008	154,254
Other Personnel Expenses	116,424	131,169	176,223	201,432
Personnel Services Subtotal	1,638,180	1,652,392	1,705,563	1,841,231
Operating Expenses				
Professional & Contract Services	886,315	862,989	886,000	907,600
Supplies & Materials	60,711	86,279	78,000	152,500
Repair & Maintenance	2,285	371,381	54,000	400
Interdepartmental Charges	3,964,449	4,276,889	4,799,503	5,608,031
Other Operating Expenses	327,630	309,729	369,500	359,500
Capital Outlay	1,105,269	180,698	800	-
Operating Expenses Subtotal	6,346,659	6,087,965	6,187,803	7,028,031
TOTAL EXPENDITURES \$	7,984,839	\$ 7,740,357	\$ 7,893,366	\$ 8,869,262
Full Time Positions	7.00	8.00	8.00	8.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account:</i>	<i>0012110</i>	<i>Fund:</i>	<i>General</i>	
	<i>121-122</i>		<i>Special Revenue-Asset Forfeiture</i>	
	<i>123</i>		<i>Special Revenue-COPS Fund</i>	
	<i>124</i>		<i>Special Revenue-Public Safety Grants</i>	

ABOUT

This division develops and administers programs that support the city’s and the Police Department’s statement of values in a manner responsive to the city and its residents. This division establishes policies and long-range plans to meet department goals and city needs. Administration is also responsible for police grants, which includes federal and state asset forfeiture, the Citizens’ Option for Public Safety, the Justice Assistance Grant, the Urban Areas Security Initiatives Program and the Office of Traffic Safety.

SERVICES

- Develop and manage programs that reduce crime, encourage resident engagement and improve community safety
- Assist staff with individual and team development
- Provide support to divisions to assist with meeting goals
- Respond to residents’ concerns, City Council inquiries and public records requests
- Use grants to purchase police equipment, supplement staffing costs and assist with training

RECENT ACCOMPLISHMENTS

- Began final phase of Police & Fire Headquarters remodel
- Conducted two Police Citizens Academy sessions and one city Citizens Academy
- Established the Community-Police Engagement Commission, with all Commissioners working on completing the first year of requirements for their seated positions
- Completed an evaluation of department response times for calls for service in an effort to provide the highest level of service
- Used social media to enhance transparency within the Police Department
- Purchased replacement taser devices to outfit officers and rangers
- Expanded the E-Citation program from being in the Traffic Division to now being department wide
- Created a Training Sergeant position to provide consistency in training scheduling and coordination and employee onboarding, as well as to enhance and formalize our current training practices from each training specialty
- Planned a survey with the community regarding trust in the Police Department
- Used the Citizens' Option for Public Safety grant to supplement staffing costs
- Used the Justice Assistance Grant to purchase traffic enforcement equipment and narcotic detection canine training
- Used the Homeland Security Grant to purchase radio batteries and custom active shooter trauma kits
- Used the Urban Areas Security Initiatives Program to train personnel in close quarters clearance
- Used the Office of Traffic Safety Grant to organize DUI/DL checkpoints, conduct DUI saturation patrols, and purchase e-citation printers, portable light towers and bicycle helmets to distribute to community members
- Used the Alcoholic Beverage Control Grant to expand the department's efforts in addressing alcohol related problems with licensed establishments and purchase equipment
- Used the Officer Wellness and Mental Health Grant Program to purchase new gym equipment

GOALS

- Respond to a growing number of calls for service involving mental crisis in a manner consistent with crisis management and de-escalation best practices
- Use more innovative technology to provide the most efficient and effective services
- Work cross-departmentally with city staff who specialize in data and innovation to increase accuracy, efficiency and transparency in the department's data
- Research innovative technology that will assist in building a real-time crime center
- Continue to seek grant funding for necessary equipment
- Continue to collaborate with the Fire Department on grant management
- Continue to procure items or services for the Officer Wellness and Mental Health Grant Program to support sworn personnel

PUBLIC SAFETY |
POLICE DEPARTMENT: FIELD OPERATIONS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 11,629,683	\$ 12,030,528	\$ 13,282,443	\$ 13,608,607
Retirement Benefits	4,646,939	3,859,669	4,246,687	4,710,926
Health Insurance	1,122,739	1,100,627	1,290,138	1,342,738
Other Personnel Expenses	1,399,103	1,588,072	1,786,763	2,145,480
Personnel Services Subtotal	18,798,464	18,578,896	20,606,031	21,807,751
Operating Expenses				
Professional & Contract Services	42,191	53,438	64,000	270,500
Supplies & Materials	383,923	417,999	154,230	170,925
Repair & Maintenance	11,632	9,155	1,350	7,860
Interdepartmental Charges	2,452,541	2,518,782	2,836,615	3,559,568
Other Operating Expenses	113,458	146,504	122,500	119,150
Capital Outlay	215,262	103,881	-	-
Operating Expenses Subtotal	3,219,007	3,249,759	3,178,695	4,128,003
TOTAL EXPENDITURES	\$ 22,017,471	\$ 21,828,655	\$ 23,784,726	\$ 25,935,754
Full Time Positions	88.50	86.50	81.00	84.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012120 Fund: General
0012123-2125
0012127-2129

ABOUT

The Field Operations Division includes patrol, canines, SWAT, lagoon patrol and police rangers.

SERVICES

- Respond to calls for emergency and non-emergency services
- Utilize new and existing resources to address complaints and quality of life issues
- Provide emergency services, preventative patrol, traffic enforcement and special enforcement in the community
- Utilize de-escalation tactics during criminal and mental health scenarios to safely resolve critical incidents
- Staff major public events in the city with Patrol and SWAT team members to respond to immediate, life-threatening emergencies
- Conduct field interviews and take reports at incidents like crimes, arrests and traffic collisions
- Enforce laws and ordinances, preserve the peace and provide for the protection of life and property through proactive programs of enforcement and prevention

Police Activity	CY 2019	CY 2020	CY 2021	CY 2022	CY 2023
Police activities/Calls for service	112,323	110,448	107,156	103,192	114,786
Number of cases	8,744	8,222	8,704	8,348	8,389
911 calls	33,061	31,642	36,154	34,550	35,926
Total phone calls	157,587	162,055	162,541	148,819	144,662

RECENT ACCOMPLISHMENTS

- Received an approval rating of 4.51 out of 5, based on 8,326 people surveyed when asked how they would rate the officer they interacted with
- Conducted Active Shooter Training with special attention to schools and staged a training event at Calavera Hills Middle School
- Conducted a public safety review of the current TGIF Concerts in the Park and recommended enhanced security measures to better align with best practices in policing
- Formalized critical incident debriefing protocol and documentation to ensure that the department maximizes the learning potential of unique incidents
- Reassigned Community Service Officers to the front desk of the newly remodeled Police & Fire Headquarters to better serve the public
- Updated personnel quarterly evaluation and assignment selection procedures to improve consistency in employee feedback and transparency in career direction and opportunity
- Issued new ballistic plates, helmets and trauma kits to patrol officers, and implemented standardized procedures for trauma kit deployment

Metrics	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected
Suspects arrested with License Plate Readers*	61	62	65
Vehicles recovered with License Plate Readers	80	70	75

*Automated license plate reader technology, also known as License Plate Recognition, is used by the Police Department to convert data associated with vehicle license plates for official law enforcement purposes, including identifying stolen or wanted vehicles, stolen license plates and missing persons

GOALS

- Continue to work with schools to improve cooperation and collaboration during incidents
- Continue to work on department's technology foundation to be more effective and efficient, acquire more timely and accurate data and support a data-driven approach to policing
- Better track resource allocations during both normal operations and critical incidents
- Continue to evaluate the department's response time for calls for service

Performance Measures	CY 2021 Actual	CY 2022 Actual	CY 2023 Actual	Benchmark	Related Strategic Plan Goal
Priority 1 calls for service response time	4:49	5:07	6:17	6:00	Quality of Life & Safety
Priority 2 calls for service response time	9:17	10:54	14:00	N/A	Quality of Life & Safety
Priority 3 calls for service response time	42:13	48:45	32:56	N/A	Quality of Life & Safety
Priority 4 calls for service response time	25:45	28:59	29:24	N/A	Quality of Life & Safety

PUBLIC SAFETY |
POLICE DEPARTMENT: SUPPORT OPERATIONS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 8,504,741	\$ 9,455,061	\$ 10,317,039	\$ 10,383,424
Retirement Benefits	3,289,520	2,775,770	3,439,676	3,545,448
Health Insurance	893,813	900,455	1,027,297	1,123,496
Other Personnel Expenses	989,371	1,115,396	1,532,583	1,637,419
Personnel Services Subtotal	13,677,445	14,246,682	16,316,595	16,689,787
Operating Expenses				
Professional & Contract Services	621,858	579,572	593,252	644,842
Supplies & Materials	122,068	90,099	88,775	88,450
Repair & Maintenance	38,608	48,004	29,800	57,820
Interdepartmental Charges	858,213	808,173	911,437	1,044,602
Other Operating Expenses	63,744	95,787	108,750	99,850
Capital Outlay	140,056	417,500	-	-
Operating Expenses Subtotal	1,844,547	2,039,135	1,732,014	1,935,564
TOTAL EXPENDITURES	\$ 15,521,992	\$ 16,285,817	\$ 18,048,609	\$ 18,625,351
Full Time Positions	58.50	59.50	66.00	63.00
Hourly/FTE Positions	0.00	1.18	1.18	1.18
Account:	0012115		Fund:	General
	0012121			
	0012126			
	0012130-2138			
	0012142-2143			

ABOUT

The Support Operations Division includes the Crime Suppression Team, Homeless Outreach Team, Investigations Division, Traffic Division, Family Services, Property & Evidence, and Fleet Operations.

SERVICES

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

	CY 2021	CY 2022	CY 2023
Crimes against persons	27.48%	53.92%	57.2%
Crimes against property	6.14%	11.39%	16.4%
Crimes against society	69.14%	89.66%	94.66%

**Clearance rates reported last year are no longer used and are now reportable from the California Incident Based Reporting System (CIBRS), which only has data dating back to 2021.*

RECENT ACCOMPLISHMENTS

- Responded to 8,322 homeless-related calls for service last year, of which 3,754 calls were in response to a specific request or complaint and 4,568 were proactive department-initiated calls for service to help carry out city homelessness goals and enforce applicable laws
- Continued the process of installing in-car video into the marked police vehicle fleet
- Completed a re-organization of the Investigative Bureau which included reallocating two positions to the Property Crimes Unit to better serve this unit
- Executed a contract for hazardous waste packaging, transportation and disposal to remain in compliance with the County of San Diego and Environmental Protection Agency
- Began distribution of individually assigned vehicles for the take home vehicle program for patrol personnel
- Developed and implemented an e-bike education program in conjunction with the city’s Safer Streets Initiative
- Organized a working group of police department employees to assist the public information officer with social media platforms
- Developed an employee climate survey in collaboration with the Police Officer’s Association to determine how the department can improve
- Fully staffed the motor division for the first time in five years

GOALS

- Update and expand the deployment of the department’s drone fleet to cover all patrol shifts
- Implement the vehicle telematics testing phase
- Expand the less lethal program and provide training for all officers who may need to use a less lethal device while involved in a critical incident. Currently, only certain officers are trained to utilize these devices and this limits our ability to be effective with personnel management in the field
- Routinely evaluate caseloads in the investigations divisions to monitor stress and wellness of our detectives and to ensure that work is distributed properly

PUBLIC SAFETY |

POLICE DEPARTMENT: ADMINSTRATIVE SUPPORT OPERATIONS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 2,309,781	\$ 2,507,653	\$ 2,987,249	\$ 3,105,595
Retirement Benefits	718,187	571,155	596,637	678,585
Health Insurance	293,340	282,746	406,174	431,133
Other Personnel Expenses	439,590	503,414	594,115	682,532
Personnel Services Subtotal	3,760,898	3,864,968	4,584,175	4,897,845
Operating Expenses				
Professional & Contract Services	81,485	16,393	19,700	19,500
Supplies & Materials	256,950	25,620	29,250	25,500
Repair & Maintenance	155,479	164,061	175,000	169,950
Interdepartmental Charges	129,276	121,836	103,600	130,830
Other Operating Expenses	11,966	17,596	15,800	17,205
Capital Outlay	4,218	5,039	-	-
Operating Expenses Subtotal	639,374	350,545	343,350	362,985
TOTAL EXPENDITURES	\$ 4,400,272	\$ 4,215,513	\$ 4,927,525	\$ 5,260,830
Full Time Positions	28.00	28.00	28.00	28.00
Hourly/FTE Positions	1.00	1.00	0.00	0.00

Account: 0012144-2145 Fund: General

ABOUT

The Administrative Support Operations Division includes Crime Analysis, Communications and Records.

SERVICES

- Provide police officers with actionable information by analyzing crime patterns and statistics, and tracking trends
- Provide public safety communication including answering 9-1-1 and other calls and dispatching appropriate emergency personnel
- Maintain and provide information and support for all records management, data entry and processing, Public Records Act requests and retrieval of police records in accordance with state-mandated procedures

RECENT ACCOMPLISHMENTS

- Received an approval rating of 4.66 out of 5 based on 8,570 people surveyed when asked how they would rate dispatch services
- Deployed the new public alert messaging system known as Genasys

- Received a passing score on the annual California Department of Justice Criminal Justice Information Services audit for calendar year 2022
- Maintained the highest level of services despite staffing challenges in all three subdivisions

GOALS

- Incorporate existing and emerging public safety technologies to enhance our service to the public, such as Live911 and Rapid Deploy
- Prepare for the statewide migration to Next Generation 911, an emergency communications infrastructure enabling voice and multimedia communications between the 911 caller, the dispatcher and officers in the field
- Continue to collaborate with IT to implement a new Computer Aided Dispatch system
- Evaluate schedules in dispatch in order to fill staff vacancies and increase retention
- Explore options to enhance the department’s resources to provide staff with the ability to access, view and gather intelligence information in a more timely manner

Performance Measures	CY 2022 Actual	CY 2023 Estimated	CY 2024 Projected	Benchmark	Related Strategic Plan Goal
Percentage of 911 calls answered within first 15 seconds	98.79%	97.90%	98%	90% (national standard)	Quality of Life & Safety

PUBLIC SAFETY |

POLICE DEPARTMENT: PROFESSIONAL STANDARDS & SERVICES

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	531,540	887,678	681,439	785,457
Retirement Benefits	192,657	230,466	186,138	258,433
Health Insurance	62,099	90,225	80,105	90,689
Other Personnel Expenses	78,075	109,890	109,121	126,873
Personnel Services Subtotal	864,371	1,318,259	1,056,803	1,261,452
Operating Expenses				
Professional & Contract Services	92,115	83,998	125,500	104,000
Supplies & Materials	79,205	103,327	94,250	97,100
Repair & Maintenance	556	-	275	20
Interdepartmental Charges	28,380	32,004	26,849	31,145
Other Operating Expenses	80,704	33,099	27,550	27,000
Capital Outlay	26,962	-	-	372,766
Operating Expenses Subtotal	307,922	252,428	274,424	632,031
TOTAL EXPENDITURES \$	1,172,293	1,570,687	1,331,227	1,893,483
Full Time Positions	4.00	5.00	4.00	4.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00
Account:	0012119 0012122 0012140		Fund:	General

ABOUT

The Professional Standards & Services Division supports the Police Department in the form of training, internal affairs, recruitment and hiring.

SERVICES

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

RECENT ACCOMPLISHMENTS

- Updated the department policy and procedures manual to develop clear and comprehensive policies that increase community engagement and foster cooperation
- Updated the Special Assignment and Promotion policy to monitor and regulate change affecting Police Department personnel to prevent undue stress upon the department
- Updated the uniform and award manual to increase officer wellness, safety and job satisfaction
- Updated the training master plan, which provides professional growth and continued development for department personnel
- Received and conducted 33 internal affairs investigations (both internal and external) ensuring good order and discipline within the department
- Hired 14 personnel in the police department including sworn, non-sworn and professional staff in order to help fill vacancies
- Promoted 8 personnel within the department
- Held two family police academies to promote employee wellness and extend it to their families
- Began utilizing inventory tracking software, Quartermaster, instead of spreadsheets to increase accuracy and efficiency for the entire department
- Combined training groups to provide a more cohesive, joint training plan with an emphasis on de-escalation principles

GOALS

- Continue to maintain adequate levels of staffing in all areas of the department
- Utilize new evaluation, training and selection procedures as a mechanism for employee development and mentoring
- Create a leadership development program to cultivate desirable traits and capabilities in individuals before they begin promotion process

PUBLIC WORKS

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

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

Paz Gomez
Deputy City Manager, Public Works

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PUBLIC WORKS BRANCH



PUBLIC WORKS | ADMINISTRATION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$957,345	\$798,582	\$849,559	\$867,300
Retirement Benefits	261,482	169,614	182,926	204,782
Health Insurance	98,468	70,661	72,179	80,252
Other Personnel Expenses	33,683	24,810	29,090	55,439
Personnel Services Subtotal	1,350,978	1,063,667	1,133,754	1,207,773
Operating Expenses				
Professional & Contract Services	113,686	100,049	83,078	111,700
Supplies & Materials	18,643	18,812	8,046	9,546
Repair & Maintenance	3,153	1,910	2,100	7,100
Interdepartmental Charges	250,908	235,716	325,400	173,647
Other Operating Expenses	22,958	21,867	9,894	23,272
Capital Outlay	0	-	-	-
Operating Expenses Subtotal	409,348	378,354	428,518	325,265
TOTAL EXPENDITURES	\$1,760,326	\$1,442,021	\$1,562,272	\$1,533,038
Full Time Positions	7.85	5.90	6.00	6.00
Hourly/FTE Positions	1.50	1.60	1.60	1.50

Account: 0018310 Fund: General

ABOUT

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

SERVICES

- Provide leadership and management support, operating budget oversight, Capital Improvement Program (CIP) oversight, contract administration and records management

RECENT ACCOMPLISHMENTS

- Developed and implemented a pilot contractor performance evaluation program that incorporates best practices from the What Works Cities program
- Implemented contractual requirements related to new and updated air quality regulations from the California Air Resources Board
- Presented eight learning sessions for staff on topics such as conflict of interest, cooperative purchasing and evaluative best practices

- Transformed the CIP process from a 15-year plan to a five-year budget that more directly aligns with the Strategic Plan, provides for more accurate and timely cost estimates, supports realistic project delivery timelines based on available resources, and offers improved transparency in decision-making
- Updated Administrative Order 50 containing the CIP project scoring matrix to increase weighting for project readiness and funding availability, and include equity analysis as a key consideration
- Successfully implemented the first phase of a new enterprise asset management system, which included the Facilities and Streets and Storm Drain Maintenance divisions, and initiated the second phase with gathering requirements for the Utilities Department

GOALS

- Support an update of the city's procurement policy and related administrative orders
- Complete major update to Public Works standard contract templates to reflect updated Greenbook engineering standards and streamline language
- Continue to engage in the planning, design and implementation of a citywide portfolio project management system, including CIP project management
- Continue to focus on employee coaching, development and training for staff at all levels throughout the branch

PUBLIC WORKS | CONSTRUCTION MANAGEMENT & INSPECTION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,567,875	\$ 1,781,181	\$ 1,636,110	\$ 1,615,046
Retirement Benefits	450,194	415,260	373,801	408,043
Health Insurance	203,152	203,183	233,899	234,323
Other Personnel Expenses	55,815	56,130	59,530	63,768
Personnel Services Subtotal	2,277,036	2,455,754	2,303,340	2,321,180
Operating Expenses				
Professional & Contract Services	212,748	203,657	242,209	242,209
Supplies & Materials	15,012	11,355	13,027	12,027
Repair & Maintenance	906	685	314	314
Interdepartmental Charges	387,526	406,978	684,756	477,302
Other Operating Expenses	16,027	14,301	14,260	15,260
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	632,219	636,976	954,566	747,112
TOTAL EXPENDITURES	\$ 2,909,255	\$ 3,092,730	\$ 3,257,906	\$ 3,068,292
Full Time Positions	15.20	16.20	15.00	15.00
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 00185XX Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Implemented a new construction project management system to track resources, costs, documentation and compliance for CIP projects
- Provided construction management and inspection services on significant CIP projects and citywide emergency responses, including Safer Streets Together initiative, Trieste slope repair, Avenida Encinas Coastal Rail Trail improvements, Recycled Water Phase 3 D-4 Reservoir and Downtown and Terramar Water Lines

- Provided construction inspection services for private development projects such as Marja Acres, Ionis 21 & 22, Pacific Wind and Aviara Apartments
- Continued to inspect work in the right-of-way for 5G communications infrastructure installation throughout the city
- Maintained stormwater compliance through training, education, outreach and enforcement actions resulting in zero construction-related notices of violation from the Regional Water Quality Control Board to date

GOALS

- Implement a pilot contractor performance evaluation process to improve accountability during the course of a public works project
- Continue to leverage project management tools and processes to improve efficiency and effectiveness within the department
- Work with property owners to reduce pollution and improve water quality through the city's Green Infrastructure program, formerly known as the Treatment Control Best Management Practices program, with the goal of receiving at least a 75% response rate on the annual Green Infrastructure maintenance verification
- Continue to maintain stormwater compliance on CIP projects with a goal of no violations from the Regional Water Quality Control Board

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Percentage of property owners that respond to the annual Green Infrastructure maintenance verification	80%	75%	75%	75%	Sustainability & the Natural Environment
Construction stormwater violations on CIP projects	0	0	0	0	Sustainability & the Natural Environment

PUBLIC WORKS |
ENVIRONMENTAL SUSTAINABILITY: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,244,051	\$ 1,550,644	\$ 1,686,858	\$ 1,670,130
Retirement Benefits	346,714	383,452	382,291	416,075
Health Insurance	188,234	220,745	319,346	247,975
Other Personnel Expenses	(207,306)	91,353	64,677	57,052
Personnel Services Subtotal	1,571,693	2,246,194	2,453,172	2,391,232
Operating Expenses				
Professional & Contract Services	1,669,874	1,417,564	1,532,356	1,196,996
Supplies & Materials	77,212	144,559	52,570	60,407
Repair & Maintenance	305	5	50	50
Interdepartmental Charges	710,436	842,040	1,202,311	1,078,677
Other Operating Expenses	38,229	29,284	23,421	26,088
Capital Outlay	10,265	129,956	-	-
Operating Expenses Subtotal	2,506,321	2,563,408	2,810,708	2,362,218
TOTAL EXPENDITURES	\$ 4,078,014	\$ 4,809,602	\$ 5,263,880	\$ 4,753,450
General Fund	1,238,207	1,205,943	1,178,783	1,210,630
Enterprise Fund	2,839,807	3,603,659	4,085,097	3,542,820
TOTAL FUNDING	\$ 4,078,014	\$ 4,809,602	\$ 5,263,880	\$ 4,753,450
Full Time Positions	11.95	17.60	17.50	16.50
Hourly/FTE Positions	1.50	1.50	1.50	1.50

ENVIRONMENTAL SUSTAINABILITY

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

ABOUT

The General Fund portion of the Environmental Sustainability Department budget includes the Climate Action Plan and Habitat Management divisions and coordination of the municipal component of the National Pollutant Discharge Elimination System Municipal Stormwater Permit in the Watershed Protection Division. These divisions integrate components of the Environmental and Sustainability Guiding Principles and support the Strategic Plan Goal of Sustainability & the Natural Environment.

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

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 303,978	\$ 302,502	\$ 345,990	\$ 381,694
Retirement Benefits	86,001	71,396	76,399	93,421
Health Insurance	34,082	36,234	37,068	44,033
Other Personnel Expenses	10,597	9,851	12,386	12,382
Personnel Services Subtotal	434,658	419,983	471,843	531,530
Operating Expenses				
Professional & Contract Services	594,695	424,174	284,362	284,362
Supplies & Materials	41,383	9,635	6,307	6,307
Repair & Maintenance	18	-	20	20
Interdepartmental Charges	86,988	97,308	148,637	125,647
Other Operating Expenses	4,344	8,466	5,668	5,668
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	727,428	539,583	444,994	422,004
TOTAL EXPENDITURES	\$ 1,162,086	\$ 959,566	\$ 916,837	\$ 953,534
Full Time Positions	2.65	2.55	2.70	2.90
Hourly/FTE Positions	0.50	0.50	0.50	0.50
Account: 0015110		Fund: General		
0015130				

SERVICES

- Coordinate with multiple city departments to oversee Climate Action Plan (CAP) implementation, collect monitoring data and prepare an annual report
- Provide updates to the CAP document as directed by the City Council
- Coordinate preparation of a community-wide greenhouse gas (GHG) emissions inventory and forecast as needed
- Perform outreach and education related to CAP activities and respond to public inquiries
- Oversee and coordinate implementation of the Carlsbad Green Business Program
- Analyze new programs and pilot projects to assist with CAP implementation as appropriate
- Participate in groups such as the San Diego Regional Climate Collaborative and SANDAG ReCAP Stakeholder Working Group
- Review GHG emissions data from SANDAG and incorporate into the CAP annual report
- Research and monitor upcoming regulations, funding opportunities and activities related to climate mitigation and adaptation
- Monitor regional climate change preparedness activities

- Provide leadership and citywide coordination to ensure compliance with Habitat Management Plan (HMP) regulations for private and CIP projects
- Conduct staff training for multiple city departments as necessary
- Oversee preserve managers to ensure HMP-compliant biological management, monitoring and reporting across the citywide preserve system
- Collaborate with the U.S. Fish and Wildlife Service, California Department of Fish and Wildlife and California Coastal Commission staff to ensure solutions-oriented HMP implementation
- Represent the city in regional conservation organizations, including San Diego Management and Monitoring Program and SANDAG Habitat Conservation Taskforce
- Facilitate regional and local conservation-related scientific research, biological monitoring and adaptive management
- Coordinate preserve inspection program and Ward’s weed control program

RECENT ACCOMPLISHMENTS

- Continued serving as a board member for the San Diego Regional Climate Collaborative, the Alliance for Regional Collaboratives for Climate Adaptation and the California Green Business Network
- Completed 74 Home Energy Score Assessments to assist residents with their home energy usage and provide sustainable solutions
- Developed online interactive GIS map to provide the public with access to information about HMP preserves and native species and habitats in the city
- Prepared Triennial Long-term Biological Monitoring Report, summarizing the status of sensitive species in the city
- Performed GIS analysis to identify potential restoration opportunities throughout the HMP preserve system
- Initiated pilot adaptive management program to enhance and protect two endangered plant species and rare native grassland habitat
- Completed all municipal inspections as required by the Municipal Stormwater Permit

GOALS

- Adopt a comprehensive CAP update and begin implementation of the updated CAP
- Continue implementation of the Carlsbad Green Business Program
- Meet HMP regulatory requirements, including target preserve acres and report out to the resource agencies and the public annually
- Implement a preserve inspection program to identify potential threats and implement a pilot adaptive management project to address some of those threats
- Conduct HMP outreach to the community and city staff in multiple departments by providing presentations and trainings

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
New Carlsbad Green Business Program certifications	9	19	15	N/A	Sustainability & the Natural Environment
Acreage goal added to Habitat Management Plan area	96%	96%	96%	N/A	Sustainability & the Natural Environment

PUBLIC WORKS |
ENVIRONMENTAL SUSTAINABILITY: SUSTAINABLE MATERIALS
MANAGEMENT

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	398,983	\$ 723,050	\$ 742,551	\$ 650,186
Retirement Benefits	93,562	187,090	170,478	163,418
Health Insurance	52,543	87,708	165,175	83,652
Other Personnel Expenses	13,658	27,222	29,470	22,919
Personnel Services Subtotal	558,746	1,025,070	1,107,674	920,175
Operating Expenses				
Professional & Contract Services	647,235	629,425	736,980	400,120
Supplies & Materials	29,359	126,961	35,163	44,200
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	217,572	322,668	497,769	506,947
Other Operating Expenses	22,892	15,875	9,833	12,800
Capital Outlay	10,265	129,956	-	-
Operating Expenses Subtotal	927,323	1,224,885	1,279,745	964,067
TOTAL EXPENDITURES	\$ 1,486,069	\$ 2,249,955	\$ 2,387,419	\$ 1,884,242
TOTAL FUNDING				
General Fund	76,121	246,377	261,946	257,096
Enterprise Fund	1,409,948	2,003,578	2,125,473	1,627,146
TOTAL FUNDING	\$ 1,486,069	\$ 2,249,955	\$ 2,387,419	\$ 1,884,242
Full Time Positions	2.80	9.65	8.65	7.30
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 0015120 Fund: General
520XXXX Enterprise

ABOUT

Consistent with the Carlsbad Municipal Code and General Plan, the Sustainable Materials Management Division coordinates implementation of a citywide waste reduction and recycling program to maintain compliance with state regulations related to waste reduction, diversion and proper disposal of solid waste. Division staff oversee the franchise agreement for waste hauling and recycling services, Palomar Transfer Station agreement for disposal services, waste reduction and diversion outreach and education programs and proper disposal of household hazardous waste.

SERVICES

- Represent the city at meetings with CalRecycle, businesses, residents and other stakeholders
- Improve the municipal waste reduction, diversion and other sustainability programs
- Prepare local, state and national grant applications with the City Council’s approval; appropriate funds, implement grant activities, track expenses and submit grant reports

- Coordinate outreach and education targeted at increasing recycling and other diversion programs for residents, businesses, municipal employees and the public
- Coordinate annual Earth Month and Earth Day events promoting recycling, proper disposal of household hazardous waste, composting and beach cleanup
- Conduct annual rate analysis to determine cost-effective practices for the franchise agreement, including trash and recycling services
- Submit required annual recycling, composting and disposal reports to CalRecycle as required
- Participate in regional activities with SANDAG Solid Waste Technical Advisory Committee
- Engage community to decrease waste and increase recycling and compost practices

RECENT ACCOMPLISHMENTS

- Provided outreach and education to all multifamily properties and businesses in the city on new single-use plastics ordinances and organics requirements
- Hosted Fix-It clinic events, compost giveaway events and an e-waste collection event
- Implemented sharp collection program at various municipal facilities for residents
- Continued to work in all school districts assisting with education programs, staff training, and incorporating the waste hauler
- Presented at the California Resource Recovery Association, Waste Expo and Sustainability, Operations, Action, Resources conferences on sustainable initiatives implemented in the city
- Expanded edible food recovery efforts by providing funding opportunities to food recovery organizations that supported local businesses
- Expanded Earth Month education and event activities to incentivize behavior change
- Reviewed special event applications for compliance with recycling and trash best practices

GOALS

- Monitor waste diversion and recycling programs at the Palomar Transfer Station
- Increase waste diversion in the commercial sector by focusing on technical assistance targeting high trash-generating businesses with low diversion rates
- Continue tracking per capita disposal rate in pounds per person per day to verify accuracy
- Reduce the number of businesses without recycling or compost services to zero

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Pounds per person sent to landfill	7.8 lbs.	7.8 lbs.	7.5 lbs.	N/A	Sustainability & the Natural Environment
Organics diverted from the landfill	20,975 tons	24,120 tons	28,955 tons	N/A	Sustainability & the Natural Environment

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, Environmental Sustainability eliminated a vacant senior environmental specialist primarily responsible for supervising staff and coordinating environmental sustainability programs to ensure compliance with regulatory requirements of SB 1383. The duties will be reassigned to existing staff with minimal service level impacts expected.

PUBLIC WORKS |

ENVIRONMENTAL SUSTAINABILITY: WATERSHED PROTECTION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	541,090	\$ 525,092	\$ 598,317	\$ 638,250
Retirement Benefits	167,151	124,966	135,414	159,236
Health Insurance	101,609	96,803	117,103	120,290
Other Personnel Expenses	(231,561)	54,280	22,821	21,751
Personnel Services Subtotal	578,289	801,141	873,655	939,527
Operating Expenses				
Professional & Contract Services	427,944	363,965	511,014	512,514
Supplies & Materials	6,470	7,963	11,100	9,900
Repair & Maintenance	287	5	30	30
Interdepartmental Charges	405,876	422,064	555,905	446,083
Other Operating Expenses	10,993	4,943	7,920	7,620
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	851,570	798,940	1,085,969	976,147
TOTAL EXPENDITURES	\$ 1,429,859	\$ 1,600,081	\$ 1,959,624	\$ 1,915,674
Full Time Positions	6.50	5.40	6.15	6.30
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 5215110 Fund: Enterprise

ABOUT

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

SERVICES

- Participate with neighboring cities in the Carlsbad Watershed as the Principal Co-permittee, serving as a liaison with the Regional Board, ensuring submittal of annual reports and participating in the San Diego County Co-permittees Regional Program Planning Committee
- Represent the city at meetings with the California Environmental Protection Agency, Regional Board, San Diego County Co-permittees, Carlsbad Watershed, environmental nonprofit groups and other stakeholders
- Assess businesses to ensure proper best management practices and pollution prevention, prevent discharges into the Municipal Separate Storm Sewer System, or MS4, and protect receiving waters, which may require follow-up visits, targeted education or enforcement

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

RECENT ACCOMPLISHMENTS

- Managed the contract for a watershed coordinator to assist the watershed agencies with updating and implementing the Water Quality Improvement Plan and report to optimize the watershed’s compliance with the Municipal Stormwater Permit
- Submitted the Carlsbad Watershed Management Area Water Quality Improvement Plan and the Jurisdictional Runoff Management Program Annual Reports to the Regional Board
- Worked interdepartmentally to implement state mandated trash control measures to keep trash out of the storm drain system and downstream waterbodies
- Hosted two Creek to Bay Cleanup sites and provided other outreach and education activities within the city and regionally
- Completed all state mandated water quality monitoring and annual stormwater inspections
- Assisted the asset management team by creating stormwater GIS data for 111 development projects

GOALS

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

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Percentage of emergency response times under 45 minutes for illicit discharges	100%	90%	90%	90%	Sustainability & the Natural Environment
Illicit discharges detected and eliminated	100%	100%	100%	100%	Sustainability & the Natural Environment

PUBLIC WORKS |
FLEET & FACILITIES: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 2,595,221	\$ 2,896,970	\$ 3,296,372	\$ 3,386,717
Retirement Benefits	750,997	611,972	682,059	769,100
Health Insurance	491,384	529,529	621,793	652,776
Other Personnel Expenses	(84,024)	153,544	132,211	127,420
Personnel Services Subtotal	3,753,578	4,192,015	4,732,435	4,936,013
Operating Expenses				
Professional & Contract Services	1,035,773	1,337,151	887,371	885,371
Supplies & Materials	2,384,764	2,576,792	2,091,292	2,398,514
Repair & Maintenance	1,396,652	1,262,464	1,453,060	1,461,060
Interdepartmental Charges	800,736	786,546	1,455,622	948,285
Other Operating Expenses	611,319	629,450	629,674	632,668
Capital Outlay	3,642,867	1,650,055	1,068,564	4,598,574
Operating Expenses Subtotal	9,872,111	8,242,458	7,585,583	10,924,472
TOTAL EXPENDITURES	\$ 13,625,689	\$ 12,434,473	\$ 12,318,018	\$ 15,860,485
General Fund	\$ 6,297,998	\$ 6,812,114	\$ 7,497,115	\$ 7,191,930
Internal Service Fund	\$ 7,278,017	\$ 5,569,359	\$ 4,764,903	\$ 8,611,435
Special Revenue Fund	\$ 49,674	\$ 53,000	\$ 56,000	\$ 57,120
TOTAL FUNDING	\$ 13,625,689	\$ 12,434,473	\$ 12,318,018	\$ 15,860,485
Full Time Positions	35.10	34.95	35.95	35.95
Hourly/FTE Positions	7.75	6.90	8.40	8.40

FLEET & FACILITIES

- Facilities
- Fleet Maintenance & Replacement

PUBLIC WORKS |
FLEET & FACILITIES: FACILITIES

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,823,085	\$ 2,027,002	\$ 2,383,940	\$ 2,437,148
Retirement Benefits	517,714	415,848	483,233	540,611
Health Insurance	325,513	345,885	438,791	440,694
Other Personnel Expenses	76,401	73,962	96,564	92,583
Personnel Services Subtotal	2,742,713	2,862,697	3,402,528	3,511,036
Operating Expenses				
Professional & Contract Services	1,005,343	1,306,531	848,028	849,028
Supplies & Materials	658,866	726,504	585,319	581,819
Repair & Maintenance	964,153	801,167	1,067,966	1,067,966
Interdepartmental Charges	599,364	561,311	1,038,153	630,020
Other Operating Expenses	375,914	601,201	611,121	609,181
Capital Outlay	1,319	5,703	-	-
Operating Expenses Subtotal	3,604,959	4,002,417	4,150,587	3,738,014
TOTAL EXPENDITURES	\$ 6,347,672	\$ 6,865,114	\$ 7,553,115	\$ 7,249,050
General Fund	\$ 6,297,998	\$ 6,812,114	\$ 7,497,115	\$ 7,191,930
Special Revenue Fund	49,674	53,000	56,000	57,120
Total Funding	\$ 6,347,672	\$ 6,865,114	\$ 7,553,115	\$ 7,249,050
Full Time Positions	24.85	24.85	25.85	25.85
Hourly/FTE Positions	6.75	5.90	7.40	7.40
Account:	0015310	Fund:	General	
	0015320		Special Revenue-Parking in Lieu	
	3155110			

ABOUT

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

SERVICES

- Maintain city-owned facilities including building exteriors, interiors, cleaning and custodial services, as well as set-up of offices and meeting rooms
- Provide building construction, improvements, renovations, repairs and relocation
- Operate the Safety Training Center for public safety personnel training as well as provide leasing and rental opportunities to federal, state and local agencies and programs

RECENT ACCOMPLISHMENTS

- Completed a citywide facility condition assessment and workplan to understand and plan for future preventative maintenance needs
- Replaced antiquated security alarm systems at all city facilities to ensure more timely, reliable responses
- Established facility asset management program that integrates with the city's newly implemented enterprise asset management software
- Completed construction work for Phase 2 of the Police & Fire Headquarters renovation project with Phases 3 and 4 in progress; Phase 4 includes the Emergency Operations Center (EOC) wing reconfiguration project
- Completed the design work for the Monroe Street Pool replacement project and submitted the design to the Community Development Department for permitting review and approval
- Completed the design work and obtained a building permit for the Alga Norte Aquatic Center family restroom and locker room renovations
- Awarded a contract for the audiovisual (AV) upgrade of the Schulman Auditorium
- Completed construction of the Leo Carrillo Ranch 7 building roof upgrade project, Senior Center roof replacement project, Carlsbad Water Recycling Facility roof replacement project and Calavera Hills Community Center refurbishment project
- Supported 124 training days for 19 outside agency leases at the Safety Training Center
- Recycled 1,428 pounds of brass shell casings, 450 pounds of lead and copper from indoor shooting range activities and 1,732 pounds of scrap metal

GOALS

- Monitor building maintenance costs per square foot with the goal of limiting cost increases to annual CPI; benchmark costs per square foot are from the International Facilities Maintenance Association's Benchmark Report for 2022 adjusted by CPI
- Develop a comprehensive facility electrical inspection and maintenance program
- Explore opportunities for projects to promote sustainable energy use and production
- Continue the city facility and parking lot light pole and fixture replacement project
- Complete construction of the State Street Parking Lot EV Charging project
- Complete construction of the Alga Norte Park family restroom and locker room renovations
- Obtain a permit for and start construction on the Fleet Maintenance Building renovation
- Start construction work for the Fleet Fuel Island Upgrade project
- Complete construction work for the Schulman Auditorium AV upgrade project

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Number of city-owned EV charging stations	44	54	74	Annual increases	Sustainability & the Natural Environment
Building maintenance (\$/square foot)	\$5.15	\$4.86	\$5.03	\$4.81	Organizational Excellence & Fiscal Health

PUBLIC WORKS |

FLEET & FACILITIES: FLEET MAINTENANCE & REPLACEMENT

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 772,136	\$ 869,968	\$ 912,432	\$ 949,569
Retirement Benefits	233,283	196,124	198,826	228,489
Health Insurance	165,871	183,644	183,002	212,082
Other Personnel Expenses	(160,425)	79,582	35,647	34,837
Personnel Services Subtotal	1,010,865	1,329,318	1,329,907	1,424,977
Operating Expenses				
Professional & Contract Services	30,430	30,620	39,343	36,343
Supplies & Materials	1,725,898	1,850,288	1,505,973	1,816,695
Repair & Maintenance	432,499	461,297	385,094	393,094
Interdepartmental Charges	201,372	225,235	417,469	318,265
Other Operating Expenses	235,405	28,249	18,553	23,487
Capital Outlay	3,641,548	1,644,352	1,068,564	4,598,574
Operating Expenses Subtotal	6,267,152	4,240,041	3,434,996	7,186,458
TOTAL EXPENDITURES	\$ 7,278,017	\$ 5,569,359	\$ 4,764,903	\$ 8,611,435
Full Time Positions	10.25	10.10	10.10	10.10
Hourly/FTE Positions	1.00	1.00	1.00	1.00
	<i>Account: 6205460</i>	<i>Fund: Vehicle Maintenance Fund</i>		
	<i>6215461</i>	<i>Vehicle Replacement Fund</i>		

ABOUT

The city’s fleet consists of 490 vehicles and equipment necessary to achieve the city’s mission of delivering quality and efficient services safely, affordably and in compliance with all relevant regulations.

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

The fleet vehicle replacement program is funded through a replacement charge to departments for each vehicle or equipment in service. This program funds asset replacement and vehicle outfitting. Cost-effective vehicle procurement is achieved through cooperative purchasing agreements and bidding processes. Revenue is collected from the sale of retired city fleet assets at auction and used to offset future costs within respective departments.

SERVICES

- Provide safe, appropriately managed and maintained vehicles for use by city staff, inspect vehicles per requirements of the biennial inspection of terminals and smog programs and maintain 24/7 road call services for emergency vehicles
- Provide reliable, cost-effective fuel management by maintaining sufficient fuel supplies for emergencies and monitoring fuel tanks in accordance with state and county regulations
- Evaluate the city fleet annually to identify units eligible for replacement or reduction in accordance with Administrative Order 3
- Advise on development of specifications for purchase of replacement units that satisfy client department requirements while optimizing life cycle return on investment in alignment with the Climate Action Plan
- Purchase replacement units and identify opportunities to increase fleet electrification and electric vehicle (EV) charging infrastructure

RECENT ACCOMPLISHMENTS

- Achieved recognition from the National Association of Fleet Managers as a Top 100 Fleet
- First municipality in the county to activate the SDG&E Power Your Drive for Fleets Make-Ready Infrastructure Program
- Implemented global positioning system (GPS) vehicle telematics pilot for city vehicles
- Increased inventory of low-emission vehicles to 96 vehicles
- Activated 47 new vehicles and equipment and received \$194,200 in revenue for the sale of 35 retired vehicles and equipment
- Completed a report on fleet replacement strategies to evaluate best procurement practices
- Purchased 10 additional level 3 DC EV fast chargers for installation at the fleet maintenance facility, resulting in an estimated cost avoidance of \$244,000 or 50%

GOALS

- In compliance with the updated Climate Action Plan and Strategic Plan, transition all passenger fleet vehicle purchases to be electric vehicles, with the exception of public safety vehicle purchases which will be electric where feasible
- Assess and improve fleet data management techniques and analytical processes for enhanced city reporting capabilities
- Increase low- and zero-emission VMT to 40% of total annual fleet VMT or 1,000,000 miles
- Expand Electric DC Fast Charging capacity to 12 chargers by end of calendar year 2024

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Number of non-public safety fleet vehicles that are electric or hybrid	47	55	76	Consistent annual increases	Sustainability & the Natural Environment
Fleet vehicles ready for active service	96.8%	98%	98%	98%	Organizational Excellence & Fiscal Health
City-related vehicle miles traveled by low/zero emission vehicles	35%	38%	40%	25% by 2035	Sustainability & the Natural Environment

PUBLIC WORKS |
TRANSPORTATION: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 3,606,940	\$ 4,053,009	\$ 4,337,789	\$ 4,390,652
Retirement Benefits	1,136,512	1,008,461	993,367	1,113,442
Health Insurance	594,508	629,869	665,807	804,874
Other Personnel Expenses	141,036	168,943	162,686	216,142
Personnel Services Subtotal	5,478,996	5,860,282	6,159,649	6,525,110
Operating Expenses				
Professional & Contract Services	1,257,360	2,022,171	1,417,716	1,411,316
Supplies & Materials	376,946	503,645	438,816	438,816
Repair & Maintenance	1,225,291	1,229,985	1,463,290	1,457,790
Interdepartmental Charges	1,982,950	2,456,324	2,983,971	3,854,054
Other Operating Expenses	749,114	826,961	717,132	714,732
Capital Outlay	143,200	558,337	80,000	80,000
Operating Expenses Subtotal	5,734,861	7,597,423	7,100,925	7,956,708
TOTAL EXPENDITURES	\$ 11,213,857	\$ 13,457,705	\$ 13,260,574	\$ 14,481,818
General Fund	8,048,352	10,028,265	9,732,215	10,741,202
Enterprise Fund	1,904,811	2,026,321	1,865,537	2,001,426
Special Revenue Fund	1,260,694	1,403,119	1,662,822	1,739,190
TOTAL FUNDING	\$ 11,213,857	\$ 13,457,705	\$ 13,260,574	\$ 14,481,818
Full Time Positions	43.70	43.60	43.80	43.80
Hourly/FTE Positions	1.94	1.50	1.50	1.50

TRANSPORTATION

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

PUBLIC WORKS |

TRANSPORTATION: STORM DRAIN MAINTENANCE & ENGINEERING

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$579,104	\$606,752	\$710,238	\$646,306
Retirement Benefits	177,552	144,417	159,108	158,495
Health Insurance	98,148	100,542	117,861	132,828
Other Personnel Expenses	23,206	49,210	26,998	32,618
Personnel Services Subtotal	878,010	900,921	1,014,205	970,247
Operating Expenses				
Professional & Contract Services	335,548	447,359	192,507	194,107
Supplies & Materials	26,876	30,180	24,600	24,600
Repair & Maintenance	596,171	649,851	600,900	600,900
Interdepartmental Charges	371,657	317,615	446,694	537,007
Other Operating Expenses	97,729	65,814	85,200	83,600
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,427,981	1,510,819	1,349,901	1,440,214
TOTAL EXPENDITURES	\$2,305,991	\$2,411,740	\$2,364,106	\$2,410,461
General Fund	401,180	385,419	498,569	409,035
Enterprise Fund	1,904,811	2,026,321	1,865,537	2,001,426
TOTAL FUNDING	\$ 2,305,991	\$ 2,411,740	\$ 2,364,106	\$ 2,410,461
Full Time Positions	7.10	7.00	7.35	6.60
Hourly/FTE Positions	0.98	0.50	0.50	0.50
<i>Account:</i>	<i>0016310</i>	<i>Fund:</i>	<i>General</i>	
	<i>5216310</i>		<i>Enterprise-Storm Drain Maintenance</i>	

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Inspected 100% of high-priority storm drain inlets
- Completed the Agua Hedionda Creek vegetation removal between the bridges of Cannon Road and El Camino Real

- Completed approximately 1,800 lane miles of street sweeping bimonthly on all residential, prime and major streets, removing 1,402 tons of debris that otherwise would end up in the city’s storm drain system
- Completed Phase I of the Magnolia Avenue Storm Drain Improvements Project
- Responded to a storm-related local emergency to repair a split 24-inch storm drain pipeline on Carlsbad Village Drive near Pontiac Drive and completed the work in less than a week
- Responded to a storm-related local emergency to remove vegetation and sediment in the Buena Vista Creek concrete channel near El Camino Real, working closely with regulatory agencies
- Responded to a storm-related local emergency to address slope repair behind residential properties that front Trieste Drive east of El Camino Real and placed emergency protective measures
- Responded to numerous storm-related issues that occurred due to atmospheric rivers with record rains in January and February 2024 and placed emergency protective measures as needed
- Cleared vegetation from three drainage outfalls entering the Buena Vista Creek channel from the City of Oceanside

GOALS

- Complete update of the city’s Drainage Master Plan

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Linear feet of streets swept to mitigate debris	1,800 (100%)	1,800 (100%)	1,800 (100%)	1,800 (100%)	Quality of Life & Safety
Tons of debris removed from city streets from street sweeping	1,154 tons	1,402 tons	1,400 tons	N/A	Quality of Life & Safety
Percentage of Agua Hedionda Lagoon channels cleaned	100%	100%	100%	100%	Sustainability & the Natural Environment

PUBLIC WORKS |

TRANSPORTATION: TRAFFIC, MOBILITY, TRANSPORTATION
ENGINEERING & STREETS MAINTENANCE

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$2,878,496	\$3,282,209	\$3,462,840	\$3,568,906
Retirement Benefits	914,632	823,941	795,441	909,235
Health Insurance	479,115	511,235	530,582	652,388
Other Personnel Expenses	111,847	113,934	129,190	174,505
Personnel Services Subtotal	4,384,090	4,731,319	4,918,053	5,305,034
Operating Expenses				
Professional & Contract Services	828,656	1,435,297	1,011,158	1,003,158
Supplies & Materials	328,483	451,555	338,097	338,097
Repair & Maintenance	467,117	481,259	589,418	583,918
Interdepartmental Charges	1,295,617	1,761,273	2,065,772	2,791,612
Other Operating Expenses	200,009	223,806	231,148	230,348
Capital Outlay	143,200	558,337	80,000	80,000
Operating Expenses Subtotal	3,263,082	4,911,527	4,315,593	5,027,133
TOTAL EXPENDITURES	\$7,647,172	\$9,642,846	\$9,233,646	\$10,332,167
Full Time Positions	34.65	34.65	34.50	35.25
Hourly/FTE Positions	0.97	1.00	1.00	1.00
	<i>Account: 0018410 00186XX 00187XX</i>		<i>Fund: General</i>	

ABOUT

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

SERVICES

- Conduct traffic and mobility planning, oversee engineering and signals operations and serve as liaison with the Traffic Safety and Mobility Commission
- Perform roadside maintenance including street signs, street legends, striping, graffiti and trash removal, pothole and sidewalk repairs
- Develop plans, specifications and cost estimates and provide project and design management of projects involving transportation assets

RECENT ACCOMPLISHMENTS

- Implemented a Bike Valet Program at TGIF concerts in the park and special events
- Completed El Camino Real and College Boulevard Intersection Improvements Project

- Completed the conceptual design for the South Carlsbad Boulevard Climate Adaption Study, which spans one mile from Manzano Drive to Island Way
- Completed installation of the city’s first pedestrian hybrid beacon crossing signal on Tamarack Avenue at Valley Street to enhance pedestrian visibility and enhance safety
- Completed Segment 2 of Avenida Encinas Coastal Rail Trail and Pedestrian Improvements
- Completed a neighborhood meeting for traffic calming projects on Hummingbird Road and presented other traffic calming projects to the Traffic Safety and Mobility Commission for review and the City Council for approval
- Completed implementation of leading pedestrian interval and countdown pedestrian signal upgrades at 22 school locations and 10 locations in the Village as part of the local traffic safety emergency to improve pedestrian visibility
- Completed construction of the Carlsbad Boulevard Pedestrian Improvement Project, which included the city’s first in-pavement lighted crosswalks and other improvements such as curb extensions at six locations on Carlsbad Boulevard
- Completed the East-West Corridors Emergency Resurfacing and Restriping Project, which was initiated as part of the local traffic safety emergency and included road improvements on Carlsbad Village Drive, Tamarack Avenue, Cannon Road, Poinsettia Lane, La Costa Avenue and Olivenhain Road
- Completed Sidewalk Construction and Parking Lot Americans with Disabilities Act Compliance Project, which involved construction of parking lots at Poinsettia Park, Holiday Park, Calavera Hills Park, Village Arts Lot and in various Carlsbad Village locations
- Developed Safe Routes to School plans for Jefferson Elementary and Sage Creek High School

GOALS

- Finalize the revision of the Carlsbad Residential Traffic Management Program
- Complete traffic calming projects on Victoria Avenue, Highland Drive, Nueva Castilla Way, Circulo Sequoia, Park Avenue, Black Rail Road, Plum Tree Road and Carrillo Way
- Develop Safe Routes to School plans at Aviara Oaks Elementary and Aviara Oaks Middle Schools to make it safe, convenient, and fun for children to walk and bicycle to and from schools, and continue this program annually at proposed schools

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Percentage of residential traffic-related requests completed	97% (138/143)	87% (144/166)	95%	N/A; consistent with staff capacity	Quality of Life & Safety
Percentage of residential traffic calming neighborhood meetings completed, based on request	100% (13/13)	100% (1/1)	100% (4/4)	100%	Quality of Life & Safety

PUBLIC WORKS |

TRANSPORTATION: BUENA VISTA CHANNEL, LIGHTING &
LANDSCAPING DISTRICTS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$149,340	\$164,048	\$164,711	\$175,440
Retirement Benefits	44,328	40,103	38,818	45,712
Health Insurance	17,245	18,092	17,364	19,658
Other Personnel Expenses	5,983	5,799	6,498	9,019
Personnel Services Subtotal	216,896	228,042	227,391	249,829
Operating Expenses				
Professional & Contract Services	93,156	139,515	214,051	214,051
Supplies & Materials	21,587	21,910	76,119	76,119
Repair & Maintenance	162,003	98,875	272,972	272,972
Interdepartmental Charges	315,676	377,436	471,505	525,435
Other Operating Expenses	451,376	537,341	400,784	400,784
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,043,798	1,175,077	1,435,431	1,489,361
TOTAL EXPENDITURES	\$1,260,694	\$1,403,119	\$1,662,822	\$1,739,190
Full Time Positions	1.95	1.95	1.95	1.95
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account:</i>	162	<i>Fund:</i>	<i>Special Revenue- Street Light Maintenance</i>	
	163		<i>Special Revenue-Buena Vista Channel</i>	
	164		<i>Special Revenue-LLD 2</i>	

ABOUT

The Transportation Engineering Division provides oversight of the Buena Vista Creek Channel Maintenance Assessment District, which funds costs for the maintenance of the Buena Vista Creek Channel drainage system from Jefferson Street east to the South Vista Way bridge. The Transportation Department also provides oversight of the Lighting & Landscaping District 2 and Street Light Maintenance funds, which provide maintenance of streetlights, decorative lighting, street trees and medians within the district boundaries covering newer developments in the city.

SERVICES

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

RECENT ACCOMPLISHMENTS

- Completed Phase 2 of the citywide streetlight fixtures replacement program to convert them to light-emitting diodes (LED)
- Completed annual vegetation clearing and trash removal from the Buena Vista Creek Channel Maintenance District and submitted a report to California Department of Fish and Wildlife

GOALS

- Initiate Phase 3 of the Citywide Streetlight Replacement Program
- Monitor and continue program to clear vegetation entering the Buena Vista channel from the City of Oceanside
- Clear 100% of the annual section of the channel for the Buena Vista Creek Channel Maintenance District, which is 20% of the channel for the district each year
- Track and monitor areas for plant and trash removal for flood capacity purposes
- Track and monitor service times to ensure timely service for service requests

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Citywide Streetlight Replacement Program	Audit and bid of Phase 2 complete	Phase 2 program completed	Initiate Phase 3 planning	100%	Quality of Life & Safety
Percentage of Buena Vista Creek Channel cleaned and reported for permitting (equivalent to 20% of district annually)	100%	100%	100%	100%	Sustainability & the Natural Environment

PUBLIC WORKS | UTILITIES: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 5,538,360	\$ 6,166,382	\$ 6,883,606	\$ 7,074,608
Retirement Benefits	1,651,672	1,412,569	1,494,179	1,740,693
Health Insurance	944,651	986,384	1,210,607	996,366
Other Personnel Expenses	(1,281,540)	639,327	327,775	405,106
Personnel Services Subtotal	6,853,143	9,204,662	9,916,167	10,216,773
Operating Expenses				
Professional & Contract Services	12,700,325	14,281,821	18,382,403	18,618,491
Supplies & Materials	28,976,575	29,582,207	34,826,472	38,008,440
Repair & Maintenance	437,116	237,849	433,521	579,793
Interdepartmental Charges	5,153,827	5,608,797	6,862,721	6,418,771
Other Operating Expenses	12,810,418	14,061,791	19,248,629	28,376,484
Capital Outlay	77,638	138,228	7,150	7,150
Operating Expenses Subtotal	60,155,899	63,910,693	79,760,896	92,009,129
TOTAL EXPENDITURES	\$ 67,009,042	\$ 73,115,355	\$ 89,677,063	\$ 102,225,902
Full Time Positions	63.95	64.50	63.50	63.50
Hourly/FTE Positions	0.50	0.50	0.50	0.50

UTILITIES

- Potable Water Operations
- Recycled Water Operations
- Wastewater Operations

PUBLIC WORKS |
UTILITIES: POTABLE WATER OPERATIONS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 2,775,502	\$ 2,989,633	\$ 3,297,868	\$ 3,377,622
Retirement Benefits	777,841	660,682	722,595	834,310
Health Insurance	539,133	571,740	603,202	498,021
Other Personnel Expenses	(934,811)	388,232	159,114	195,972
Personnel Services Subtotal	3,157,665	4,610,287	4,782,779	4,905,925
Operating Expenses				
Professional & Contract Services	7,250,138	7,541,456	9,205,538	9,416,330
Supplies & Materials	26,320,138	26,280,782	31,440,899	34,565,384
Repair & Maintenance	384,355	223,572	290,050	458,550
Interdepartmental Charges	2,964,704	3,160,653	3,765,584	3,475,547
Other Operating Expenses	4,222,292	5,213,523	5,271,353	5,333,055
Capital Outlay	16,957	64,415	3,600	3,600
Operating Expenses Subtotal	41,158,584	42,484,401	49,977,024	53,252,466
TOTAL EXPENDITURES	\$ 44,316,249	\$ 47,094,688	\$ 54,759,803	\$ 58,158,391
Full Time Positions	30.55	30.95	31.05	31.15
Hourly/FTE Positions	0.20	0.00	0.00	0.00
<i>Account: 5016310</i>		<i>Fund: Enterprise</i>		

ABOUT

To ensure safe, high-quality drinking water is available to Carlsbad Municipal Water District customers on-demand, CMWD provides ongoing operation and maintenance of the following: nine storage reservoirs or tanks, 457 miles of pipeline, 17 pressure zones, 71 pressure regulating stations, three pumping stations, approximately 14,300 valves, 4,500 fire hydrants and 29,500 potable meters. CMWD purchases potable water from its wholesale water provider, San Diego County Water Authority, which includes desalinated water from the Carlsbad Desalination Plant. CMWD implements a water asset management plan to minimize the total cost of owning and operating utility assets while continuing to deliver high levels of service at acceptable levels of risk.

SERVICES

- Operate and maintain reservoirs, pressure regulating stations, pump stations, transmission and distribution pipelines, valves, meters and other appurtenances
- Deliver reliable, safe drinking water and fire flow demand
- Comply with all water-related health, safety and environmental regulations including state and federal drinking water standards for water quality sampling and reporting
- Implement effective water conservation and rebate programs, including public education, leak detection studies, leak repair and compliance with conservation laws
- Work with other water agencies and the San Diego County Water Authority on regional water-related projects and budgets

RECENT ACCOMPLISHMENTS

- Completed construction of the Downtown and Terramar small diameter water pipeline replacement project
- Completed the inventory of lead service lines to comply with EPA’s recent Lead and Copper Rule regulations
- Protected the potable water supply by testing approximately 285 city backflow devices and conducting 158 cross-connection tests
- Completed the design to replace broken or malfunctioning valves at 20 operationally critical locations to control flow and minimize disruption of service during shutdowns
- Substantially completed construction of the Palomar Airport water line replacement project
- Initiated the first phase of the Supervisory Control and Data Acquisition (SCADA) replacement project to improve remote monitoring and control of critical water infrastructure
- Completed scheduled inspection of reservoirs to inform future maintenance and updated over 8,000 malfunctioning meter-data transmitters to improve efficiency and accuracy

GOALS

- Minimize costs to customers while continuing to provide high levels of service at acceptable risk and meet all state and federal water quality standards for safe drinking water
- Optimize asset management by increasing the use of technology to improve and manage the infrastructure system more efficiently and effectively
- Update the cost of services study to forecast financial needs and inform future rate adjustments
- Initiate an update of the 2020 Risk and Resilience Assessment as required by the Environmental Protection Agency
- Update the 2020 Urban Water Management Plan per state regulations
- Implement new regulations for water use efficiency standards issued by the Department of Water Resources and the State Water Resources Control Board
- Proactively conduct leak detection surveys to identify where pipeline repairs may be needed
- Update the 2019 Potable Water Master Plan to evaluate the water distribution system and inform operational modifications for better system performance, reliability and redundancy and to identify system capacity needs for future growth
- Complete construction of the Carlsbad Boulevard at Terramar water main line replacements
- Complete construction of pressure regulating stations at El Fuerte Street and at Melrose Drive and Poinsettia Lane
- Stay within the industry benchmark for water main breaks of 3.4 to 19.4 breaks per 100 miles of pipeline, or less, per the American Water Works Association

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Pipeline breaks per 100 miles of pipe	0.66	<3.4	<3.4	3.4-19.4	Quality of Life & Safety
Percentage of annual drinking water quality standards met	100%	100%	100%	100%	Quality of Life & Safety

PUBLIC WORKS |
UTILITIES: RECYCLED WATER OPERATIONS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,040,554	\$ 1,237,172	\$ 1,310,203	\$ 1,372,294
Retirement Benefits	350,713	290,526	266,704	330,041
Health Insurance	143,591	156,081	176,778	176,276
Other Personnel Expenses	41,288	52,192	57,615	76,390
Personnel Services Subtotal	1,576,146	1,735,971	1,811,300	1,955,001
Operating Expenses				
Professional & Contract Services	1,425,672	1,568,675	2,373,450	2,291,424
Supplies & Materials	2,361,161	2,802,075	3,023,586	3,071,606
Repair & Maintenance	19,524	53	22,743	27,743
Interdepartmental Charges	818,951	936,876	1,168,003	990,319
Other Operating Expenses	3,581,538	3,144,958	3,448,290	2,476,606
Capital Outlay	-	-	1,750	1,750
Operating Expenses Subtotal	8,206,846	8,452,637	10,037,822	8,859,448
TOTAL EXPENDITURES	\$ 9,782,992	\$ 10,188,608	\$ 11,849,122	\$ 10,814,449
Full Time Positions	13.30	12.75	10.85	11.45
Hourly/FTE Positions	0.10	0.50	0.50	0.50
<i>Account: 5026310</i>		<i>Fund: Enterprise</i>		

ABOUT

The Carlsbad Municipal Water District owns the Carlsbad Water Recycling Facility located next to the Encina Wastewater Authority treatment plant. CMWD takes treated wastewater from that plant and further treats it to the State of California Title 22 recycled water quality standards and then delivers this water to customers for irrigation and certain industrial uses. This effort reduces the amount of wastewater that would normally be released by the wastewater treatment plant into the ocean outfall, reduces dependence on imported drinking water, and provides customers with a reliable local water supply for non-potable purposes. Recycled water is not subject to state water conservation requirements. CMWD implements a recycled water asset management plan to minimize the total cost of owning and operating utility assets while continuing to deliver high levels of service at acceptable levels of risk.

Delivery of this water includes the operation and maintenance of the recycled water system’s three storage tanks, four pump stations, three pressure regulating stations, six pressure zones, approximately 97 miles of pipelines, 1,050 valves and 1,010 meters. CMWD’s cross-connection control and backflow program ensures a safe supply of drinking water by preventing cross-contamination from the recycled system into the potable system, in accordance with federal and state regulations. CMWD also purchases and delivers recycled water from the Vallecitos Water District’s Meadowlark Water Reclamation Facility.

SERVICES

- Operate and maintain infrastructure, including the Carlsbad Water Recycling Facility, reservoirs, pressure regulating stations, pump stations, pipelines, valves and meters
- Treat wastewater to meet State of California Title 22 recycled water requirements
- Deliver recycled water for irrigation and some industrial uses through the recycled water system
- Perform inspections on systems and backflows to prevent cross-connections and protect the potable water system
- Convert irrigation sites from potable water to recycled water as service becomes available

RECENT ACCOMPLISHMENTS

- Received an award of \$1 million in recycled water grants
- Performed inspections at all recycled water use sites to inform site operators of any modifications needed to comply with guidelines for the safe use of recycled water
- Completed recycled tank inspections and cleaning to proactively maintain system assets on a regular 5-year cycle
- Initiated the first phase of the SCADA system replacement project to improve remote monitoring and control of critical recycled water infrastructure
- Initiated construction of the roof replacement project at the Carlsbad Water Recycling Facility to extend the life of system facilities

GOALS

- Complete construction of a new 1.5-million-gallon Phase 3 recycled water tank, D-4
- Stay within the industry benchmark for water main breaks of 3.4 to 19.4 breaks per 100 miles of pipeline, per the American Water Works Association, or less
- Update the cost of services study to forecast financial needs and inform future rate adjustments
- Maintain recycled water cost at or below 75% of potable water irrigation cost to encourage the use of recycled water

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Pipeline breaks per 100 miles of pipe	0	< 3.4	< 3.4	3.4-19.4	Quality of Life & Safety
Cost of recycled water as a percent of potable water cost	72%	73%	75%	< 75%	Organizational Excellence & Fiscal Health

PUBLIC WORKS |
UTILITIES: WASTEWATER OPERATIONS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,722,304	\$ 1,939,577	\$ 2,275,535	\$ 2,324,692
Retirement Benefits	523,118	461,361	504,880	576,342
Health Insurance	261,927	258,563	430,627	322,069
Other Personnel Expenses	(388,017)	198,903	111,046	132,744
Personnel Services Subtotal	2,119,332	2,858,404	3,322,088	3,355,847
Operating Expenses				
Professional & Contract Services	4,024,515	5,171,690	6,803,415	6,910,737
Supplies & Materials	295,276	499,350	361,987	371,450
Repair & Maintenance	33,237	14,224	120,728	93,500
Interdepartmental Charges	1,370,172	1,511,268	1,929,134	1,952,905
Other Operating Expenses	5,006,588	5,703,310	10,528,986	20,566,823
Capital Outlay	60,681	73,813	1,800	1,800
Operating Expenses Subtotal	10,790,469	12,973,655	19,746,050	29,897,215
TOTAL EXPENDITURES	\$ 12,909,801	\$ 15,832,059	\$ 23,068,138	\$ 33,253,062
Full Time Positions	20.10	20.80	21.60	20.90
Hourly/FTE Positions	0.20	0.00	0.00	0.00
<i>Account: 5116310</i>		<i>Fund: Enterprise</i>		

ABOUT

The Utilities Department is responsible for providing wastewater services to approximately 85,000 customers within the city’s service area. The Utilities wastewater mission is to prevent sewer spills and convey waste efficiently to the Encina Wastewater Authority’s treatment plant by properly managing, operating and maintaining all parts of the city’s sewer system. A portion of Carlsbad’s treated wastewater is diverted from the ocean outfall and sent to the Carlsbad Water Recycling Facility for further treatment.

The Wastewater Division maintains a sanitary sewage collection system that includes 11 wastewater lift stations and wet wells and about 270 miles of gravity main lines, six miles of pressurized main lines, and approximately 6,200 access holes. The Utilities Department implements a robust wastewater asset management program to minimize the total cost of owning and operating utility assets while continuing to deliver high levels of service at acceptable levels of risk.

SERVICES

- Operate and maintain infrastructure such as lift stations, wet wells, gravity sewer mains, force mains, maintenance access holes and other elements
- Collect wastewater and convey it to the Encina Wastewater Authority treatment plant

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

RECENT ACCOMPLISHMENTS

- Completed construction of the Villas Lift Station Replacement project
- Completed construction to replace a gravity sewer pipeline in Kelly Drive
- Identified one mile of damaged pipe segments through proactive asset management and rehabilitated these sections using cost-effective lining methods to extend the life of the sewer system
- Started construction to replace aged sewer mains and access holes along Carlsbad Boulevard and Cannon Road
- Started construction of the generator replacement project at the Poinsettia Lift Station for system reliability where the existing generator is at end of its useful life
- Initiated the first phase of the SCADA system replacement project to improve remote monitoring and control of critical wastewater infrastructure

GOALS

- Update the 2019 Sewer Master Plan to evaluate the wastewater collection system and inform operational modifications for better system performance, reliability and redundancy and to identify system capacity needs for future growth
- Minimize costs to customers while maintaining high levels of service at acceptable risk
- Optimize asset management by increasing the use of technology to improve and manage the infrastructure system more efficiently and effectively
- Complete the generator replacement project at Chinquapin Lift Station for system reliability where the existing generator has met the end of its useful life
- Initiate the design of upgrades at Poinsettia, Cannon and Chinquapin lift stations
- Update the cost of services study to forecast financial needs and inform future rate adjustments
- Perform an audit of the 2019 Sewer System Management Plan to assess and inform modification to operations and maintenance programs, such as cleaning sewer pipe in line with the department’s preventive maintenance schedule, to effectively prevent and minimize sewer overflows
- Install additional access hole sensors at select locations to minimize the risk of sewer spills using early detection of higher-than-expected flows in gravity sewer systems

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Rate of spills per 100 miles of pipe	0.38	< 0.38	< 0.38	0.2-7.0	Quality of Life & Safety
Department goal for amount of sewer pipe cleaned per year	100%	100%	100%	100%	Quality of Life & Safety

COMMUNITY SERVICES

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

- Community Service Administration
- Community Development
- Housing & Homeless Services
- Library & Cultural Arts
- Parks & Recreation

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



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COMMUNITY SERVICES BRANCH



COMMUNITY SERVICES | ADMINISTRATION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	416,086	\$ 421,111	\$ 382,197	\$ 389,249
Retirement Benefits	122,145	101,615	88,542	100,018
Health Insurance	57,361	55,299	37,759	42,719
Other Personnel Expenses	13,731	12,775	11,530	10,747
Personnel Services Subtotal	609,323	590,800	520,028	542,733
Operating Expenses				
Professional & Contract Services	14,057	11,682	9,000	9,000
Supplies & Materials	678	356	2,200	2,200
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	38,496	43,632	52,433	36,578
Other Operating Expenses	1,025	261	1,750	1,750
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	54,256	55,931	65,383	49,528
TOTAL EXPENDITURES \$	\$ 663,579	\$ 646,731	\$ 585,411	\$ 592,261
Full Time Positions	3.00	3.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012410 Fund: General

ABOUT

The Community Services Branch provides programs and services that promote and support Carlsbad's excellent quality of life. Community Services Administration provides leadership to the Community Services Branch and provides oversight and management of the city's real estate assets.

SERVICES

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

RECENT ACCOMPLISHMENTS

- Executed three agreements for cell site facilities on city properties generating extra revenue
- Initiated Surplus Land Act process to dispose of the Farmers and The Shoppes properties
- Completed 5-year update to the city's Real Estate Strategic Plan
- Obtained City Council approval for citywide and Village & Barrio Objective Design Standards for multifamily housing and mixed-use projects helping the city retain some control over new development and streamline the city's permitting process to comply with new state laws

- Completed Housing Element Rezone Program and Public Safety Element Update
- Developed a new permit-ready accessory dwelling unit program providing applicants with pre-approved plans
- Growth Management Citizens Committee developed a report to update the current Growth Management Plan and presented recommendations to the City Council in July 2023
- Updated the Homelessness Action Plan
- Administered the Affordable Housing Resale Program, with the purchase and sale of 4 units
- Received \$1,162,504 Permanent Local Housing Allocation grant to support activities outlined in the Homelessness Action Plan
- Secured a \$2.3 million Encampment Resolution Grant to support people experiencing homelessness in the Barrio Area
- Received a \$2 million Capital Emergency Housing Grant to expand shelter options in the city
- Secured a \$468,252 annual HUD Continuum of Care grant to expand the rapid re-housing contract with Community Resource Center
- Completed an MOU with Carlsbad Friends of the Arts
- Launched Canto, a digital asset management system that will make digital resources like historic photographs available to the community
- Completed the bid process for the technological upgrade to the Schulman Auditorium
- Completed the 2023-2030 Parks & Recreation Department Master Plan Update
- Completed Park-In-Lieu fee study and presented findings to City Council for consideration
- Improved driving range furniture and fixtures, including new turf tee line, bag racks and automated ball machine, increasing driving range usage and revenue at The Crossings

GOALS

- Draft and finalize as many as four license agreements for cell site facilities on city properties
- Complete a lease extension for MAAC at the Library Learning Center
- Complete acquisition and disposition of the Chestnut Apartments property
- Complete Bluebeam Pilot Program, allowing staff to make corrections and comments directly onto electronically submitted development plans and studies
- Research and update short-term rental permitting processes/business license fee collection
- Present to the City Council the program and schedule for implementing the recommendations from the Carlsbad Tomorrow: Growth Management Citizens Committee
- Continue implementation of the remaining Housing Element program objectives
- Complete processing of rental assistance vouchers for 25 non-elderly, disabled participants
- Initiate a \$600,000 RFID hardware upgrade through the city's technology project process
- Complete MOUs with Friends of the Library and Carlsbad Library & Arts Foundation
- Complete the technology upgrades for the Schulman Auditorium
- Host nine TGIF concerts with new security measures in place
- Pursue the CAPRA accreditation process to be re-accredited within the next two years
- Expand adult 50+ opportunities beyond the Senior Center to include an Older & Bolder Expo
- Develop a professional photography policy & fee schedule at Leo Carrillo Ranch Historic Park
- Plant 500 new trees consistent with the Community Forest Management Plan
- Increase number of recycling receptacles at city park and trail facilities by 63%
- Renovate the course restrooms and snack bar to improve guest experience at The Crossings

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	5,010,684	5,118,694	5,644,085	5,761,325
Retirement Benefits	1,500,121	1,222,132	1,250,462	1,414,426
Health Insurance	716,552	719,272	925,126	856,270
Other Personnel Expenses	195,485	189,711	213,684	194,461
Personnel Services Subtotal	7,422,842	7,249,809	8,033,357	8,226,482
Operating Expenses				
Professional & Contract Services	1,637,536	2,617,306	1,305,683	955,683
Supplies & Materials	96,500	79,589	97,314	92,601
Repair & Maintenance	777	58	370	370
Interdepartmental Charges	1,094,448	1,335,324	1,550,984	1,693,726
Other Operating Expenses	38,518	61,725	25,250	29,963
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	2,867,779	4,094,002	2,979,601	2,772,343
TOTAL EXPENDITURES	\$ 10,290,621	\$ 11,343,811	\$ 11,012,958	\$ 10,998,825
General Fund \$	10,276,086	11,321,446	11,012,958	10,998,825
Special Revenue Fund \$	14,535	22,365	-	-
TOTAL FUNDING	\$ 10,290,621	\$ 11,343,811	\$ 11,012,958	\$ 10,998,825
Full Time Positions	53.00	52.00	52.00	51.00
Hourly/FTE Positions	9.00	9.00	7.00	7.00

COMMUNITY DEVELOPMENT

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

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: ADMINISTRATION

	2021-22 Actual		2022-23 Actual		2023-24 Budget		2024-25 Budget
Personnel Services							
Salaries & Wages	\$ 919,967	\$	949,093	\$	971,639	\$	991,181
Retirement Benefits	253,252		216,876		229,982		251,861
Health Insurance	131,212		126,866		149,355		154,123
Other Personnel Expenses	33,083		30,673		34,396		31,149
Personnel Services Subtotal	1,337,514		1,323,508		1,385,372		1,428,314
Operating Expenses							
Professional & Contract Services	154,694		184,457		35,000		35,000
Supplies & Materials	31,004		25,923		44,387		44,387
Repair & Maintenance	-		26		20		20
Interdepartmental Charges	168,132		341,076		244,918		291,062
Other Operating Expenses	3,992		8,566		3,700		3,700
Capital Outlay	-		-		-		-
Operating Expenses Subtotal	357,822		560,048		328,025		374,169
TOTAL EXPENDITURES	\$ 1,695,336	\$	1,883,556	\$	1,713,397	\$	1,802,483
Full Time Positions	7.00		7.00		7.00		7.00
Hourly/FTE Positions	2.50		1.00		0.50		0.50

Account: 0013010 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Expanded the Customer Self Service Portal allowing customers to apply for more online permits including Residential Pool, Commercial Solar and Commercial Signs
- Expanded Customer Self Service Portal to allow for digital uploads of residential solar installation photos to streamline inspections
- Expanded the hotline appointment system to offer appointments for landscape submittals
- Launched SolarApp+ to allow same-day approval of typical solar photovoltaic installations for contractors
- Beta-tested Electronic Review Pilot Program for paperless plan check/review in both EnerGov and Bluebeam
- Added Private Property Permits as a new permit to EnerGov for better internal tracking
- Posted new bulletins to help the public understand complex and evolving land use issues
- Leveraged EnerGov to send system emails to customers during the development process to keep them better informed on permit status
- Successfully executed a significant EnerGov system upgrade
- Updated the Community Development website with new content and improved organization and resources, including updated and new informational bulletins

GOALS

- Continue to expand the use of the Citizens Access Portal to allow for the submittal and review of more complex permit types
- Complete the Bluebeam Pilot Program pilot, which will allow staff to make corrections and comments directly onto electronically submitted development plans and studies
- Continue to identify and implement process improvements that help simplify and streamline permit intake, routing, and customer service delivery and interactions

COMMUNITY SERVICES |

COMMUNITY DEVELOPMENT: LAND DEVELOPMENT ENGINEERING

	2021-22 Actual		2022-23 Actual		2023-24 Budget		2024-25 Budget
Personnel Services							
Salaries & Wages	\$ 1,170,996	\$	1,163,243	\$	1,244,455	\$	1,222,476
Retirement Benefits	342,375		281,895		277,660		299,509
Health Insurance	200,704		199,446		223,862		201,192
Other Personnel Expenses	43,016		41,649		46,675		40,661
Personnel Services Subtotal	1,757,091		1,686,233		1,792,652		1,763,838
Operating Expenses							
Professional & Contract Services	253,535		358,485		220,183		220,183
Supplies & Materials	3,081		3,941		4,400		2,400
Repair & Maintenance	-		-		-		-
Interdepartmental Charges	227,256		228,240		308,214		282,321
Other Operating Expenses	3,064		10,398		4,700		6,700
Capital Outlay	-		-		-		-
Operating Expenses Subtotal	486,936		601,064		537,497		511,604
TOTAL EXPENDITURES	\$ 2,244,027	\$	2,287,297	\$	2,330,149	\$	2,275,442
Full Time Positions	11.00		11.00		11.00		10.00
Hourly/FTE Positions	1.00		1.50		1.50		1.50
			<i>Account: 0013110</i>				<i>Fund: General</i>
			<i>0013120</i>				

ABOUT

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

SERVICES

- Review and process requests to subdivide land
- Perform plan checking and permitting for grading and public improvements projects
- Provide flood plain administration and residential assistance
- Maintain the engineering section of the public counter
- Provide customer service and effective public information

RECENT ACCOMPLISHMENTS

- Updated the Best Management Practices Manual
- Completed a comprehensive update to the Transportation Demand Management Handbook

- Issued 1,042 engineering permits
- Performed 3,464 reviews for ministerial and discretionary permits

GOALS

- Implement processing changes to streamline permit reviews to consistently meet key performance targets
- Continue to expand implementation of the Customer Self Service Portal to allow processing of additional permit types, such as right-of-way permits
- Develop and test electronic plan checking
- Continue to refine procedures and adopt new technology to enhance the customer experience
- Complete discretionary permit plan check reviews within 21 days of submittal and building permit plan check reviews within 14 days of submittal, at least 80% of the time

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Percentage of discretionary permit plan check reviews completed within 21 days of submittal	81%	84%	80%	80%	Organizational Excellence & Fiscal Health
Percentage of building permit plan check reviews completed within 14 days of submittal	84%	78%	81%	80%	Organizational Excellence & Fiscal Health

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, Community Development eliminated a vacant associate engineer position primarily responsible for performing grading and improvement plan checks and discretionary permit reviews. The duties of this position s will be distributed to existing staff without a significant service level impact.

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: PLANNING

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,779,631	\$ 1,677,398	\$ 2,022,884	\$ 2,078,807
Retirement Benefits	560,360	440,567	452,321	514,606
Health Insurance	205,721	187,142	289,155	253,654
Other Personnel Expenses	70,115	65,330	75,456	69,554
Personnel Services Subtotal	2,615,827	2,370,437	2,839,816	2,916,621
Operating Expenses				
Professional & Contract Services	508,709	1,119,880	551,000	201,000
Supplies & Materials	38,821	25,393	32,650	30,650
Repair & Maintenance	287	-	-	-
Interdepartmental Charges	313,044	359,412	424,868	509,548
Other Operating Expenses	22,460	36,019	11,400	13,400
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	883,321	1,540,704	1,019,918	754,598
TOTAL EXPENDITURES	\$ 3,499,148	\$ 3,911,141	\$ 3,859,734	\$ 3,671,219
General Fund	\$ 3,484,613	\$ 3,888,776	\$ 3,859,734	\$ 3,671,219
Special Revenue	14,535	22,365	-	-
TOTAL FUNDING	\$ 3,499,148	\$ 3,911,141	\$ 3,859,734	\$ 3,671,219
Full Time Positions	20.00	20.00	19.00	19.00
Hourly/FTE Positions	1.00	1.50	2.00	2.00
<i>Account: 00132XX</i>		<i>Fund: General</i>		

ABOUT

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

SERVICES

- Maintain and modify plans, ordinances and policies for housing and local coastal resource plans
- Ensure new development adheres to all applicable land use codes, policies and regulations
- Ensure private and public projects comply with the California Environmental Quality Act and the city’s environmental protection procedures
- Respond to questions and inquiries related to permit processing and development standards

- Provide technical support to the Planning Commission and the City Council
- Continuously enhance permit review process for efficiencies and implement streamlining processes

RECENT ACCOMPLISHMENTS

- Worked with the City Council-appointed Growth Management Citizens Committee to develop a report to update the current Growth Management Plan and presented report of these recommendations to the City Council in July 2023 (Carlsbad Tomorrow Citizen's Committee Recommendations)
- Developed and presented the Housing Sites Rezoning Program for City Council consideration
- Developed and presented citywide and Village & Barrio Objective Design Standards specific to the village and barrio communities and citywide for multi-family housing for City Council consideration
- Developed and presented a comprehensive update to the city's Public Safety Element for City Council consideration
- Received City Council approval to move forward with permitting Hope Apartments, a 156-unit apartment complex
- Facilitated public projects such as Beach Access Repairs, East-West Corridor Multi-Modal Safety Improvements, Terramar Area Water and Sewer, El Camino Real Widening from Sunny Creek to Jackspar and Carlsbad Boulevard Restriping
- Presented options to and received direction from the City Council related to smoke-free multi-family housing which is important to renters and owners in the city to limit their exposure to secondhand smoke

GOALS

- Ensure discretionary plan check review completed within 30 days of submittal, at least 90% of the time
- Ensure building permit plan check review completed within 14 days of submittal, at least 80% of the time
- Continue implementation of Housing Element program objectives
- Return to the City Council and initiate the next steps to implement the recommendations from the Carlsbad Tomorrow: Growth Management Citizens Committee

Performance Measure	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	Benchmark	Related Strategic Plan Goal
Percentage of discretionary permit plan check reviews completed within 30 days of submittal	86.3%	87%	94%	90%	Organizational Excellence & Fiscal Health
Percentage of building permit plan check reviews completed within 14 days of submittal	69.6%	61%	84%	80%	Organizational Excellence & Fiscal Health

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: BUILDING

	2021-22 Actual		2022-23 Actual		2023-24 Budget		2024-25 Budget
Personnel Services							
Salaries & Wages	\$ 740,058	\$	806,520	\$	833,044	\$	864,999
Retirement Benefits	229,988		185,953		180,528		212,363
Health Insurance	127,233		135,124		153,419		144,052
Other Personnel Expenses	30,194		31,654		33,258		30,476
Personnel Services Subtotal	1,127,473		1,159,251		1,200,249		1,251,890
Operating Expenses							
Professional & Contract Services	664,436		925,590		449,000		449,000
Supplies & Materials	3,971		9,364		4,127		3,414
Repair & Maintenance	457		21		250		250
Interdepartmental Charges	260,016		269,304		361,643		375,690
Other Operating Expenses	5,224		2,633		2,700		3,413
Capital Outlay	-		-		-		-
Operating Expenses Subtotal	934,104		1,206,912		817,720		831,767
TOTAL EXPENDITURES	\$ 2,061,577	\$	2,366,163	\$	2,017,969	\$	2,083,657
Full Time Positions	10.00		10.00		9.00		9.00
Hourly/FTE Positions	1.00		1.50		1.00		1.00
<i>Account:</i>		0013610		<i>Fund:</i>		General	

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Issued 5,352 building permits valued at over \$313 million in 2023
- Conducted 13,607 inspection stops, resulting in 17,346 building inspections in 2023
- Launched SolarApp+ to allow the instantaneous approval of most solar photovoltaic applications
- Implemented a digital inspection program for solar photovoltaic installations
- Implemented self-certification inspection program that allows qualified individuals to self-certify installation of minor improvements

GOALS

- Ensure building plan check review is completed within 14 days of submittal, at least 80% of the time
- Ensure building permit inspections occur within 24 hours of request, at least 80% of the time

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Percentage of building permit plan check reviews completed within 14 days of submittal	78%	94%	85%	80%	Organizational Excellence & Fiscal Health
Percentage of building inspections completed within 24 hours of request	100%	97%	95%	80%	Organizational Excellence & Fiscal Health

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: CODE ENFORCEMENT

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 400,032	\$ 522,440	\$ 572,063	\$ 603,862
Retirement Benefits	114,146	96,841	109,971	136,087
Health Insurance	51,682	70,694	109,335	103,249
Other Personnel Expenses	19,077	20,405	23,899	22,621
Personnel Services Subtotal	584,937	710,380	815,268	865,819
Operating Expenses				
Professional & Contract Services	56,162	28,894	50,500	50,500
Supplies & Materials	19,623	14,968	11,750	11,750
Repair & Maintenance	33	11	100	100
Interdepartmental Charges	126,000	137,292	211,341	235,105
Other Operating Expenses	3,778	4,109	2,750	2,750
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	205,596	185,274	276,441	300,205
TOTAL EXPENDITURES	\$ 790,533	\$ 895,654	\$ 1,091,709	\$ 1,166,024
Full Time Positions	5.00	4.00	6.00	6.00
Hourly/FTE Positions	3.50	3.50	2.00	2.00

Account: 0013620

Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Developed a program and fee for returned prohibited temporary signs in the public right-of-way
- Improved processes to better achieve targeted performance measures
- Conducted the Carlsbad’s first State Mobile Home Park Inspection for the California Department of Housing and Community Development Mobile Home Park Maintenance

GOALS

- Research and update short-term rental permitting processes and business license fee collection
- Continue to develop and expand enforcement tracking system to improve operations management
- Develop a tracking system to report data on administrative activities performed within the division
- Prioritize the safety and well-being of the community: close all Category 1 cases within three business days of complaint, close all Category 2 cases within 30 business days of complaint, and close all Category 3 cases within 50 business days of complaint, 80% of the time

Performance Measure	FY 2022 Actual	FY 2023 Actual	FY 2024 Projected	Benchmark	Related Strategic Plan Goal
Percent of Category 1 cases closed within three business days of complaint	100%	100%	100%	80%	Economic Vitality
Percent of Category 2 cases closed within 30 business days of complaint	70%	85%	90%	80%	Economic Vitality
Percent of Category 3 cases closed within 50 business days of complaint	67%	92%	90%	80%	Economic Vitality

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 993,770	\$ 1,351,613	\$ 1,670,299	\$ 1,693,014
Retirement Benefits	280,853	338,493	361,984	406,246
Health Insurance	102,832	181,473	265,173	250,231
Other Personnel Expenses	38,517	50,502	63,325	55,219
Personnel Services Subtotal	1,415,972	1,922,081	2,360,781	2,404,710
Operating Expenses				
Professional & Contract Services	1,169,814	1,832,504	1,616,141	1,656,901
Supplies & Materials	404,995	244,148	291,037	298,958
Repair & Maintenance	24	26	200	200
Interdepartmental Charges	379,115	507,696	454,534	491,771
Other Operating Expenses	12,089,525	13,677,117	13,558,886	13,563,847
Capital Outlay	13,111	363,864	7,300	8,070
Operating Expenses Subtotal	14,056,584	16,625,355	15,928,098	16,019,747
TOTAL EXPENDITURES	\$ 15,472,556	\$ 18,547,436	\$ 18,288,879	\$ 18,424,457
TOTAL FUNDING				
General Fund	\$ 1,788,322	\$ 2,899,053	\$ 2,765,195	\$ 3,232,287
Special Revenue Fund	\$ 12,663,435	\$ 14,626,910	\$ 14,464,184	\$ 15,182,170
Trust Fund	\$ 1,020,799	\$ 1,021,473	\$ 1,059,500	\$ 10,000
TOTAL FUNDING	\$ 15,472,556	\$ 18,547,436	\$ 18,288,879	\$ 18,424,457
Full Time Positions	14.00	16.00	16.00	16.00
Hourly/FTE Positions	3.00	1.81	1.53	1.53

HOUSING & HOMELESS SERVICES

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

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: HOUSING SERVICES

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 307,167	\$ 476,412	\$ 553,155	\$ 709,088
Retirement Benefits	90,825	124,248	112,138	163,833
Health Insurance	27,343	55,228	64,554	101,408
Other Personnel Expenses	13,308	17,333	19,640	22,347
Personnel Services Subtotal	438,643	673,221	749,487	996,676
Operating Expenses				
Professional & Contract Services	250,995	291,178	270,000	271,000
Supplies & Materials	12,003	13,417	12,400	12,400
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	120,900	167,004	94,021	169,690
Other Operating Expenses	1,715	75,696	54,370	52,950
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	385,613	547,295	430,791	506,040
TOTAL EXPENDITURES	\$ 824,256	\$ 1,220,516	\$ 1,180,278	\$ 1,502,716
General Fund	\$ 824,256	\$ 1,182,296	\$ 1,150,278	\$ 1,472,716
Special Revenue	-	38,220	30,000	30,000
TOTAL FUNDING	\$ 824,256	\$ 1,220,516	\$ 1,180,278	\$ 1,502,716
Full Time Positions	4.50	5.17	4.17	5.90
Hourly/FTE Positions	2.00	0.83	0.75	0.75
<i>Account:</i>	<i>0012510</i>	<i>Fund: General</i>		
	<i>0012520</i>	<i>General</i>		
	<i>1502810</i>	<i>Special Revenue – Community Grants</i>		
	<i>171</i>	<i>Special Revenue – Agriculture Mitigation Fee</i>		

ABOUT

The Housing Services Division provides various programs, activities and services that assist in the effort to sustain an extraordinary Carlsbad community. These include disbursing community grants, delivering community education programs, funding the Carlsbad Hiring Center, supporting the Carlsbad Housing Commission and the Agricultural Conversion Mitigation Fee Citizens Advisory Committee.

SERVICES

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

- Provide community education programs, including the Carlsbad Student Leader Academy for high school students and CityStuff for third grade students
- Provide low income and homeless services support, including funding to the Carlsbad Hiring Center, which offers temporary day labor employment services, employment training and readiness, access to benefits, basic needs, rental assistance and case management
- Administer the Minor Home Repair Program, which provides forgivable home repair loans to low-income households who own and occupy their home as their primary residence
- Provide technical and administrative support to the Carlsbad Housing Commission and Agricultural Conversion Mitigation Fee Citizens Advisory Committee
- Coordinate with Community Development Department on housing development review, affordability compliance, Housing Element programs and regulatory compliance with state housing laws
- Administer the Affordable Housing Resale Program and oversee compliance of existing affordable housing portfolio

RECENT ACCOMPLISHMENTS

- Conducted the Carlsbad Student Leader Academy with 28 high school student participants and the CityStuff program to 634 third grade students in 28 classrooms in partnership with 7 local elementary schools
- Administered the Affordable Housing Resale Program, including the acquisition of 4 units to be sold qualified low-income buyers
- Facilitated affordable housing projects including 419 affordable dwelling units in various stages of construction
- Received new state grant funds totaling \$1,162,504 that will be used to support activities outlined in the Homelessness Action Plan; staff will continue to apply for this ongoing funding source each year

GOALS

- Continue the Community Activity Grant, Special Events Grant, Community Spirit Grant and Winning Teams Grant programs and process applications for assistance that are consistent with City Council policies
- Provide community education to third-grade classrooms (40 total)
- Continue to support the Agricultural Conversion Mitigation Fee program
- Provide technical and administrative support to the Carlsbad Housing Commission
- Continue to support the Carlsbad Service Center that hosts the Carlsbad Hiring Center
- Continue to coordinate with Community Development Department on housing development review, affordability compliance, Housing Element programs and regulatory compliance with state housing laws

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Community Grants dispersed	\$6,000	\$5,000	\$5,000	N/A	Community Character
Percentage of 3rd grade classrooms in city educated on civic proficiency and leadership	100%	100%	100%	100%	Community Character

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: HOMELESS SERVICES

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	299,810	\$ 380,346	\$ 479,026	\$ 457,937
Retirement Benefits	62,181	105,547	111,299	119,242
Health Insurance	32,200	58,921	73,405	74,889
Other Personnel Expenses	7,290	13,659	17,235	14,728
Personnel Services Subtotal	401,481	558,473	680,965	666,796
Operating Expenses				
Professional & Contract Services	558,126	1,077,390	863,000	881,825
Supplies & Materials	3,005	14,968	16,000	16,000
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	-	62,412	46,449	71,700
Other Operating Expenses	1,454	3,514	1,127,629	123,250
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	562,585	1,158,284	2,053,078	1,092,775
TOTAL EXPENDITURES	\$ 964,066	\$ 1,716,757	\$ 2,734,043	\$ 1,759,571
TOTAL FUNDING				
General Fund \$	964,066	\$ 1,716,757	\$ 1,614,917	\$ 1,759,571
Special Revenue	-	-	1,119,126	-
TOTAL FUNDING	\$ 964,066	\$ 1,716,757	\$ 2,734,043	\$ 1,759,571
Full Time Positions	3.50	4.00	4.10	4.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
Account:	0012540 1362610		Fund:	General Special Revenue - PLHA

ABOUT

The Homeless Services Division is responsible for leading all strategies, initiatives and actions related to the city's goal of addressing the complex needs of individuals experiencing or at risk of experiencing homelessness in a compassionate and effective manner and reduce the impacts of homelessness on the community. This division uses best practices, community input and feedback from people with lived experience to implement solutions to prevent and reduce homelessness. The strategies and initiatives surround three main areas of focus: shelter and housing, outreach and access to services and public safety.

SERVICES

- Manage and implement the city's Homelessness Action Plan
- Provide housing navigation services for persons at-risk of or experiencing homelessness
- Oversee the homeless outreach and case management contract
- Coordinate with neighboring jurisdictions and county resources on homelessness issues
- Oversee the limited-term motel voucher program

- Engage with community residents and businesses through regular communication efforts
- Oversee a contract with the Catholic Charities Diocese of San Diego to provide two licensed clinicians to provide staff at the La Posada de Guadalupe Emergency Shelter with training, allowing the facility to operate as a low barrier shelter
- Manage contracts with the following entities:
 - Community Resource Center, to provide employment and benefits services, as well as rapid rehousing services, helping individuals and households experiencing homelessness
 - Women’s Resource Center and Brother Benno’s, for shelter and homelessness prevention services
 - Urban Corps, to remove abandoned items and litter at homeless encampments
 - Rocket John’s, to provide restroom and sanitation services across the city

RECENT ACCOMPLISHMENTS

- Updated the Homelessness Action Plan and Annual Funding Plan
- Began work on the City Council-approved strategic plan goal addressing 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
- Engaged with 565 unduplicated individuals experiencing homelessness in the city via city-funded homelessness service programs, helped transition 105 households into permanent housing, placed 66 people into emergency shelters and cleaned up 106 encampments
- Secured a competitive Encampment Resolution Grant of approximately \$2.3 million from the State of California to support people experiencing homelessness in the Barrio Area
- Received a competitive \$2 million Capital Emergency Housing Grant from the County of San Diego to expand shelter options in the city
- Secured a \$468,252 annual HUD Continuum of Care grant to expand the rapid re-housing contract with Community Resource Center
- Assisted 45 households with 416 nights in the short-term motel voucher program

GOALS

- Enhance the quality of life for everyone in Carlsbad by adopting and implementing an updated Homelessness Action 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
- Implement a State of California Encampment Resolution Funding program grant to address homelessness in the Barrio Area
- Implement a public facing dashboard of data on homelessness programs and statistics

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Unduplicated homeless persons served	565	550	550	N/A	Quality of Life & Safety
Shelter placements	66	75	75	N/A	Quality of Life & Safety
Persons housed	62	70	70	N/A	Quality of Life & Safety
Encampments cleared	50	30	30	N/A	Quality of Life & Safety

COMMUNITY SERVICES |

HOUSING & HOMELESS SERVICES: AFFORDABLE HOUSING PROGRAMS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 20,667	\$ 49,011	\$ 97,639	\$ 95,391
Retirement Benefits	14,885	11,673	22,526	23,888
Health Insurance	3,474	11,523	18,963	17,352
Other Personnel Expenses	2,559	2,222	4,012	3,287
Personnel Services Subtotal	41,585	74,429	143,140	139,918
Operating Expenses				
Professional & Contract Services	322,866	335,550	357,141	399,086
Supplies & Materials	381,112	210,111	253,672	261,493
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	64,224	63,990	58,423	25,032
Other Operating Expenses	329,655	387,325	453,377	450,628
Capital Outlay	13,111	363,864	7,300	8,070
Operating Expenses Subtotal	1,110,968	1,360,840	1,129,913	1,144,309
TOTAL EXPENDITURES	\$ 1,152,553	\$ 1,435,269	\$ 1,273,053	\$ 1,284,227
Full Time Positions	0.60	0.80	1.20	1.10
Hourly/FTE Positions	1.00	0.06	0.06	0.06
<i>Account:</i>	<i>133</i>	<i>Fund:</i>	<i>Special Revenue – Affordable Housing Trust</i>	
	<i>134</i>		<i>Special Revenue – Tyler Court Apartments</i>	
	<i>806</i>			

ABOUT

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

SERVICES

- Administer the Housing Trust Fund in accordance with Council Policy 90 which outlines the priorities, expectations and policies for Housing Trust Fund administration
- Provide affordable housing funding for low-income households via the Affordable Housing Trust Fund Program
- Continue to implement the Inclusionary Housing Ordinance by providing information to developers, the public and city staff on the requirements of the ordinance
- Negotiate and prepare affordable housing agreements and density bonus agreements
- Assist with the development of low-income affordable housing developments from concept to construction
- Oversee the third-party managed Tyler Court Senior Apartments

RECENT ACCOMPLISHMENTS

- Updated the city's Minor Home Repair Program that provides loans to homeowners of single-family dwelling units within the city limits for minor home repairs
- Completed exterior painting and awning replacement at Tyler Court Senior Apartments

GOALS

- Continue to work with residential developers with inclusionary housing requirements to produce additional homes affordable to lower-income households
- Research and develop other programs and development opportunities to increase the supply of affordable housing for low-income households
- Preserve and improve the quality of the city's existing housing stock
- Continue to support the low-income senior community by offering affordable housing with income and rent restrictions

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

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 366,126	\$ 445,844	\$ 540,479	\$ 430,598
Retirement Benefits	112,962	97,025	116,021	99,283
Health Insurance	39,815	55,801	108,251	56,582
Other Personnel Expenses	15,360	17,288	22,438	14,857
Personnel Services Subtotal	534,263	615,958	787,189	601,320
Operating Expenses				
Professional & Contract Services	37,827	128,188	96,000	94,990
Supplies & Materials	8,875	5,652	8,965	9,065
Repair & Maintenance	24	26	200	200
Interdepartmental Charges	186,707	206,622	255,641	225,349
Other Operating Expenses	10,743,186	12,196,975	10,894,010	12,937,019
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	10,976,619	12,537,463	11,254,816	13,266,623
TOTAL EXPENDITURES	\$ 11,510,882	\$ 13,153,421	\$ 12,042,005	\$ 13,867,943
Full Time Positions	5.40	6.03	6.53	5.00
Hourly/FTE Positions	0.00	0.93	0.73	0.73
<i>Account:</i>	<i>190</i>	<i>Fund:</i>	<i>Special Revenue – Section 8 Housing</i>	
	<i>391</i>		<i>Special Revenue – Community Development Block Grant</i>	

ABOUT

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

SERVICES

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

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

RECENT ACCOMPLISHMENTS

- Provided monthly rental assistance to 596 very low and extremely low-income households, an increase of 4.6% from the previous year
- Funded four public service organizations and one fair housing provider, resulting in supportive services being provided to approximately 1,155 Carlsbad residents in low-income and special needs populations and assistance in the prevention of homelessness and reduction of the homeless population
- Amended the fiscal year 2022-23 Annual Action Plan for the CDBG Program to allocate \$996,112 in additional funds received through Program Income and unspent funds from prior year projects

GOALS

- Continue to operate the Section 8 Housing Choice Voucher program effectively and seek additional funding to serve more clients as opportunities arise
- Complete processing of rental assistance vouchers for 25 non-elderly, disabled participants
- Complete and submit the fiscal year 2023-24 Consolidated Annual Plan Evaluation Report and fiscal year 2024-25 Annual Action Plan
- Update CDBG policies and procedures to allow funding allocations that best support the implementation of the homelessness action plan
- Begin planning for next CDBG Consolidated Plan cycle for fiscal year 2025-30

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Clients receiving Rental Assistance	568	575	600	N/A	Quality of Life & Safety
Dollar value of grants awarded to community organizations	\$501,113	\$545,490	\$518,215	N/A	Quality of Life & Safety

COMMUNITY SERVICES | HOUSING & HOMELESS SERVICES: SUCCESSOR AGENCY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	-	-	-	-
Retirement Benefits	-	-	-	-
Health Insurance	-	-	-	-
Other Personnel Expenses	-	-	-	-
Personnel Services Subtotal	-	-	-	-
Operating Expenses				
Professional & Contract Services	-	198	30,000	10,000
Supplies & Materials	-	-	-	-
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	7,284	7,668	-	-
Other Operating Expenses	1,013,515	1,013,607	1,029,500	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	1,020,799	1,021,473	1,059,500	10,000
TOTAL EXPENDITURES \$	\$ 1,020,799	\$ 1,021,473	\$ 1,059,500	\$ 10,000
Full Time Positions	0.00	0.00	0.00	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

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

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Processed Recognized Obligations Payment Schedule for fiscal year 2023-24 for approval by the countywide oversight board

GOALS

- Continue to take actions to dissolve the former redevelopment agency in a timely manner

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 5,643,950	\$ 5,908,344	\$ 6,563,356	\$ 6,638,060
Retirement Benefits	1,275,142	1,076,700	1,101,347	1,225,552
Health Insurance	567,654	556,270	766,775	751,797
Other Personnel Expenses	211,284	205,113	244,754	256,649
Personnel Services Subtotal	7,698,030	7,746,427	8,676,232	8,872,058
Operating Expenses				
Professional & Contract Services	561,814	672,025	720,722	705,744
Supplies & Materials	1,218,483	1,266,481	1,248,471	1,272,759
Repair & Maintenance	3,415	(9,128)	8,800	8,800
Interdepartmental Charges	3,191,426	3,357,538	3,127,532	3,779,323
Other Operating Expenses	518,442	558,950	473,063	473,063
Capital Outlay	8,307	-	-	-
Operating Expenses Subtotal	5,501,887	5,845,866	5,578,588	6,239,689
TOTAL EXPENDITURES	\$ 13,199,917	\$ 13,592,293	\$ 14,254,820	\$ 15,111,747
TOTAL FUNDING				
General Fund	\$ 13,024,082	\$ 13,290,637	\$ 13,637,285	\$ 14,522,844
Special Revenue Fund	\$ 175,835	\$ 301,656	\$ 617,535	\$ 588,903
TOTAL FUNDING	\$ 13,199,917	\$ 13,592,293	\$ 14,254,820	\$ 15,111,747
Full Time Positions	52.50	51.00	53.00	51.00
Hourly/FTE Positions	63.66	61.95	53.42	53.77

Beginning in 2024-25, the department reorganized its library services to a location-based model. Summary level figures in the following budget tables reflect this new structure.

LIBRARY & CULTURAL ARTS

- Administration, Digital Initiatives & Special Projects
- Public Services (includes three locations at Dove Library, Cole Library and Library Learning Center)
 - Circulation Services
 - Adult & Teen Services
 - Children's Services
 - Exploration HUB
 - Genealogy & Carlsbad History Services
 - Literacy & Bilingual Services
- Specialty Services
 - Collections & Technical Services
 - Strategic Partnerships & Outreach
- Cultural Arts

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

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,151,422	\$ 1,071,715	\$ 1,162,425	\$ 1,130,880
Retirement Benefits	333,065	269,721	249,848	267,270
Health Insurance	129,932	113,292	147,366	118,118
Other Personnel Expenses	40,134	35,228	40,086	39,902
Personnel Services Subtotal	1,654,553	1,489,956	1,599,725	1,556,170
Operating Expenses				
Professional & Contract Services	84,297	68,686	29,000	16,500
Supplies & Materials	166,360	156,353	226,410	267,033
Repair & Maintenance	1,235	131	4,155	4,455
Interdepartmental Charges	763,200	1,007,029	807,042	567,579
Other Operating Expenses	514,221	552,827	473,063	473,063
Capital Outlay	8,307	-	-	-
Operating Expenses Subtotal	1,537,620	1,785,026	1,539,670	1,328,630
TOTAL EXPENDITURES	\$ 3,192,173	\$ 3,274,982	\$ 3,139,395	\$ 2,884,800
Full Time Positions	12.00	10.00	10.00	9.00
Hourly/FTE Positions	3.82	3.37	2.92	2.92
<i>Account:</i>	<i>0014010</i>	<i>Fund: General</i>		
	<i>1454010</i>		<i>Special Revenue-Gifts & Bequests</i>	
	<i>1454011</i>		<i>Special Revenue – Friends of the Library</i>	
	<i>1454017</i>		<i>Special Revenue – Krell Donation</i>	

ABOUT

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

SERVICES

- Conduct strategic planning, set programs and services and monitor and respond to industry trends and best practices
- Utilize data to develop meaningful performance metrics that show impact in the community and adjust services based on community needs
- Manage personnel and volunteer recruitment activities, develop and maintain policies and procedures and provide centralized training services for all staff and volunteers

- Develop, administer and monitor budgets, contracts, grants, purchasing and accounting processes
- Plan and develop special projects and technology solutions to effectively deliver services
- Work with the Library Board of Trustees and the Arts Commission to ensure the department is responsive to community needs as represented by trustees and commissioners
- Partner with support organizations including the Carlsbad Library & Arts Foundation, the Friends of the Carlsbad Library and Carlsbad Friends of the Arts to ensure endowments, donations and fundraising on behalf of the organization are used appropriately

RECENT ACCOMPLISHMENTS

- Completed a year-long evaluation of library operations, and began implementation of a new structure that addresses staff feedback, changing community needs and best practices
- Held a unifying in-person staff development day for the first time since 2019, with high staff attendance and ratings, focused on “Cultivating Connectedness”
- Eliminated fees for printing and copying to address access and equity issues, reduce staff time spent processing deposits and servicing coin machines and reduce contracted vendor expenses
- Built a central data location to improve access to performance metrics
- Formalized the relationship with the Carlsbad Friends of the Arts with an executed Memorandum of Understanding

GOALS

- Continue to address equity in staff and community services and resources and improve overall accessibility and inclusion
- Review, update and secure Library Board approval of department policies and procedures
- Improve on data collection and collation for data informed decision making
- Shepherd a \$600,000 RFID hardware upgrade through the city’s technology project process
- Install a new people-counting and space usage measuring system, alongside a citywide effort
- Complete replacement of printers and copiers for patron use
- Formalize relationships with Friends of the Library and Carlsbad Library & Arts Foundation via Memorandums of Understanding
- Support City Council’s Community Character goal and strategic objective to enhance wellness, socialization, inclusion and active living with library and cultural arts programs, demonstrated by the performance measures below

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Number of contracts executed	122	98	104	N/A	Organizational Excellence & Fiscal Health
Patron computer sessions: mobile and in-house	147,635	169,673	172,000	N/A	Community Character
Library visits	423,335	444,500	466,700	5% annual increase	Community Character

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: PUBLIC SERVICES

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	3,100,414	\$ 3,334,084	\$ 3,759,239	\$ 3,721,378
Retirement Benefits	609,997	522,021	555,381	595,696
Health Insurance	267,001	280,775	379,337	341,755
Other Personnel Expenses	122,570	121,125	144,209	148,783
Personnel Services Subtotal	4,099,982	4,258,005	4,838,166	4,807,612
Operating Expenses				
Professional & Contract Services	6,063	5,074	2,275	3,575
Supplies & Materials	46,725	47,944	30,198	20,475
Repair & Maintenance	1,272	1,279	1,645	1,345
Interdepartmental Charges	1,976,413	1,975,583	1,912,705	2,666,131
Other Operating Expenses	4,221	3,367	-	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	2,034,694	2,033,247	1,946,823	2,691,526
TOTAL EXPENDITURES \$	\$ 6,134,676	\$ 6,291,252	\$ 6,784,989	\$ 7,499,138
Full Time Positions	26.50	27.00	28.00	26.00
Hourly/FTE Positions	47.25	46.78	41.08	40.97
<i>Account:</i>	001402X	<i>Fund:</i>	<i>General – Dove</i>	
	001403X		<i>General – Cole</i>	
	001405X		<i>General – Learning Center & Grants</i>	
	1454016		<i>Special Revenue – Sutton</i>	

ABOUT

Following a year-long evaluation of library operations, a new structure will be implemented starting in July 2024 that addresses staff feedback, changing community needs and best practices.

Public Services include all the library disciplines that program for and serve library patrons, including circulation, adult and teen, and children’s services. At Dove Library, this also includes the Exploration HUB. At Cole Library, this includes Genealogy and Carlsbad History. At the Library Learning Center, it includes adult and family literacy.

SERVICES

- Assist community members of all ages with information and literacy needs, provide instruction on resource use, perform research for the public, local business and government, provide educational, literacy, informational, cultural and recreational programs and advise readers to find books of interest
- Circulation staff manage patron accounts and issuance of library cards, circulate and inventory print, electronic and audiovisual materials, answer collection-related questions, track reserved and overdue items and sort, organize and shelve all library materials

- The Genealogy & Carlsbad History staff provide reference and instructional assistance to community members researching their ancestry, preserve and make available Carlsbad history materials for public research, and work closely with the North San Diego County Genealogical Society to provide educational genealogy resources and programs
- Adult and family literacy services include one-on-one tutoring, English as a second language classes, Career Online High School and programs for adult learners supported by community volunteers and partners and a California State Library grant

RECENT ACCOMPLISHMENTS

- Launched Canto, a digital asset management system that will make digital resources like historic photographs available to the community, and added a portion of the Carlsbad History collection
- Established a centralized staff programming committee to ensure a consistent, diverse range of programming
- Conducted children’s services summits to train all staff on best practices for youth services
- Reinstated large scale, in-person performances for children and families during the Summer Reading Adventure
- Worked with local partners to offer small business workshops
- Updated circulation policies and procedures suspended during the COVID-19 pandemic
- Completed a technology update in the Exploration HUB, replacing iMacs with laptops, to increase flexibility in the space
- Wrote and published low-literacy, high-interest books to meet adult learner needs

GOALS

- Restore volunteer participation in after school homework assistance at the Learning Center
- Continue to add digital resources to the Canto digital asset management system, including historical photographs and prerecorded cultural arts performances
- Increase STEAM programming by adding literacy play spaces
- Implement the Link+ system that allows library users to borrow books from libraries throughout California

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Library program participation <i>*anticipated closure of Schulman Auditorium</i>	41,810	41,225	35,000*	N/A	Community Character
New library accounts	11,977	13,200	14,500	10% increase annually	Community Character

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, Library & Cultural Arts eliminated a vacant lead librarian position primarily responsible for supporting public services at Dove Library. Some of this work will be distributed to other librarian staff, and potential impacts of this position being eliminated include reduced public programs.

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: SPECIALTY SERVICES

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	600,116	\$ 598,498	\$ 667,089	\$ 931,761
Retirement Benefits	157,581	128,724	133,665	212,516
Health Insurance	77,462	77,338	79,887	161,920
Other Personnel Expenses	20,706	19,133	25,094	35,171
Personnel Services Subtotal	855,865	823,693	905,735	1,341,368
Operating Expenses				
Professional & Contract Services	30,915	32,477	9,325	13,025
Supplies & Materials	944,593	1,005,016	939,061	942,420
Repair & Maintenance	-	(10,538)	-	-
Interdepartmental Charges	191,100	174,732	194,436	223,645
Other Operating Expenses	-	60	-	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	1,166,608	1,201,747	1,142,822	1,179,090
TOTAL EXPENDITURES \$	2,022,473	\$ 2,025,440	\$ 2,048,557	\$ 2,520,458
Full Time Positions	7.00	7.00	7.00	9.00
Hourly/FTE Positions	3.29	3.29	3.08	3.19
<i>Account:</i>	0014040	<i>Fund:</i>	<i>General – Collections & Technical Services</i>	
	0014041		<i>General – Strategic Partnerships & Outreach</i>	
	1454014		<i>Special Revenue – Benson</i>	
	1454015		<i>Special Revenue – Falkenstein</i>	

ABOUT

Specialty Services include all systemwide work that supports the programs and services of public facing divisions.

SERVICES

- Coordinate the selection of physical and electronic materials and manage collection development and maintenance for all library facilities
- Catalog and prepare library materials for public use, evaluate new content formats, devise new cataloging and processing procedures and evaluate usage patterns for materials
- Develop partnerships and outreach opportunities to promote community connections and improve services systemwide

RECENT ACCOMPLISHMENTS

- Created a new, distinct graphic works collection; graphic works are stories, nonfiction accounts and memoirs in a format that combines text and images
- Updated the collection development policy to ensure both currency and continuity of high standards for collection development

- Completed an Outreach Road Map which sets the strategic direction, expectations and procedures for department outreach
- Established a productive partnership with LiveWell San Diego, which brought free health and wellness programs to library locations

GOALS

- Improve organization of children’s materials to align with best practices and increase accessibility
- Redirect collection budget allocations toward the most popular collection formats
- Evaluate and begin to sunset formats that are losing relevancy, such as music CDs

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Number of digital items added to the collection	25,545	26,882	28,163	5% increase annually	Community Character
Number of physical items added to the collection	28,698	30,133	31,640	N/A	Community Character
Number of items checked out (physical and digital)	1,094,528	1,150,250	1,207,000	10% increase annually	Community Character

COMMUNITY SERVICES |
LIBRARY & CULTURAL ARTS: CULTURAL ARTS

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	791,998	904,047	974,603	854,041
Retirement Benefits	174,499	156,234	162,453	150,070
Health Insurance	93,259	84,865	160,185	130,004
Other Personnel Expenses	27,874	29,627	35,365	32,793
Personnel Services Subtotal	1,087,630	1,174,773	1,332,606	1,166,908
Operating Expenses				
Professional & Contract Services	440,539	565,788	680,122	672,644
Supplies & Materials	60,805	57,168	52,802	42,831
Repair & Maintenance	908	-	3,000	3,000
Interdepartmental Charges	260,713	200,194	213,349	321,968
Other Operating Expenses	-	2,696	-	-
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	762,965	825,846	949,273	1,040,443
TOTAL EXPENDITURES \$	1,850,595	2,000,619	2,281,879	2,207,351

Full Time Positions	7.00	7.00	8.00	7.00
Hourly/FTE Positions	9.30	8.52	6.35	6.70

Account: 001406X Fund: General
1454013 Special Revenue – Gartner Fund
148 Special Revenue – Special Events
175 Special Revenue –Schulman Endowment

ABOUT

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

SERVICES

- Present visual arts exhibitions and performing arts at the Ruby G. Schulman Auditorium, the William D. Cannon Art Gallery and throughout the city
- Create, document and maintain the city’s permanent and temporary public art collection
- Administer the Community Arts Grant program with support from the Arts Commission and participation of community arts stakeholders
- Offer educational programs for all ages and abilities, including Three-Part Art, Pop Up Art and STEAM, reaching over 10,000 participants annually
- Host guest artist residencies, spanning all genres, to focus on expanded, interactive arts experiences

- Present year-round performing arts series, including TGIF Concerts in the Parks, Showtime at the Schulman and Front Row Saturdays
- Maintain partnerships with the Carlsbad Friends of the Arts and Carlsbad Library & Arts Foundation

RECENT ACCOMPLISHMENTS

- Hired a new gallery curator to elevate the William D. Cannon art gallery
- Presented three exhibits in the Cannon Art Gallery: a collaboration with Barrio Glassworks, the work of two large-scale painters from Carlsbad and Los Angeles, and rock n roll iconic photography from a Rolling Stone Magazine photographer
- Continued partnership with Carlsbad Village Association for temporary art installations pairing local artists with businesses
- Launched new partnership with The Forum shopping center to develop a temporary art installation
- Completed second year of STEAM programming with the Batiquitos Lagoon Foundation, with double the attendance
- Hosted guest artist residency that provided a summer musical theatre experience for kids
- Selected artist team for public transportation art at the I-5 and Chestnut Avenue underpass

GOALS

- Reevaluate the remaining initiatives in Arts & Culture Master Plan and seek City Council guidance on next steps
- Complete the technology upgrades for the Schulman Auditorium
- Following community engagement sessions, select an artist for public transportation art at the Village & Barrio Traffic Circle
- Continue outreach to ensure community input is considered for public art projects including Veteran’s Memorial Park, Chestnut Underpass, Barrio Traffic Circle and Robertson Ranch Park
- Complete the third year of a three-year STEAM program in partnership with the Batiquitos Lagoon Foundation, and evaluate the future of the program
- Host nine TGIF concerts with new security measures in place, in partnership with Carlsbad Police, Fire and Parks & Recreation Departments and Carlsbad Friends of the Arts

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Permanent and temporary public art projects completed	5	5	3	N/A	Community Character
TGIF Concerts in the Parks attendance *max. capacity for 9 concerts	27,500	33,670	40,500*	N/A	Community Character

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, Library & Cultural Arts eliminated a vacant new production technician position originally approved as part of the fiscal year 2023-24 budget. Some of this work will be distributed to library staff and program offerings and rentals in the Schulman Auditorium may need to be reduced.

COMMUNITY SERVICES | PARKS & RECREATION: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 6,089,417	\$ 6,967,763	\$ 7,718,770	\$ 7,910,196
Retirement Benefits	1,352,430	1,187,646	1,264,817	1,416,861
Health Insurance	570,125	648,498	884,968	829,038
Other Personnel Expenses	447,709	421,320	416,708	460,018
Personnel Services Subtotal	8,459,681	9,225,227	10,285,263	10,616,113
Operating Expenses				
Professional & Contract Services	8,083,942	8,620,435	7,898,331	8,715,455
Supplies & Materials	972,957	1,224,719	1,055,818	1,020,884
Repair & Maintenance	3,690	7,710	1,934	1,934
Interdepartmental Charges	2,001,854	2,002,048	2,381,739	2,938,664
Other Operating Expenses	9,922,915	10,714,479	11,059,523	11,927,211
Capital Outlay	112,526	598,033	1,010,000	814,000
Operating Expenses Subtotal	21,097,884	23,167,424	23,407,345	25,418,148
TOTAL EXPENDITURES	\$ 29,557,565	\$ 32,392,651	\$ 33,692,608	\$ 36,034,261
TOTAL FUNDING				
General Fund	\$ 19,251,458	\$ 20,813,176	\$ 21,055,565	\$ 22,759,082
Enterprise Fund	\$ 8,345,328	\$ 9,162,350	\$ 10,121,000	\$ 10,726,000
Special Revenue Fund	\$ 1,960,779	\$ 2,417,125	\$ 2,516,043	\$ 2,549,179
TOTAL FUNDING	\$ 29,557,565	\$ 32,392,651	\$ 33,692,608	\$ 36,034,261
Full Time Positions	55.00	59.00	59.00	58.00
Hourly/FTE Positions	80.26	71.56	70.32	70.21

PARKS & RECREATION

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

COMMUNITY SERVICES | PARKS & RECREATION: ADMINISTRATION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,182,066	\$ 1,234,681	\$ 1,362,257	\$ 1,467,275
Retirement Benefits	345,543	277,355	298,003	353,272
Health Insurance	97,123	99,962	136,778	160,913
Other Personnel Expenses	57,948	46,134	55,203	63,778
Personnel Services Subtotal	1,682,680	1,658,132	1,852,241	2,045,238
Operating Expenses				
Professional & Contract Services	152,040	207,418	237,997	208,175
Supplies & Materials	35,647	31,081	59,465	58,340
Repair & Maintenance	2,646	6,863	200	200
Interdepartmental Charges	273,804	397,956	302,034	402,024
Other Operating Expenses	50,295	80,379	113,294	116,669
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	514,432	723,697	712,990	785,408
TOTAL EXPENDITURES	\$ 2,197,112	\$ 2,381,829	\$ 2,565,231	\$ 2,830,646
General Fund	\$ 2,158,357	\$ 2,322,636	\$ 2,484,031	\$ 2,749,446
Special Revenue Fund	38,755	59,193	81,200	81,200
Total Funding	\$ 2,197,112	\$ 2,381,829	\$ 2,565,231	\$ 2,830,646
Full Time Positions	11.30	10.30	10.45	11.45
Hourly/FTE Positions	1.34	0.49	0.98	0.98
<i>Account:</i>	<i>0014510, 0014511</i>		<i>Fund:</i>	<i>General</i>
	<i>140</i>			<i>Special Revenue-Scholarships</i>
	<i>149</i>			<i>Special Revenue-Donations</i>

ABOUT

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

SERVICES

- Evaluate and monitor business processes to improve operations, efficiency and performance
- Develop and monitor operating budget and annual CIP budget
- Process and issue citywide special event permits
- Enhance city-owned or controlled natural open space and trails system through land acquisition, planning, trails construction, monitoring and maintenance
- Oversee management agreement for The Crossings at Carlsbad Municipal Golf Course
- Perform parks planning, design, administration and construction monitoring services
- Plan and monitor recreation programs with input from the Parks & Recreation Department Master Plan Update, participant surveys and community outreach

- Administer opportunity grants for low-income residents
- Provide support to and liaise with Parks & Recreation Commission, Senior Commission and Beach Preservation Commission
- Implement strategic action items in the Parks & Recreation Department Master Plan Update

RECENT ACCOMPLISHMENTS

- Checked plans and specifications of new private development projects that include trail construction, street trees and rights of way improvements
- Completed and received City Council approval of the 2023-2030 Parks & Recreation Department Master Plan Update
- Received City Council approval for a Capital Improvement Program Charter to construct four new outdoor pickleball courts at Calavera Hills Community Park and four new outdoor pickleball courts at Stagecoach Community Park
- Completed the Community Engagement/Conceptual Design Phase of Robertson Ranch Park
- Obtained City Council approval of the plans and specifications to formally bid the construction of the Stagecoach Community Garden
- Obtained City Council approval of the plans and specifications to formally bid the construction of Veterans Memorial Park
- Assisted in obtaining City Council approval of the plans and specifications to formally bid the construction of the Monroe Street Pool Renovation
- Renewed agreements San Diego County Health and Human Services for the Senior Center's congregate, home meal and transportation programs
- Renewed Joint Use and Community Recreation Agreement between the Carlsbad Unified School District and the City of Carlsbad
- Completed Park-In-Lieu fee study and presented findings to City Council for consideration

GOALS

- Implement applicable parks, maintenance, and programs, events and facilities strategies identified in the 2023-2030 Parks & Recreation Department Master Plan Update
- Pursue CAPRA accreditation to ensure re-accreditation within the next two years, as it's the sole national standard for evaluating park and recreation agencies, signifying high-quality operation, management, and community service
- Complete the scoping and conceptual design phases of the project to construct four new outdoor pickleball courts at Calavera Hills Community Park and four new outdoor pickleball courts at Stagecoach Community Park Complete the scoping and conceptual design phases of the project to construct four new outdoor pickleball courts at Calavera Hills Community Park and four new outdoor pickleball courts at Stagecoach Community Park
- Obtain City Council approval on the recommended master plan for Robertson Ranch Park and commence the final design phase of the project
- Obtain City Council approval to award a contract to construct Veterans Memorial Park and commence providing administrative support in overseeing the construction
- Support three commissions in accomplishing the goals and tasks within each commission's annual work plan
- Implement adjustments to athletic field lighting fees, competitive to surrounding cities

COMMUNITY SERVICES | PARKS & RECREATION: RECREATION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	3,300,657	\$ 3,840,793	\$ 4,213,335	\$ 4,299,456
Retirement Benefits	506,958	468,194	505,714	558,416
Health Insurance	234,414	267,834	380,054	318,197
Other Personnel Expenses	282,861	273,257	254,252	281,878
Personnel Services Subtotal	4,324,890	4,850,078	5,353,355	5,457,947
Operating Expenses				
Professional & Contract Services	986,954	1,130,165	1,018,937	1,254,185
Supplies & Materials	612,621	652,689	633,709	606,200
Repair & Maintenance	433	842	1,354	1,354
Interdepartmental Charges	1,119,399	1,086,366	1,405,334	1,750,750
Other Operating Expenses	605,327	773,302	513,076	582,049
Capital Outlay	28,974	67,270	-	-
Operating Expenses Subtotal	3,353,708	3,710,634	3,572,410	4,194,538
TOTAL EXPENDITURES \$	7,678,598	\$ 8,560,712	\$ 8,925,765	\$ 9,652,485
General Fund \$	7,640,802	\$ 8,521,584	\$ 8,892,265	\$ 9,618,985
Special Revenue Fund	37,796	39,128	33,500	33,500
Total Funding \$	7,678,598	\$ 8,560,712	\$ 8,925,765	\$ 9,652,485
Full Time Positions	19.40	24.40	24.30	23.25
Hourly/FTE Positions	74.28	66.44	64.71	64.60
Account:	0014520-44, 0014546-73		Fund: General	
	143		Special Revenue-Senior Program Donations	

ABOUT

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

SERVICES

- Provide information, enrollment and registration services for parks, programs and facilities
- Collect and account for revenue to ensure efficient and cost-effective programming
- Plan, conduct and supervise recreation operations and programs at community centers, parks and other city facilities
- Process applications and issue park and facility and special event permits
- Coordinate and oversee fair and efficient use of athletic facilities for resident nonprofit sports organizations

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

RECENT ACCOMPLISHMENTS

- Completed the design and fabrication process of a new interpretive exhibit at Leo Carrillo Ranch Historic Park focusing on Carrillo family life
- Completed the Leo Carrillo Ranch Historic Park preservation and maintenance reroofing project
- Oversaw 550 aquatic camp participants and 31 lifeguard academy participants in the Spring, which will lead to 18 new lifeguard hires for summer and approximately 1,348 learn-to-swim participants in summer season
- Completed procurement and installation of two of three circulation pumps between both aquatic centers as large asset replacement items
- Added year-round youth basketball leagues for grades K-12, with record attendance of more than 900 enrolled participants for the winter season alone
- Partnered with the Carlsbad Chamber of Commerce to host Older & Bolder Expo at the Senior Center Returned popular senior programs, excursions, courtyard concerts and featured artists
- Introduced a new “tween” Shamrock Social special event

GOALS

- Support the City of Carlsbad Age-Friendly Action Plan
- Expand adult 50+ opportunities and collaborations beyond the Senior Center, including the Older & Bolder Expo
- Offer programs that promote health and wellness and essential childhood development, including an ongoing intergenerational pickleball social
- Augment staff with volunteers to build community and enhance fiscal stewardship
- Continue implementation of the department’s master plan actions related to services, programs, events and fees
- Develop a professional photography policy and fee schedule for Leo Carrillo Ranch Historic Park

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Hours of volunteer services used	12,355	15,000	15,000	At least 10,000	Community Character
Percentage execution of advertised recreation programs	85%	85%	85%	85%	Community Character

COMMUNITY SERVICES | PARKS & RECREATION: PARKS & TRAIL MAINTENANCE

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,319,697	\$ 1,532,169	\$ 1,660,400	\$ 1,647,506
Retirement Benefits	393,130	359,087	358,885	388,992
Health Insurance	206,498	248,339	303,804	288,015
Other Personnel Expenses	84,245	84,038	83,384	88,141
Personnel Services Subtotal	2,003,570	2,223,633	2,406,473	2,412,654
Operating Expenses				
Professional & Contract Services	5,334,510	5,554,106	5,024,647	5,599,045
Supplies & Materials	313,206	396,914	317,422	317,422
Repair & Maintenance	607	5	380	380
Interdepartmental Charges	533,581	504,058	663,194	768,657
Other Operating Expenses	1,257,498	1,290,240	1,267,153	1,292,493
Capital Outlay	9,327	-	-	-
Operating Expenses Subtotal	7,448,729	7,745,323	7,272,796	7,977,997
TOTAL EXPENDITURES	\$ 9,452,299	\$ 9,968,956	\$ 9,679,269	\$ 10,390,651
Full Time Positions	19.45	20.40	19.40	18.45
Hourly/FTE Positions	3.10	3.85	3.10	3.10

Account: 00146XX Fund: General

ABOUT

The Parks & Recreation Department maintains approximately 432 acres of developed or scheduled to be constructed community parks and special use areas, 51 miles of trails, 612 acres of habitat preserves, urban forests and undeveloped lands and landscaping for 58 acres of facilities.

SERVICES

- Manage turf, irrigation, drainage and landscaping at parks, civic facilities, beach accesses and school athletic fields
- Inspect and maintain restroom facilities and picnic areas, tennis, pickleball and basketball courts, and soccer, softball, baseball and multi-purpose fields
- Repair park structures, athletic field lighting, play equipment, playground safety surfacing and other park fixtures
- Respond to tree service requests and provide storm and emergency assistance as necessary
- Refine, support and administer tree maintenance block pruning program
- Inspect and prune all city trees on a 4 to 4.5-year cycle and a 2 to 2.25-year supplemental cycle for high-maintenance trees in accordance with Community Forest Management Plan
- Maintain existing citywide trails and coordinate development of new trails
- Manage the trails volunteers' program
- Oversee maintenance and monitoring of preserves, urban forests and undeveloped lands

- Coordinate coastal activities with the California Department of Parks & Recreation, California Coastal Commission and lagoon foundations

RECENT ACCOMPLISHMENTS

- Applied clear coat on playground surfacing at select parks to enhance UV protection
- Refined, supported and administered tree maintenance block pruning program
- Inspected and pruned city parks, facilities and trails trees on a 4-4.5-year cycle and a 2-to-2.25-year supplemental cycle for high maintenance trees
- Planted parks and trails trees within vacancies created by prior removals and planted new parks and trails trees in accordance with the Community Forest Management Plan
- Performed sports lighting maintenance and enhancements at several community parks
- Repaired segments of Lake Calavera Trails with equipment and erosion control measures
- Participated in review, selection and implementation of a new janitorial services agreement for parks and beach restrooms
- Completed natural turf replacement and establishment at the large dog area and the small dog area at Poinsettia Community Park
- Executed two North Beach clean-up events with the Beach Preservation Commission

GOALS

- Apply clear coat on playground surfacing at select parks to enhance UV protection
- Inspect and prune city parks, facilities and trails trees on a 4 to 4.5-year cycle and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Add 500 total trees to the city’s inventory, including trees within parks, facilities and trails in accordance with City Council-adopted Community Forest Management Plan
- Plant parks and trails trees within vacancies created by prior removals in accordance with the Community Forest Management Plan
- Perform sports lighting maintenance and enhancements at several community parks
- Execute two North Beach clean-up events with the Beach Preservation Commission
- Decrease operational defects in irrigations systems

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Percentage of Green matter generated at city parks and city facilities reused	95%	93%	90%	At least 95%	Sustainability & the Natural Environment
Percentage of increase in recycling receptacles at parks and trails	9%	10%	10%	10% annual increase	Sustainability & the Natural Environment

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, Parks & Recreation eliminated one vacant parks maintenance worker position, responsible for general skilled trade work within parks, beach accesses and trails. The duties of the position will be performed by a combination of other park maintenance workers and contracts for outside services.

COMMUNITY SERVICES |

PARKS & RECREATION: STREET TREE & MEDIAN MAINTENANCE

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	286,997	\$ 360,120	\$ 482,778	\$ 495,959
Retirement Benefits	106,799	83,010	102,215	116,181
Health Insurance	32,090	32,363	64,332	61,913
Other Personnel Expenses	22,655	17,891	23,869	26,221
Personnel Services Subtotal	448,541	493,384	673,194	700,274
Operating Expenses				
Professional & Contract Services	1,033,880	1,377,637	1,299,750	1,306,050
Supplies & Materials	11,483	144,035	45,222	38,922
Repair & Maintenance	4	-	-	-
Interdepartmental Charges	75,070	13,668	11,177	17,233
Other Operating Expenses	315,250	290,080	372,000	372,000
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	1,435,687	1,825,420	1,728,149	1,734,205
TOTAL EXPENDITURES \$	1,884,228	\$ 2,318,804	\$ 2,401,343	\$ 2,434,479
Full Time Positions	4.85	3.90	4.85	4.85
Hourly/FTE Positions	1.53	0.78	1.53	1.53
Account: 160		Fund: Special Revenue		
161		Special Revenue		

ABOUT

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

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

SERVICES

- Inspect and prune all city trees on a 4 to 4.5-year cycle and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Respond to tree service requests and provide storm/emergency assistance as necessary
- Refine, support, administer and inspect the tree maintenance block pruning program
- Plant street trees and median trees within vacancies created by prior removals in accordance with the Community Forest Management Plan
- Perform plan checks, conduct inspections and assume maintenance responsibility for street trees of development projects or ensure a street tree maintenance agreement is executed and recorded by the developer

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

RECENT ACCOMPLISHMENTS

- Responded to tree service requests and provided storm/emergency assistance as necessary
- Refined, supported, and administered tree maintenance block pruning program
- Inspected and pruned city street trees and median trees on a 4 to 4.5-year cycle and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Plan checked, inspected and assumed maintenance responsibility of street trees of development projects or ensured a street tree maintenance agreement was executed and recorded by developer
- Administered and oversaw landscape and irrigation maintenance for all city median planters and developed parkways and streetscapes

GOALS

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

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Number of street trees and median trees inspected for pruning	5,060	5,587	5,000	At least 5,000	Sustainability & the Natural Environment
Percentage of increase in recycling receptacles within Downtown Village and Northern Beach Streetscapes	12%	10%	10%	10% annual increase	Sustainability & the Natural Environment

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

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$0	\$0	\$0	\$0
Retirement Benefits	0	0	0	0
Health Insurance	0	0	0	0
Other Personnel Expenses	0	0	0	0
Personnel Services Subtotal	0	0	0	0
Operating Expenses				
Professional & Contract Services	\$ 576,558	\$ 351,109	\$ 317,000	\$ 348,000
Supplies & Materials	-	-	-	-
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	-	-	-	-
Other Operating Expenses	7,694,545	8,280,478	8,794,000	9,564,000
Capital Outlay	74,225	530,763	1,010,000	814,000
Operating Expenses Subtotal	8,345,328	9,162,350	10,121,000	10,726,000
TOTAL EXPENDITURES	\$ 8,345,328	\$ 9,162,350	\$ 10,121,000	\$ 10,726,000
Full Time Positions	0.00	0.00	0.00	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
	<i>Account: 572</i>		<i>Fund: Enterprise</i>	

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Executed a Capital Improvement Plan with projects that have an anticipated return on investment or were needed for maintenance effectiveness or safety concerns
- Improved guest experience and facility appearance by replacing original patio furniture on the Canyon’s Restaurant and Sunset Patios
- Improved driving range furniture and fixtures to include new turf tee line, bag racks and automated ball machine leading to increased driving range usage and revenue
- Installed new air wall in fireside room to improve functionality and elevate guest experience
- Upgraded multiple pieces of kitchen equipment to improve restaurant efficiency, increase employee enjoyment and contribute to enticing menu items
- Ordered and replaced designated maintenance vehicles, carts and riding equipment
- Designed and installed a permanent structure at the starter area to improve overall employee/guest experience and property aesthetics
- Installed shade structures at the driving range and beverage stations on the golf course to improve overall employee/guest experience.
- Improved and replaced sections of on course fencing to enhance safety
- Renovated/replenished planters around the clubhouse and other areas of the golf course
- Completed clubhouse front and courtyard landscaping to enhance overall facility appearance and improve overall environmental footprint

GOALS

- Execute a Capital Improvement Plan with projects that have an anticipated return on investment or are needed for maintenance efficiency or safety concerns
- Continue to ensure the pace of play is under five hours per round of golf, via staff educating and expediting patrons, and meet pace of play goal on at least 90% of rounds played
- Further develop plans for a more interactive use of the driving range to elevate the experience of patrons including an extension of the existing grass tee area and potential putting course
- Add exterior audio-visual components to tie the exterior of the clubhouse in with the interior enhancing the guest experience upon arrival
- Replace damaged golf cart paths and fencing in specific areas around the golf course and facility
- Elevate the landscaping on the West side of #18 green to leave an improved last impression of the golf course experience along with aesthetically pleasing from the clubhouse
- Paint exterior/interior of clubhouse, snack bar, course restrooms and maintenance facilities
- Renovate the course restrooms and snack bar to improve guest experience
- Enhance wedding and banquet opportunities with the design and construction of upgrades to the westside patio
- Complete the install of East range netting to protect assets located in the area from balls
- Ensure the pace of play is under five hours per round of golf, via staff educating and expediting patrons, and meet pace of play goal on at least 90% of rounds played
- Increase number of banquets and receptions by at least 2%

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Percentage of golf rounds that met pacing goal	92%	92%	92%	At least 90%	Community Character
Percentage increase in banquets and receptions hosted annually	5%	3%	3%	2% annual increase	Community Character



ADMINISTRATIVE SERVICES

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

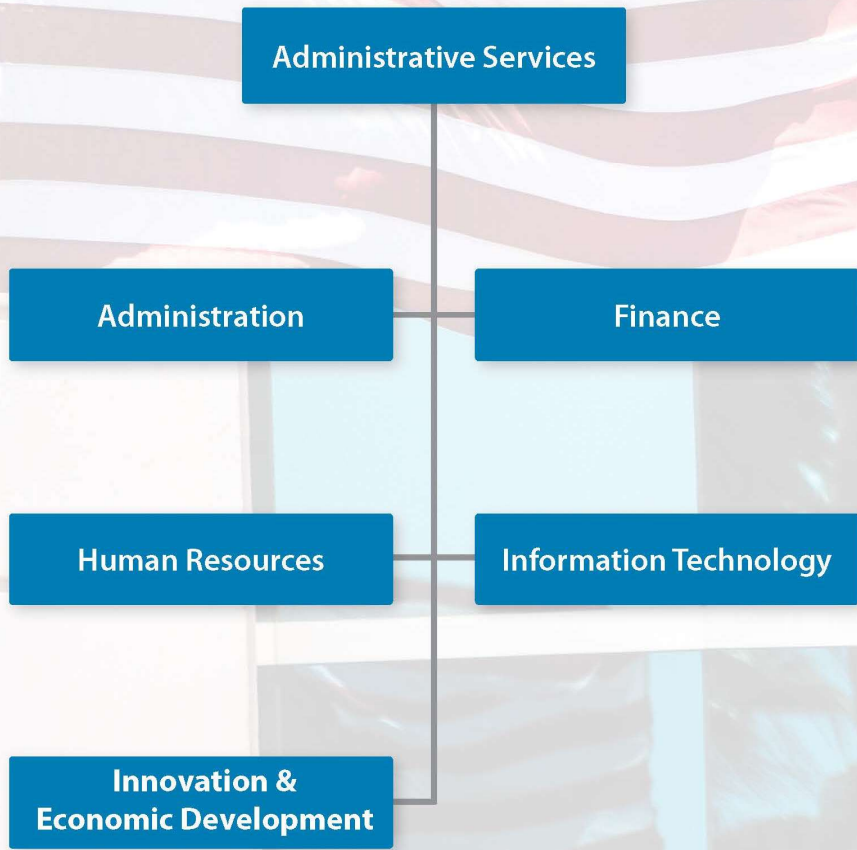
Our employees work together to add value to organizational processes, provide timely and reliable service to our community and business partners and find creative solutions to problems while protecting our assets. Key roles also include attracting and retaining a talented and engaged city workforce and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

Laura Rocha
Deputy City Manager, Administrative Services

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ADMINISTRATIVE SERVICES BRANCH



ADMINISTRATIVE SERVICES | ADMINISTRATION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	450,490	\$ 486,228	\$ 503,810	\$ 613,972
Retirement Benefits	118,051	113,546	113,580	158,743
Health Insurance	44,414	42,208	47,717	76,162
Other Personnel Expenses	12,215	11,863	14,256	17,207
Personnel Services Subtotal	625,170	653,845	679,363	866,084
Operating Expenses				
Professional & Contract Services	21,450	15,042	30,000	38,160
Supplies & Materials	7,448	6,215	6,550	6,550
Repair & Maintenance	-	-	50	50
Interdepartmental Charges	45,444	45,396	62,794	40,512
Other Operating Expenses	7,044	5,799	5,350	5,350
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	81,386	72,452	104,744	90,622
TOTAL EXPENDITURES \$	\$ 706,556	\$ 726,297	\$ 784,107	\$ 956,706
Full Time Positions	3.00	3.00	3.00	4.00
Hourly/FTE Positions	0.50	0.70	0.70	0.00

Account: 0011110 Fund: General

ABOUT

Administrative Services Administration provides financial, analytical, budget, strategic, and administrative support to the branch and organization, aiming to enhance operational efficiency and promote evidence-based, well-managed government.

SERVICES

- Provide branch leadership and strategic support, long-range financial management and budget oversight, internal audit, contract administration, records management, economic development and support to the city's business community
- Enhance transparency, accountability and integrity in operational areas using innovation and technology to streamline procedures and processes
- Support departments on process improvement and operational efficiency to further the city's pursuit of being an evidence-based well managed government
- Identify key performance indicators with departments to gauge progress on the City Council's strategic plan and make better data-driven decisions

RECENT ACCOMPLISHMENTS

- Recommended a strategic, balanced budget, that meets City Council-approved reserve level
- Continued or completed 31 Economic Development Strategic Plan actions
- Developed an economic data dashboard to make indicators more accessible to the public
- Established Carlsbad Works to develop a performance management system that highlights good data management and data governance citywide
- Won What Works Cities Gold Certification for evidence based, well-managed government
- Launched a new open data portal, enhancing information sharing efficiency within the organization and with the public, thereby increasing transparency

GOALS

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

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Number of value-added internal audit engagements	2	4	4	N/A	Organizational Excellence & Fiscal Health

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, Administrative Services Administration eliminated one vacant part-time position. The duties of the position will be distributed among the relative departments within Administrative Services with minimal service level impacts.

ADMINISTRATIVE SERVICES | ECONOMIC DEVELOPMENT

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	656,268	\$ 1,247,084	\$ 1,267,824	\$ 197,630
Retirement Benefits	178,995	\$ 273,545	290,160	\$ 47,535
Health Insurance	53,963	\$ 116,911	149,353	\$ 24,212
Other Personnel Expenses	18,111	\$ 29,860	37,555	\$ 5,534
Personnel Services Subtotal	907,337	1,667,400	1,744,892	274,911
Operating Expenses				
Professional & Contract Services	217,259	266,288	384,000	263,000
Supplies & Materials	86,165	73,801	67,760	67,260
Repair & Maintenance	-	118,700	105,400	-
Interdepartmental Charges	104,280	227,124	261,937	100,683
Other Operating Expenses	19,122	39,351	44,500	25,500
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	426,826	725,264	863,597	456,443
TOTAL EXPENDITURES	\$ 1,334,163	\$ 2,392,664	\$ 2,608,489	\$ 731,354
Full Time Positions	4.00	9.00	9.00	1.00
Hourly/FTE Positions	1.00	0.00	0.00	0.00

Account: 0011035 Fund: General

ABOUT

Economic development supports business growth, job creation and new investments to improve residents' economic well-being and quality of life, aligning with the City Council's goal of economic vitality.

SERVICES

- Implement the Economic Development Strategic Plan to achieve Economic Vitality goal
- Conduct business expansion, attraction and retention activities
- Support Carlsbad's key industries, small businesses, entrepreneurs and startups
- Position Carlsbad as a desirable place to conduct business and grow business operations
- Provide economic data and analysis to help inform decision-making

RECENT ACCOMPLISHMENTS

- Continued or completed 31 Economic Development Strategic Plan actions
- Hosted the opening day of San Diego Startup Week, attracting 450 startups, entrepreneurs and funders to Carlsbad

- Rekindled the cybersecurity awareness program to support small business resiliency
- Convened key-industry groups to foster dialogue and synergies
- Evolved Life in Action Recruiter to better serve Carlsbad businesses
- Transitioned the CTBID and CGLBID to more efficient and appropriate models

GOALS

- Continue the implementation of the Economic Development Strategic Plan, progressing on at least 39 associated actions in pursuit of Economic Vitality
- Enhance support services for city businesses, serving at least 40 BEAR projects
- Establish and expand industry advisory groups to address current and anticipated challenges
- Streamline recruitment and retention processes for Carlsbad businesses
- Develop and implement innovative programs to enhance business growth and resiliency

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Number of companies reached through BEAR activities	40	45	40	N/A	Economic Vitality
Number of Economic Development Strategic Plan Actions in Progress	N/A	31	39	N/A	Economic Vitality

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, the department eliminated one full-time position of Chief Innovation Officer. Necessary responsibilities of the position will be absorbed by existing staff. The Senior Program Manager will report directly to the Deputy City Manager, Administrative Services, and reside in the Administrative Services Administration Department. The Data Services Manager, Strategic Plan Analyst and five Geographic Information Services positions will report to the Information Technology Director and reside in the Information Technology Department. The existing department formerly known as Innovation & Economic Development will be known as the Economic Development Department moving forward.

ADMINISTRATIVE SERVICES | FINANCE

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 2,426,807	\$ 2,369,590	\$ 2,502,791	\$ 2,572,705
Retirement Benefits	716,699	578,299	557,662	633,443
Health Insurance	365,511	378,037	439,855	413,343
Other Personnel Expenses	77,450	66,569	80,739	89,497
Personnel Services Subtotal	3,586,467	3,392,495	3,581,047	3,708,988
Operating Expenses				
Professional & Contract Services	1,086,675	984,049	781,180	898,981
Supplies & Materials	216,122	255,377	288,405	276,765
Repair & Maintenance	8,858	12,995	33,850	26,820
Interdepartmental Charges	480,121	704,724	588,661	671,685
Other Operating Expenses	244,851	26,862	50,225	48,725
Capital Outlay	-	20,270	-	-
Operating Expenses Subtotal	2,036,627	2,004,277	1,742,321	1,922,976
TOTAL EXPENDITURES	\$ 5,623,094	\$ 5,396,772	\$ 5,323,368	\$ 5,631,964
Full Time Positions	28.00	26.00	26.00	26.00
Hourly/FTE Positions	3.00	3.00	3.00	3.00
	<i>Account: 0011310</i>	<i>Fund: General</i>		

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Completed implementation of new accounting guidance for subscription-based information technology agreements under GASB 96
- Completed the mid-year budget review process
- Completed the Master Fee Schedule update
- Maintained a balanced operating budget and submitted a balanced budget to City Council for fiscal year 2024-25
- Implemented City Council Policy No. 94 – Cost Recovery
- Completed an updated cost allocation plan for fiscal year 2024-25
- Assisted with program-specific external audits including Utilities, Public Works and Police
- Established a Section 115 Pension Trust and adopted pension investment policy
- Implemented Payment Works software to enhance internal controls over vendor payments

GOALS

- Continue to monitor the economy and its impact to the Ten-Year Forecast to ensure the General Fund remains in balance
- Continue to improve procedures to mitigate risk through additional controls in payables process
- Complete an updated cost allocation plan
- Implement several modules in the city’s financial information system to increase efficiency and enhance internal controls, including budgeting and contract management
- Continue supporting program-specific audit requests for funding the city receives
- Expand the use of electronic bidding to increase efficiencies in the procurement process
- Continue working with IT and Human Resources to develop a strategic plan for future technology system consolidations
- Maintain a General Fund Reserve Ratio of 40% of General Fund annual operating expenditures, in compliance with Council Policy 74 and demonstrating the department’s efforts to achieve the city’s 2023-2027 strategic plan goal of organizational excellence & fiscal health
- Maintain a credit rating of AAA, demonstrating the department’s efforts to achieve the city’s 2023-2027 strategic plan goal of organizational excellence & fiscal health

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
General Fund Reserve Ratio	69%	66%	63%	At least 40%	Organizational Excellence & Fiscal Health
Credit Rating	AAA	AAA	AAA	AAA	Organizational Excellence & Fiscal Health

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: SUMMARY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 2,022,816	\$ 2,229,496	\$ 2,377,979	\$ 2,238,015
Retirement Benefits	526,140	499,723	508,803	543,023
Health Insurance	177,829	202,346	214,590	220,937
Other Personnel Expenses	(26,365)	78,444	69,943	69,882
Personnel Services Subtotal	2,700,420	3,010,009	3,171,315	3,071,857
Operating Expenses				
Professional & Contract Services	4,636,313	6,709,662	6,634,670	7,593,000
Supplies & Materials	86,264	68,955	87,605	75,155
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	355,416	351,180	428,749	673,391
Other Operating Expenses	8,109,713	16,567,062	6,583,780	7,108,400
Capital Outlay	-	9,958	-	-
Operating Expenses Subtotal	13,187,706	23,706,817	13,734,804	15,449,946
TOTAL EXPENDITURES	\$ 15,888,126	\$ 26,716,826	\$ 16,906,119	\$ 18,521,803
TOTAL FUNDING				
General Fund	\$ 4,388,148	\$ 4,513,351	\$ 5,029,995	\$ 5,136,218
Internal Service Fund	\$ 11,499,978	\$ 22,203,475	\$ 11,876,124	\$ 13,385,585
TOTAL FUNDING	\$ 15,888,126	\$ 26,716,826	\$ 16,906,119	\$ 18,521,803
Full Time Positions	17.00	18.00	18.00	17.00
Hourly/FTE Positions	2.20	2.20	2.20	2.20

HUMAN RESOURCES

- Human Resources
- Risk Management
- Workers' Compensation

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: HUMAN RESOURCES

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,731,710	\$ 1,917,654	\$ 1,886,363	\$ 1,764,297
Retirement Benefits	440,024	426,242	400,483	419,233
Health Insurance	133,880	153,199	139,356	154,912
Other Personnel Expenses	49,124	48,801	55,623	54,754
Personnel Services Subtotal	2,354,738	2,545,896	2,481,825	2,393,196
Operating Expenses				
Professional & Contract Services	1,301,387	1,290,492	1,550,170	1,560,000
Supplies & Materials	82,280	65,760	82,605	70,155
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	331,512	315,240	379,315	574,167
Other Operating Expenses	318,231	295,963	536,080	538,700
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	2,033,410	1,967,455	2,548,170	2,743,022
TOTAL EXPENDITURES	\$ 4,388,148	\$ 4,513,351	\$ 5,029,995	\$ 5,136,218
Full Time Positions	14.00	15.00	14.00	13.00
Hourly/FTE Positions	2.20	2.20	2.20	2.20
	<i>Account: 00115XX</i>	<i>Fund: General</i>		

ABOUT

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

SERVICES

- Monitor and maintain employment-related legal compliance
- Manage employee engagement/development programs and support workforce planning
- Manage employee relations, investigations and labor relations
- Manage recruitment, retention and onboarding, including internship and Department of Defense SkillBridge programs
- Ensure employees' job duties match their job classification and that compensation is equitable and competitive in order to attract and retain top talent
- Manage employee benefits, leaves of absence, workplace accommodations and personnel actions to ensure competitive benefits at best value cost and maintain legal compliance
- Manage city volunteer program of over 1,000 volunteers donating 25,000 hours of assistance
- Foster inclusion, equity and diversity values citywide and within all HR department services

RECENT ACCOMPLISHMENTS

- Provided over 200 live/on-line self-paced development opportunities to prepare employees for succession planning and future leadership roles and retain the best talent; over 50% of vacant full-time positions were filled by current employees in fiscal year 2023-24
- Met and conferred with organized bargaining associations on multiple policies and laws
- Introduced the Let’s Connect program, a performance management tool that provides the opportunity for supervisors and employees to discuss accomplishments, growth and goals
- Implemented/updated 20 employment-related policies to comply with new legal mandates
- Introduced a blind job applicant screening process that helps focus on skills and experience by excluding an applicants’ personal information during an interview selection process
- Used over 600 nationwide websites to achieve a high level of inclusivity in recruitment
- Processed over 5,000 job applications; filled over 200 vacant positions in fiscal year 2023-24
- Performed work without use of independent contractors, resulting in cost avoidance:
 - conducted multiple “difficult to fill” recruitments (~\$170,000)
 - reviewed job classifications to ensure equitable and competitive compensation (~\$40,000)
 - conducted workplace investigations related to employee relations (~\$300,000)
- Partnered with Fire Department to finalize an internal recruitment process to promote full-time Emergency Medical Technicians to Paramedic Firefighters in order to fill vacancies faster and retain employees who align with Fire Department values and work ethic

GOALS

- Develop Carlsbad Supervisory Academy to provide customized tools for impactful leadership
- Maximize recruitment outreach to attract top talent in a competitive environment
- Maintain vacancy rate of less than 7% for police/fire positions to keep the community safe
- Collaborate with North Zone fire agencies to conduct joint promotional assessments to save time and money and achieve a consistent efficient testing process across the region
- Conduct negotiations for new labor contracts with police and police management associations
- Conduct job and compensation studies to ensure equity, competitiveness and retention
- Implement the Let’s Connect program and performance management tool citywide
- Implement blind job applicant screening process for full-time recruitments
- Continue to foster inclusion values city-wide and integrate them into all HR services

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Voluntary turnover rate	8%	5%	6%	10% or less	Organizational Excellence & Fiscal Health
Legally mandated employee training compliance rate	100%	100%	100%	100%	Organizational Excellence & Fiscal Health

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, Human Resources eliminated a senior program manager position for Diversity, Equity and Inclusion. The duties of the position will be distributed among the existing staff within Human Resources with minimal service level impacts.

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: RISK MANAGEMENT

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	214,241	222,094	309,197	301,795
Retirement Benefits	62,233	52,965	69,806	78,864
Health Insurance	31,313	32,350	43,245	39,413
Other Personnel Expenses	(46,401)	19,300	9,165	9,576
Personnel Services Subtotal	261,386	326,709	431,413	429,648
Operating Expenses				
Professional & Contract Services	2,647,783	4,701,339	4,199,500	5,043,000
Supplies & Materials	3,984	3,195	5,000	5,000
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	23,196	23,952	32,619	70,122
Other Operating Expenses	1,583,382	3,646,415	2,049,700	1,849,700
Capital Outlay	-	9,958	-	-
Operating Expenses Subtotal	4,258,345	8,384,859	6,286,819	6,967,822
TOTAL EXPENDITURES	\$ 4,519,731	\$ 8,711,568	\$ 6,718,232	\$ 7,397,470
Full Time Positions	2.00	2.00	2.50	2.50
Hourly/FTE Positions	0.00	0.00	0.00	0.00
<i>Account: 6121930 Fund: Internal Service</i>				

ABOUT

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

SERVICES

- Manage all liability claims received by the city
- Collaborate and resolve all risk management-related litigation with the City Attorney's Office
- Pursue loss recovery and manage the loss prevention program for employee-related losses
- Manage the citywide Safety Program (injury prevention and Cal-OSHA compliance)
- Manage subrogation of third-party damage to city assets

- Monitor compliance related to insurance requirements for all citywide independent contractors
- Evaluate and provide advice regarding insurance policies purchased by the city

RECENT ACCOMPLISHMENTS

- Conducted safety audits at all city facilities and work sites to maintain safe conditions for the public and employees
- Managed over 120 active liability and property claims without a Third Party Administrator, resulting in an estimated \$60,000 annual cost avoidance
- Reached a successful resolution of a multi-million dollar 40-home groundwater claim
- Implemented alternative methods for delivering training to minimize operational disruptions, increase trainer/trainee interaction and training quality and ensure compliance
- Implemented industrial hygiene services (audiogram/respirator fit testing) to maximize efficiency and ensure compliance
- Coordinated efforts with City Attorney’s Office to develop and implement the new Workplace Violence Prevention Plan
- Worked with departments to conduct Safety Surveys to enhance safety compliance
- Obtained city property loss recoveries resulting in an average annual cost recovery of \$130,000

GOALS

- Enhance the safety program to ensure better training of employees and fewer accidents
- Enhance safety committee meetings for each department
- Conduct Job Hazard Analyses of high-risk job activities in Police and Fire departments
- Continue to develop Standard Operating Procedures to maintain compliance with CalOSHA regulations
- Expand employee training and decrease use of outside safety vendors

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
New claims that are closed	85%	80%	80%	At least 80%	Organizational Excellence & Fiscal Health
Recovered damages to city property	76%	75%	75%	At least 75%	Organizational Excellence & Fiscal Health

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

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

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: WORKERS' COMPENSATION

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 76,865	\$ 89,748	\$ 182,419	\$ 171,923
Retirement Benefits	23,883	20,516	38,514	44,926
Health Insurance	12,636	16,797	31,989	26,612
Other Personnel Expenses	(29,088)	10,343	5,155	5,552
Personnel Services Subtotal	84,296	137,404	258,077	249,013
Operating Expenses				
Professional & Contract Services	687,143	717,831	885,000	990,000
Supplies & Materials	-	-	-	-
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	708	11,988	16,815	29,102
Other Operating Expenses	6,208,100	12,624,684	3,998,000	4,720,000
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	6,895,951	13,354,503	4,899,815	5,739,102
TOTAL EXPENDITURES	\$ 6,980,247	\$ 13,491,907	\$ 5,157,892	\$ 5,988,115
Full Time Positions	1.00	1.00	1.50	1.50
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 6111520

Fund: Internal Service

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Implemented new policies and practices to comply with new legal mandates
- Resolved and closed 233 claims in fiscal year 2022-23 and expecting to resolve 223 claims in fiscal year 2023-24; 98% of these did not require litigation

- Enhanced the workers’ compensation claims auditing process and trend analysis to identify patterns and implement additional safety measures to prevent claims
- Conducted weekly incident reviews to identify trends in work related accidents/injuries and implement measures to reduce employee injury and workers’ compensation claims costs

GOALS

- Ensure injured employees receive appropriate medical treatment in a timely manner to reach maximum improvement and return to work as soon as possible
- Work collaboratively with injured employees to settle claims without costly litigation
- Minimize the number of lost days of work due to work-related injuries/illnesses to continue providing outstanding service and minimize overtime cost due to employee absences
- Enhance the workers’ compensation strategic plan and use of data analytics to achieve the desired outcomes of this program, including injury and illness prevention
- Ensure workers’ compensation data is shared with management regularly to guide the decision-making process and provide feedback that supports the program goals

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Average lost days of work per claim	67	60	60	< 100	Organizational Excellence & Fiscal Health
Litigated claims as percent of open claims	2%	2%	2%	< 20%	Organizational Excellence & Fiscal Health

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

Increased budget to cover anticipated higher costs for excess insurance and medical-related expenses for the coming year.

ADMINISTRATIVE SERVICES | INFORMATION TECHNOLOGY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	3,992,390	\$ 5,055,840	\$ 5,179,271	\$ 5,963,096
Retirement Benefits	1,212,662	1,061,220	1,198,324	1,525,129
Health Insurance	490,649	593,196	693,969	738,267
Other Personnel Expenses	(610,349)	308,676	158,923	191,876
Personnel Services Subtotal	5,085,352	7,018,932	7,230,487	8,418,368
Operating Expenses				
Professional & Contract Services	835,433	1,738,537	1,236,659	1,314,678
Supplies & Materials	214,385	200,287	131,197	137,697
Repair & Maintenance	3,532,515	4,599,418	5,239,978	5,897,569
Interdepartmental Charges	32,724	35,604	73,864	125,499
Other Operating Expenses	1,811,075	1,542,073	1,703,550	1,602,682
Capital Outlay	896,160	1,022,624	1,021,740	1,209,044
Operating Expenses Subtotal	7,322,292	9,138,543	9,406,988	10,287,169
TOTAL EXPENDITURES	\$ 12,407,644	\$ 16,157,475	\$ 16,637,475	\$ 18,705,537
Full Time Positions	37.00	43.00	43.00	48.00
Hourly/FTE Positions	1.00	0.99	0.50	0.50

Account: 640, 641

Fund: Internal Service

ABOUT

The Information Technology Department supports and continuously improves essential technology solutions and infrastructure for enabling day-to-day city operations. IT provides leadership to deliver secure, reliable and cost-effective solutions aligned with City Council priorities and city initiatives.

SERVICES

- Administer and oversee the department's use of resources and formation of priorities
- Support operations through implementation and support of technology infrastructure
- Implement and support enterprise software applications and systems
- Provide Data Services including GIS for internal and external data needs
- Provide project management services to technology/system implementations and upgrades
- Provide business system specialist support to help ensure technology meets business needs
- Provide client services through a service desk, PC support and strategic initiatives
- Support public safety's unique technology requirements for the Police and Fire departments
- Oversee information technology security policies/practices and threat investigations

RECENT ACCOMPLISHMENTS

- Enhanced the staff identity management solution, technology infrastructure, audio visual capabilities, supported data analytics initiatives and numerous cyber security programs
- Migrated existing traffic equipment to the highspeed Carlsbad Digital Information Network, decreasing downtime and providing reliable connectivity to traffic signals and sensors
- Upgraded enterprise applications including the finance management system, utility billing system, recreation museum collection management solution, treasurer investment portfolio management system and city record management system
- Began implementation of Community Development electronic plan reviews, Facility Security Master Plan assessment and pilots for fleet telematics and patron analytics solutions
- Implemented a new enterprise digital asset management system, phase one of the construction and project management solution, intranet site, e-vendor validation portal, water main analysis tool and phase one of the enterprise asset management solution
- Completed over 9,800 ServiceNow tickets, deployed more than 600 mobile devices and 300 computers and supported numerous building construction and remodel projects

GOALS

- Begin the core system consolidation to upgrade and implement enterprise applications as identified in the Strategic Digital Transformation Investment Program (SDTIP)
- Begin and continue implementation of technology projects as identified in the SDTIP such as Payment Card Industry Compliance, RFID Replacement and Station Alerting Equipment Replacement
- Expand software platform for affordable housing management, records management system forms, business process automation and analytics
- Replace legacy copper infrastructure along streets with high speed fiberoptics as well as upgrade the network equipment with a modern and secure solution
- Continue development of resource tools/action plan for projects and service improvements
- Support phase four of the Police & Fire Headquarters remodel
- Continue modernization of IT infrastructure for projects supporting improved cybersecurity and data analytics, such as extending the Carlsbad Digital Information Network and development of the cybersecurity program

Performance Measure	CY 2022 Actual	CY 2023 Actual	Benchmark	Related Strategic Plan Goal
Percentage of ticket incidents considered critical	1.08%	0.23%	< 2.5% of industry standard	Organizational Excellence & Fiscal Health

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, the department eliminated a vacant full-time Business Systems Specialist position. The duties of the position will continue to be absorbed by existing Information Technology staff; low priority projects may be delayed. The department absorbed the Data Services Manager, Strategic Plan Analyst and five Geographic Information Services positions and associated budget that previously resided in the former Innovation & Economic Development Department.

ADMINISTRATIVE SERVICES | MISCELLANEOUS NON-DEPARTMENTAL

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Miscellaneous Non-Departmental Expenditures				
Community Contributions & Railroad Trenching	\$ -	\$ -	\$ 5,220,000	\$ -
COVID-19 Related	177,677	40,842	-	-
Dues and Subscriptions	75,069	77,746	80,000	90,000
Legal Services	519,683	540,090	750,000	750,000
Opioid Settlement Funds	-	-	21,466	103,059
Other Miscellaneous Expenditures	50,787	52,277	100,000	100,000
Personnel Related	155,595	122,499	1,637,000	1,900,000
Professional Services	33,980	44,148	39,700	39,000
Property Tax and Other Administration	725,588	764,180	750,000	800,000
Vacancy Savings	-	-	(2,000,000)	(2,000,000)
Miscellaneous Non-Departmental Subtotal	1,738,379	1,641,782	6,598,166	1,782,059
General Fund Transfers				
Transfer to General Capital Construction Fund	13,283,056	3,956,000	11,600,000	18,579,226
Transfer to Infrastructure Replacement Fund	283,000	3,956,000	4,200,000	4,779,226
Transfer to Strategic Digital Transformation Investment Program	10,656,000	3,956,000	4,200,000	4,779,226
Transfer to LLD #1 (Medians & Trees)	1,390,000	1,400,000	1,570,000	1,500,000
Transfer to Storm Water Program	322,000	332,000	340,000	350,000
Transfer to Fleet Maintenance	-	1,400,000	-	-
Transfer to Fleet Replacement	-	-	-	560,000
Transfer to Risk Management	-	1,000,000	-	-
Transfer to Workers' Compensation Fund	-	8,208,252	-	7,000,000
Miscellaneous Transfers Out	993,748	-	-	-
General Fund Transfers Subtotal	26,927,804	24,208,252	21,910,000	37,547,678
City Council Contingencies				
Contingencies	-	-	500,000	500,000
TOTAL EXPENDITURES	\$ 28,666,183	\$ 25,850,034	\$ 29,008,166	\$ 39,829,737

Account: 00190XX Fund: General
128XXXX Special Revenue - Opioid Settlement Fund

ABOUT

The miscellaneous non-departmental budget accounts for all General Fund transfers to other funds, City Council contingencies and other miscellaneous General Fund expenses, such as outside legal counsel, personnel vacancy savings, citywide final vacation pay, and citywide dues and subscriptions. COVID-19 related expenditures are minimal and are associated with the previous COVID-19 Economic Recovery and Revitalization Initiative. Vacancy savings, or anticipated personnel savings over the course of the fiscal year, were first added to the budget in fiscal year 2022-23. Accounting for \$2 million in vacancy savings will allow for budgeted personnel costs to align with actual personnel costs more closely in the General Fund.

The Carlsbad Strategic Plan includes a strategic objective to 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. The fiscal year 2023-24 budget appropriated \$5.22 million from the General Fund Reserve and directed staff to request that the San Diego Association of Governments, or SANDAG, submit a FY 2023 Railroad Crossing Elimination Grant Program application for the project as the lead agency.

POLICY & LEADERSHIP

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

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

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

Scott Chadwick
City Manager

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POLICY & LEADERSHIP BRANCH



POLICY & LEADERSHIP |
OFFICE OF THE CITY COUNCIL

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 278,071	\$ 297,953	\$ 308,869	\$ 266,179
Retirement Benefits	73,340	60,017	47,173	36,980
Health Insurance	79,678	92,236	42,729	69,616
Other Personnel Expenses	7,319	6,931	6,539	3,335
Personnel Services Subtotal	438,408	457,137	405,310	376,110
Operating Expenses				
Professional & Contract Services	201	2,375	25,300	25,800
Supplies & Materials	5,450	9,483	24,422	24,422
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	79,800	88,464	102,968	119,137
Other Operating Expenses	10,285	34,173	49,078	53,578
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	95,736	134,495	201,768	222,937
TOTAL EXPENDITURES	\$ 534,144	\$ 591,632	\$ 607,078	\$ 599,047
Full Time Positions	2.00	2.00	2.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011010 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Allocated funding to host nine TGIF free summer concerts in 2024
- Approved zoning changes on 16 properties across Carlsbad to meet state housing requirements
- Accepted a \$2.3 million state grant that will help address homeless encampments in the downtown Village area
- Approved design and construction of eight new outdoor pickleball courts

- Adopted a new Parks & Recreation Department Master Plan that will guide parks and recreation priorities through 2030 based on community feedback, industry trends, city demographics and other factors
- Adopted City Council Policy 99, City Council Proclamations, Certificates of Recognition and Congratulatory Letters
- Adopted City Council Policy 100, City Council Conference, Training and Professional Development Travel Policy

GOALS

The City Council is focused on advancing the goals identified in the city's 5-Year Strategic Plan. Work is centered around the following five goal themes:

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

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, the Office of the City Council eliminated one vacant senior office specialist position. The duties of the position will be distributed among existing staff within the City Manager's Office with minimal service level impacts.

POLICY & LEADERSHIP |
OFFICE OF THE CITY TREASURER

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 90,849	\$ 64,518	\$ 122,253	\$ 121,975
Retirement Benefits	26,286	19,619	26,546	29,238
Health Insurance	25,530	4,172	21,348	9,780
Other Personnel Expenses	2,820	1,951	3,473	3,412
Personnel Services Subtotal	145,485	90,260	173,620	164,405
Operating Expenses				
Professional & Contract Services	63,348	34,779	70,210	60,700
Supplies & Materials	1,780	972	850	1,032
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	32,676	21,900	29,569	48,667
Other Operating Expenses	-	-	4,900	4,718
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	97,804	57,651	105,529	115,117
TOTAL EXPENDITURES	\$ 243,289	\$ 147,911	\$ 279,149	\$ 279,522
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0010310 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Maintained a competitive yet prudent investment yield
- Increased book value of investment portfolio in fiscal year 2023 by 2.64% over prior year
- Increased cash income earned by the investment portfolio in fiscal year 2023 by 25.49% over prior year

GOALS

- Maintain a stable investment portfolio to ensure the preservation of capital in the overall portfolio
- Anticipate and meet the changing investment needs of the city to remain sufficiently liquid to enable the city to meet all operating requirements

- Manage the investment portfolio to realize a yield on investments as a source of additional revenue
- Use innovative solutions to fund modern and secure cash handling solutions even in uncertain times
- Maintain a maximum modified duration of less than 2.2%, which is a measure of investment risk
- Maintain short term investment maturity value (investments maturing within one year) at no less than the equivalent of two-thirds of the current operating budget; this ensures sufficient liquidity to meet the city's operating needs

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Modified Duration	1.78	1.60	< 2.2	≤ 2.2%	Organizational Excellence & Fiscal Health
Short term investment maturity value as a percentage of the current operating budget	92.1%	85.0%	> 66.7%	At least 2/3 or 66.6% of operating budget	Organizational Excellence & Fiscal Health
Average Yield of investment portfolio	1.86%	2.25%	2.40%	N/A	Organizational Excellence & Fiscal Health

POLICY & LEADERSHIP |
OFFICE OF THE CITY MANAGER

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 1,151,593	\$ 1,235,450	\$ 1,230,586	\$ 1,138,336
Retirement Benefits	364,616	311,058	313,890	321,172
Health Insurance	135,066	130,716	139,462	120,176
Other Personnel Expenses	32,560	28,905	33,053	31,054
Personnel Services Subtotal	1,683,835	1,706,129	1,716,991	1,610,738
Operating Expenses				
Professional & Contract Services	180,414	174,424	244,350	249,350
Supplies & Materials	26,669	50,272	46,161	46,161
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	104,904	94,884	125,966	148,499
Other Operating Expenses	17,300	19,905	51,355	50,935
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	329,287	339,485	467,832	494,945
TOTAL EXPENDITURES	\$ 2,013,122	\$ 2,045,614	\$ 2,184,823	\$ 2,105,683
Full Time Positions	7.00	7.00	7.00	6.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011010 Fund: General

ABOUT

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

SERVICES

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

RECENT ACCOMPLISHMENTS

- Issued three Proclamations of Local Emergency in response to the impacts of storm-related damage to property within the City of Carlsbad
- Terminated the Safer Streets Emergency on Sept. 23, 2023; however, efforts to continue improving safety through the Safer Streets Together Plan are ongoing
- Provided an update to City Council on the status of the goals and objectives in the City Council 5-Year Strategic Plan

- Tracked approximately 1,500 separate pieces of legislation and issued statements of support or opposition on 25 pieces of legislation to help ensure Carlsbad’s interests are represented in state and federal actions
- Secured \$1.3 million in state and federal grants in 2023
- City-sponsored SB 428 (Blakespear) signed into law
- Ensured timely follow up of all City Council and constituent services requests
- Managed a robust local, state and federal intergovernmental affairs program
- Extensive collaboration with neighboring cities and regional organizations to better share best practices for improved cooperation and efficiencies in government

GOALS

- Ensure the most efficient and effective provision of city services while adapting to changing financial conditions
- Enhance community engagement and transparency efforts to foster authentic civic engagement with residents, organizations and businesses
- Increase intergovernmental collaboration and legislative advocacy with local, state and federal governments to further the City Council adopted legislative platform and advance priority projects

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, the Office of the City Manager eliminated one vacant management analyst position. The duties of the position will be distributed among existing staff within the Office of the City Manager.

POLICY & LEADERSHIP |
OFFICE OF THE CITY ATTORNEY

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages \$	1,327,586	\$ 1,261,492	\$ 1,400,190	\$ 1,406,070
Retirement Benefits	421,473	347,272	352,121	388,449
Health Insurance	123,418	115,291	141,643	121,229
Other Personnel Expenses	37,257	30,699	38,365	39,729
Personnel Services Subtotal	1,909,734	1,754,754	1,932,319	1,955,477
Operating Expenses				
Professional & Contract Services	2,569	2,609	2,700	2,700
Supplies & Materials	31,707	32,719	23,257	23,257
Repair & Maintenance	-	-	-	-
Interdepartmental Charges	129,444	106,764	141,008	181,959
Other Operating Expenses	8,429	10,675	16,312	16,312
Capital Outlay	-	-	-	-
Operating Expenses Subtotal	172,149	152,767	183,277	224,228
TOTAL EXPENDITURES \$	2,081,883	\$ 1,907,521	\$ 2,115,596	\$ 2,179,705
Full Time Positions	8.00	8.00	8.00	8.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011210 Fund: General

ABOUT

The City Attorney is appointed by the Mayor and City Council. The City Attorney’s Office consists of six attorneys and two legal support staff members. The office primarily practices preventive law, which seeks to minimize the risk of litigation or regulatory violations by anticipating and preventing legal problems. Preventive law focuses on the attorney’s role as adviser and negotiator and emphasizes planning, counseling, collaboration, and problem-solving. The office also prosecutes criminal violations of the Carlsbad Municipal Code.

SERVICES

- Advise the City Council and city staff on legal matters affecting the city
- Attend City Council meetings, Planning Commission meetings and, when necessary, meetings of other boards and commissions
- Prepare and review ordinances and resolutions
- Negotiate, prepare and approve the form of contracts and legal instruments
- Represent the city in court proceedings and before regulatory and legislative agencies
- Manage the city’s litigation and provide periodic reports to the City Council
- Enforce city laws and regulations

RECENT ACCOMPLISHMENTS

- Advised the City Council and city staff on legal matters, including updates to the Housing Element and Growth Management Plan, local traffic emergency and Surplus Land Act compliance
- Managed the city's defense of civil litigation, including achieving favorable verdicts in two jury trials
- Prepared or assisted with additions and revisions to the Carlsbad Municipal Code, including animal control regulations, several chapters on boards and commissions, amendments to the Village and Barrio Master Plan to develop objective design standards, regulations related to non-storefront retail medicinal cannabis businesses and the duties of the Mayor
- Assisted with negotiations to reconfigure the SDG&E North Coast Service Center site to free up coastal property for eventual transfer to the city
- Worked with the Legislative Subcommittee, the Intergovernmental Affairs Director and the city's legislative consultant to pass state legislation to expand the workplace violence restraining order law to protect against certain kinds of workplace harassment as well as threats of violence
- Worked with Police Department to obtain Gun Violence Restraining Orders as appropriate for domestic violence and mental health incidents
- Developed training material for staff on the enforcement of the city's single-use plastic and food ware bans
- Assisted staff in preparing several service provider and grant agreements to enhance homeless services and programs in the city
- Advised the City Clerk's Office and Police Department on changes to state law regarding the required disclosure of records related to police personnel
- Provided trainings to city staff and city board and commission members on the Brown Act, Public Records Act, Political Reform Act, Government Code Section 1090 conflicts of interest and Form 700 requirements for consultants
- Reviewed and advised on contracts, public records requests and City Council inquiries
- Provided as needed legal support and advice to all city boards, commissions and subcommittees

GOALS

- Provide quality and timely legal advice to all elected and appointed city officials and all branches to assist in minimizing litigation and regulatory risk and in making sound decisions to carry out the city's mission, vision, values and strategic plan
- Support the City Manager in strategic operations related to ongoing and significant capital projects
- Continue efforts to update the Carlsbad Municipal Code, City Council policies and administrative orders and to codify the Carlsbad Municipal Water District ordinances

POLICY AND LEADERSHIP |
OFFICE OF THE CITY CLERK

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 610,376	\$ 645,991	\$ 675,023	\$ 631,584
Retirement Benefits	167,776	144,157	142,285	146,827
Health Insurance	86,549	90,984	86,625	109,647
Other Personnel Expenses	18,665	17,542	21,431	20,780
Personnel Services Subtotal	883,366	898,674	925,364	908,838
Operating Expenses				
Professional & Contract Services	89,424	27,479	70,500	71,000
Supplies & Materials	42,990	41,459	42,220	42,720
Repair & Maintenance	863	-	4,115	3,115
Interdepartmental Charges	156,372	143,220	182,459	198,134
Other Operating Expenses	123,297	149,799	49,797	49,797
Capital Outlay	-	12,483	-	-
Operating Expenses Subtotal	412,946	374,440	349,091	364,766
TOTAL EXPENDITURES	\$ 1,296,312	\$ 1,273,114	\$ 1,274,455	\$ 1,273,604
Full Time Positions	7.00	7.00	7.00	6.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0010210, 0011610 Fund: General

ABOUT

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

SERVICES

- Prepare City Council agendas
- Prepare minutes
- Complete legal noticing and publishing
- Maintain Fair Political Practices Commission filings
- Maintain Carlsbad Municipal Code
- Maintain, preserve and provide access to all legislative documents
- Administer elections
- Notarize documents
- Provide proof of life certifications
- Ensure public records are archived, preserved and accessible to the public
- Respond to Public Records Act Requests

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

RECENT ACCOMPLISHMENTS

- Responded to 662 Public Records Requests
- Processed 578 Financial Disclosure Documents
- Updated the Carlsbad Municipal Code relating to the qualifications necessary to serve as City Treasurer
- Implemented the County's electronic system for document recordation
- Obtained 5-Year Certification from the FPPC for the City's Electronic Filing System for Statements of Economic Interests
- Automated tracking of Ethics Training for all Board and Commission Members

GOALS

- Obtain a digital posting board to push out all agendas electronically throughout the city for greater accessibility in conformance with the Brown Act
- Automate the conforming process as a workflow in Laserfiche
- Evaluate feasibility of offering passport application acceptance services
- Continue to systematically update the Carlsbad Municipal Code and City Council Policies
- Provide greater access to public records on the city website
- Maintain and update the Records Retention Schedule and provide city staff with training
- Continue to collaborate with various departments on digitizing their documents
- Continue to conduct departmental records audits

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, the Office of the City Clerk eliminated one vacant deputy city clerk position. The duties of the position will be distributed within the department with minimal service level impacts.

POLICY & LEADERSHIP |
COMMUNICATION & ENGAGEMENT

	2021-22 Actual	2022-23 Actual	2023-24 Budget	2024-25 Budget
Personnel Services				
Salaries & Wages	\$ 918,417	\$ 1,011,572	\$ 1,082,901	\$ 1,068,842
Retirement Benefits	219,496	227,913	232,944	261,769
Health Insurance	122,180	135,982	181,807	171,688
Other Personnel Expenses	26,741	25,950	32,984	32,899
Personnel Services Subtotal	1,286,834	1,401,417	1,530,636	1,535,198
Operating Expenses				
Professional & Contract Services	826,454	1,038,182	454,200	402,612
Supplies & Materials	102,950	121,699	81,620	96,863
Repair & Maintenance	9,541	-	-	-
Interdepartmental Charges	172,368	194,952	208,342	260,980
Other Operating Expenses	18,322	17,662	217,256	221,300
Capital Outlay	24,925	14,038	-	-
Operating Expenses Subtotal	1,154,560	1,386,533	961,418	981,755
TOTAL EXPENDITURES	\$ 2,441,394	\$ 2,787,950	\$ 2,492,054	\$ 2,516,953
General Fund	\$ 2,037,551	\$ 2,385,710	\$ 1,953,098	\$ 2,010,091
Special Revenue Fund	403,843	402,240	538,956	506,862
Total Funding	\$ 2,441,394	\$ 2,787,950	\$ 2,492,054	\$ 2,516,953
Full Time Positions	7.00	7.00	9.00	9.00
Hourly/FTE Positions	3.50	3.50	1.50	1.00

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

ABOUT

The city’s communication and engagement program fosters open, two-way communication with the community about city issues, programs and services, leading to a more responsive and transparent government.

SERVICES

- Develop community engagement programs that facilitate early and meaningful public input in city government decision making
- Promote awareness of city issues, programs, services and initiatives
- Write and edit staff reports and responses to constituent inquiries to ensure information presented is clear, complete and accurate
- Produce video recordings and livestream all City Council meetings and meetings of boards, commissions and committees
- Manage a dedicated 24/7 government cable TV channel

RECENT ACCOMPLISHMENTS

- Successfully engaged community members on issues including the Robertson Ranch Park planning, Objective Design Standards, Safe Routes to Schools, TGIF concerts, the Climate Action Plan Update and neighborhood traffic calming programs
- Communicated to residents about 14 major construction projects, including detour information, construction schedules and project benefits
- Developed and distributed 51 editions of the city’s e-newsletter, a weekly 2,000 word recap of City Council actions, upcoming events and other news
- Grew email database to 134,557, a net 29% increase over the previous year
- Sent 312 targeted emails regarding city issues, programs and events, with an average open rate of 63%, 3% higher than the previous year and 20% higher than the industry average
- Produced and distributed 278 news releases and articles about city services and programs
- Increased net new YouTube subscribers by 23% and total watch time 38% over last year
- Posted 773 updates on Facebook and increased net new followers on Facebook by 3% to a new high of 54,000
- Posted 775 updates on Instagram and increased net new followers by 11%
- Produced 73 informational videos, which combined were watched 236,956 times for a total of 6,545 hours
- Recognized with 13 local, regional and national awards, recognizing community engagement programs, Safer Streets Together program, employee communication and community service campaigns

GOALS

The Communication & Engagement Department’s performance measures support all five goals in the City Council’s 5-Year Strategic Plan by promoting awareness of each and opportunities for the community to become engaged in individual initiatives.

Performance Measure	FY 2023 Actual	FY 2024 Estimated	FY 2025 Projected	Benchmark	Related Strategic Plan Goal
Engagement opportunities meeting participation goals	3	5	4	≤ 3/year	All
City news updates	5	5	4	≤ 3/year	All
Communication initiated (all channels)	6	6	5	≤ 5/year	All

SIGNIFICANT CHANGES IN THIS YEAR’S BUDGET

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As part of this effort, Engagement & Communication eliminated one part-time position. The duties of the position will be distributed within the department.

STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM

The Strategic Digital Transformation Investment Program, or SDTIP, is a comprehensive approach to planning for and funding digital transformation efforts throughout the city. Several documents inform this program, including the City Council-approved Connected Carlsbad: An Inclusive City Innovation Roadmap, the Internal Digital Information Network Action Plan, and the Information Technology Strategy, which are complemented by a five-year projected roadmap of digital transformation investments. The SDTIP is the strategic plan for technology and digital transformation combined with project descriptions, costs, funding sources and timelines. The purpose of this program is to provide for an annual investment strategy, not a commitment for spending, that outlines a five-year expenditure plan for future digital transformation and technology projects and the corresponding revenues necessary to pay for them.

Connected Carlsbad: An Inclusive City Innovation Roadmap

In January 2019, city staff presented Connected Carlsbad: An Inclusive City Innovation Roadmap, designed to provide a high-level, organized guide outlining the principles that matter to the city in creating a more connected community. This roadmap and its associated action plan were based on a combination of items, including:

- City Council approved projects,
- existing city documents,
- previous Information Technology assessments and interviews with departments, and
- a global scan of other cities and best practices that have emerged from leading smart city thinkers and Carlsbad-specific community engagement.

The SDTIP expands on the Connected Carlsbad Roadmap to include a strategy for evaluating and prioritizing projects and a five-year investment roadmap that includes estimated costs and timelines. This new investment program continues to be organized into the five primary goal areas approved by City Council in Connected Carlsbad, listed below.

- **Pursue Communitywide Digital Transformation** focuses on the foundational elements, including connectivity, up-to-date hardware and software, and a robust security strategy while providing an aspirational vision for the future.
- **Build Capacity for Data-Driven Government** focuses on the policies, procedures and staffing necessary for the city to fully capture the value of emerging models of data analytics.
- **Foster a Vibrant Civic Engagement Culture** builds upon the first two goals with a human-centered perspective that an engaged city that uses data and technology in a way that respects people and their privacy will support a vibrant culture where residents, organizations and businesses are invested in their community and its future.
- **Enhance Accessibility and Transparency** recognizes that open government and approaching problem-solving from an accessibility perspective leads to better outcomes for all.
- **Promote Safety and Sustainability through Connectivity** leads to understanding the interconnected nature of our communities that can achieve environmental, mobility and sustainability goals when approached in a cross-departmental and community informed manner.

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

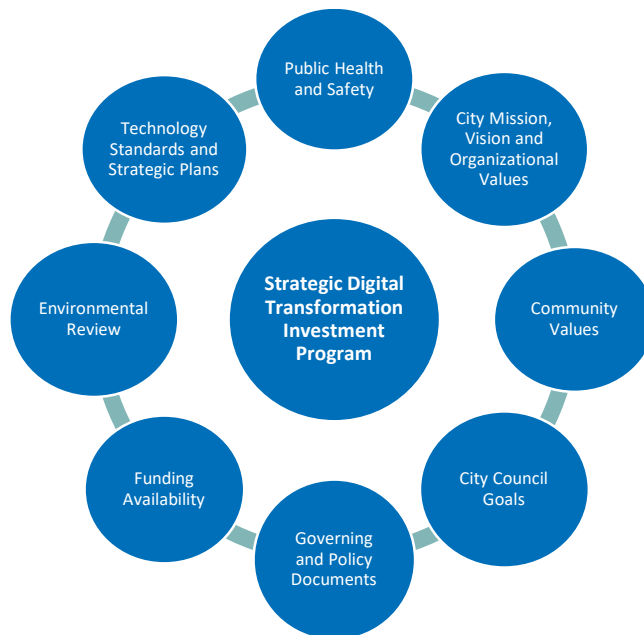
INVESTING IN DIGITAL TRANSFORMATION

As the city continues to grow and develop, the use of technology has also grown exponentially over the last two decades. The SDTIP outlines the financial resources needed to ensure that the technology infrastructure is in place to enable the city to provide services to the community. Prudent financial planning will ensure that ongoing funding for investment in technology is available.

PROJECT EVALUATION

Making decisions on technology implementations is a challenging and complex task. The challenging nature of these decisions is exacerbated by the expanding reach of technology and the increasingly interdisciplinary nature of emerging technologies. A major component of the SDTIP is the establishment of a cross-departmental approach to technology leadership to evaluate, prioritize, budget for and adopt digital transformation efforts. A new administrative order has been developed that provides a collaborative forum for key staff to validate and prioritize technology implementations. This approach also provides a structured venue to explore how particular configurations of a technology implementation may positively or negatively affect others within the organization. The process to evaluate digital transformation initiatives is ongoing and meetings may be held on a monthly, bimonthly or quarterly basis depending on the need.

A number of factors are considered when putting together projects for the five-year program. All digital transformation and technology projects shall be consistent with:



Criteria

Proposed projects are evaluated and prioritized by a set of criteria that include:



Alignment with City Council goals and IT strategic plans, architecture, security and technology standards, including legislative and regulatory mandates, and administrative goals



Coordination of IT investments across the enterprise to avoid duplication, maximizing the return on investment and increasing efficiency



Effective articulation of the business case including valid operational benefits of the project



Accuracy and reasonableness of cost and benefit estimates



Consideration of potential project risks and identification of appropriate means to manage those risks



Adherence to standard project management practices



Capacity of staffing resources to implement the project

As the SDTIP is implemented throughout the year, staff continually re-evaluate projects' scopes, costs and schedules to responsibly and cost-effectively manage city resources.

STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM PROJECTS

The following contains information about the projects in the SDTIP. Full project pages are provided for the major new projects being requested for fiscal year 2024-25 and prior approved major projects that have changes in funding needs or project requirements. The estimated annual operational and replacement cost increases shown on each project page represent a departmental budgetary increase—generally to the Information Technology Department and its internal service citywide chargeback—separate from Capital Technology Fund activity. Projects for fiscal year 2024-25 and beyond are included in the graphs and tables provided but will not have full project pages until the first year of funding. Projects with no changes and projects that have been completed or cancelled going into fiscal year 2024-25 are listed below. Full details for these projects can be found in the appropriate prior fiscal year budget documents based on when they were new or had changes.

Fiscal Year 2021-22 Continuing Projects – No Changes

The following projects were approved during the fiscal year 2021-22 SDTIP and have no changes to their funding needs or project requirements and are still in process. These projects are included in the totals of the various graphs and charts shown in the SDTIP.

- Outdoor Wireless Study
- Online Permitting/Electronic Reviews, also known as E-Reviews

Fiscal Year 2022-23 Continuing Projects – No Changes

The following projects were approved during the fiscal year 2022-23 SDTIP and have no changes to their funding needs or project requirements and are still in process. These projects are included in the totals of the various graphs and charts shown in the SDTIP.

- Computer Aided Dispatch
- Enterprise Asset Management (EAM)
- Live 911
- Utility Billing Portal

Fiscal Year 2023-24 Continuing Projects – No Changes

The following projects were approved during the fiscal year 2023-24 SDTIP and have no changes to their funding needs or project requirements and are still in process. These projects are included in the totals of the various graphs and charts shown in the SDTIP.

- Fleet Telematics
- Records Digitization
- Patron Print/Copy/PC Management
- Staff Managed Print
- Business Process Automation
- Expansion of Yardi

Completed, Cancelled or Delayed Projects

The following projects were completed, cancelled or delayed during fiscal year 2023-24. The completed projects are not part of the totals of the various graphs and charts, while if there were cancelled projects they would have been included if the project was previously funded. If a project was previously funded and new funding was delayed the new year the project will be funded is shown and included in the appropriate graphs and charts.

Completed

- Project Portfolio Management Tool & Consulting
- Enterprise Digital Asset Management (EDAM)
- Exploration Hub Upgrade
- Regulatory Water Usage Analytics
- Payment Works
- Past Perfect Upgrade/Migration

Cancelled

There are no cancelled projects from fiscal year 2023-24.

Delayed

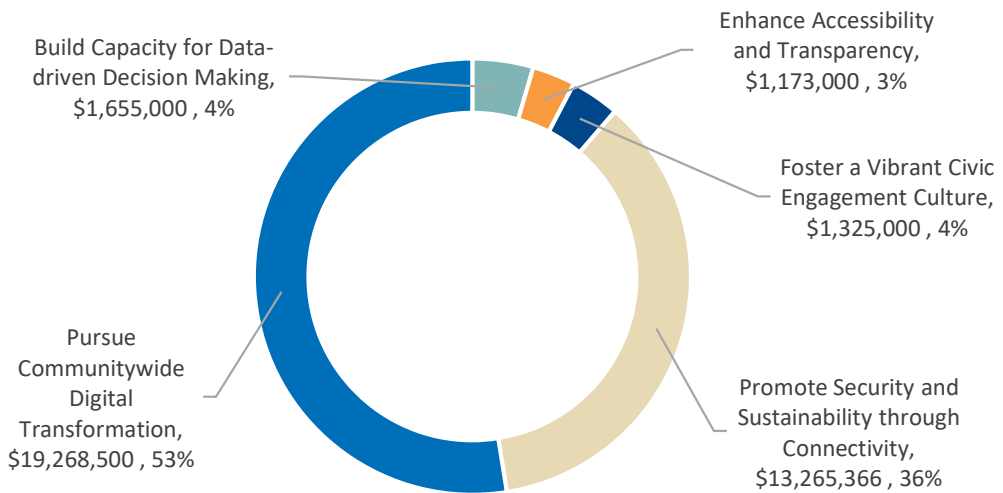
The following projects that were previously approved and funded are being delayed:

- Discovery Management
- Facility Security Master Plan
- Virtual Permitting Counter

ESTIMATED TOTAL APPROPRIATIONS BY GOAL

Going into fiscal year 2024-25, there are 41 continuing and new projects planned over the next five years at an estimated total cost of \$36.7 million. Included in the \$36.7 million is approximately \$19.8 million in estimated new costs over the course of the same time frame to provide additional funding for the continuation of existing projects as well as funding for new projects. Within the \$19.8 million is approximately \$6.2 million of estimated new appropriations for fiscal year 2024-25 for these same projects.

Estimated Total Project Costs by Funding Source
FY 2024-25 to FY 2028-29
\$36.7 million



Fiscal year 2024-25 estimated total appropriations by project goal

Pursue Communitywide Digital Transformation

\$19.2 million

This goal includes updating connectivity, up-to-date hardware and software, and a robust security strategy.

Build Capacity for Data-Driven Decision Making

\$1.7 million

This goal's projects include the policies, procedures and staffing necessary for the city to fully capture the value of emerging models of data analytics. It builds a comprehensive approach to citywide data management to enable data-rich key performance metrics and effective operation of city departments. A data policy and resources will be created to align departments with standards of data cataloging for compliance ease of data sharing.

Foster a Vibrant Civic Engagement Culture

\$1.3 million

The city's civic engagement culture builds upon the first two goals with a human-centered perspective to use data and technology in a way that respects people and their privacy. Projects in this category will support a vibrant culture where residents, organizations and businesses are invested in their community and its future.

Enhance Accessibility and Transparency

\$1.2 million

This goal recognizes that open government and approaching problem-solving from an accessibility perspective leads to better outcomes for all. Projects in this category include Civic Engagement with Open Data, Online Permitting/Electronic Reviews, Patron Print/Copy Management and a Virtual Permitting Counter.

Promote Security and Sustainability through Connectivity

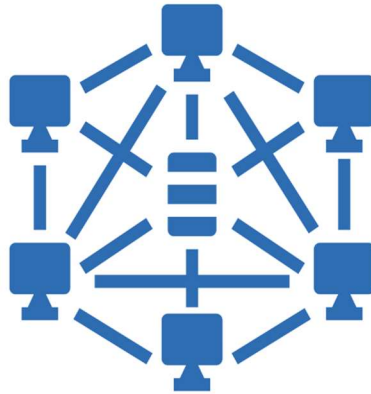
\$13.3 million

Projects in this goal include the annual replacement of hardware and technology infrastructure, a Facility Security Master Plan, the replacement of the Police Computer Aided Dispatch System, and an enhancement to the 911 emergency system.

PROJECTS

PURSUE COMMUNITYWIDE DIGITAL TRANSFORMATION

Consolidation & Replacement of Core Systems



Project Funding Source:

Technology Investment \$ 9,400,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational *Not known*

Replacement *Not known*

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
Tech. Investment	\$ 2,400,000	\$ 3,000,000	\$ 3,000,000	\$ 1,000,000	\$ -	\$ -	\$ 9,400,000

Project Benefits

Without systems that can talk to each other, the city wastes time and resources manually compiling and integrating data. This greatly affects the city’s ability to make data-driven decisions, which are needed to ensure the highest and best use of taxpayer resources. Having fewer systems that consolidate the city’s core business functions will enable streamlined business processes and provide more timely access to data and information. It will also enhance operations and reduce inefficiencies of employees having to learn and operate multiple systems.

About This Project

This project provides for the consolidation and replacement of the city’s core systems. There are approximately 20 core systems including the city’s financial, human resources, payroll, budget, asset and work order management, licensing and permitting, utilities operations, computer-aided dispatch, land management, and program-event management. Rather than operate many systems with narrow applicability, the city is evaluating ways to consolidate its core systems as legacy applications are replaced. This may mean accelerated replacement for certain systems. The goal is to reduce redundancy and inefficiency associated with operating many different systems with different vendors.

Consolidating down to a few systems that seamlessly integrate data and provide a more uniform interface will improve the experience of city employees and the public. The scope of this multi-year initiative includes the analysis, selection, purchase and implementation of the software and hardware necessary to consolidate, replace and integrate these systems with as few systems as possible while maintaining or enhancing existing capabilities.

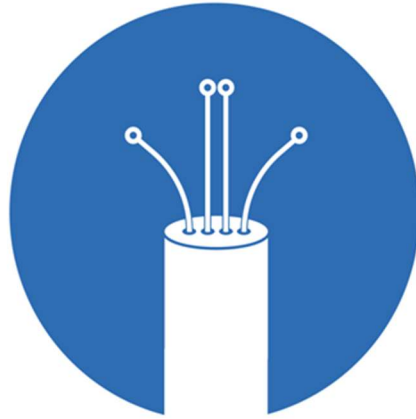
The city completed an in-depth process to evaluate functional requirements and business processes and the city's consultant provided a comprehensive report outlining the city's requirements for a new consolidated system. The report also outlined the options and costs associated with system consolidation and replacement based on an evaluation of the city's needs. The city developed and issued a request for proposals for a new consolidated system and received 12 proposed solutions. Staff reviewed the proposals and invited four vendors for solution demonstrations. After demonstrations, staff selected 2 finalists and are in the process of completing a comprehensive due diligence process before selecting a final solution and entering contract negotiations. City staff are currently requesting funding of \$3.0 million in fiscal year 2024-25 for acquisition and initial implementation and will request an estimated \$4.0 million in funding for the continued implementation of a new system as part of the fiscal year 2025-26 and 2026-27 SDTIP.

It is not currently feasible to determine any operational or replacement costs because they depend on the final costs established during contract negotiations.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Digital Information Network



Project Funding Source:

Technology Investment \$ 6,025,584

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational \$ 150,000

Replacement \$ 200,000

	Prior Year	Req FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Est FY28-29	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ 5,525,584	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 6,025,584

Project Benefits

This network will carry the information needed for data processing, email, internet access, public safety applications and a wide range of services that are crucial to city operations.

In 2017, Crown Castle reached a licensing agreement with the city allowing it to install wireless data transmitters on municipal facilities. The agreement with Crown Castle gives the city access to existing fiber-optic cable assets owned by Crown Castle for city use. These cables are made up of multiple fibers which cannot be physically separated from the rest of Crown Castle’s cable infrastructure. The city must make special arrangements with Crown Castle to use this asset.

About This Project

The city has an opportunity to work with a private company called Crown Castle to build a more robust digital information network for its employees and facilities. Beginning in 2019, the city took full advantage of this opportunity and replaced a leased network from a third-party vendor.

As the initial phase of this project has been completed, staff are looking ahead to the second and third phases as originally approved by the City Council. These include leveraging the network to expand services to the Transportation and Utilities departments to replace the aging network infrastructure supporting their key systems. The additional funding request for fiscal year 2024-25 includes elements required for this expansion as well as some feature and functionality enhancements to the services already in place.

For fiscal year 2024-25, \$87,000 was included in the Information Technology Department’s operating fund budget request to account for expansion of the network. With no changes to current funding levels, it is estimated the operational and replacement requirements will be approximately \$150,000 and \$200,000 for fiscal year 2025-26 respectively. The cost associated with the prior year funding have previously been included in the Information Technology Department’s Operating or Replacement budget requests.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Payment Card Industry (PCI) Compliance



Project Funding Source:

Technology Investment \$ 62,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational None

Replacement None

	Prior Year	Req FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Est FY28-29	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ -	\$ 62,000	\$ -	\$ -	\$ -	\$ -	\$ 62,000

Project Benefits

Recreation facilities accept credit card payments for various recreation activities such as enrolling in recreation classes or summer programs. When accepting credit card payments at a city facility, adhering to PCI compliance is crucial for maintaining customer trust, avoiding fines and safeguarding the city's reputation.

About This Project

This project will replace all the existing credit card devices at city recreation facilities with new devices that are PCI compliant.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

RFID Replacement



Project Funding Source:
Technology Investment \$ 600,000

Managing Department:
Information Technology

Estimated Annual Costs Increase/(Decrease):
Operational None
Replacement None

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
Tech. Investment	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000

Project Benefits

The library currently relies heavily on automation for materials management. A core component of this automation process is the Radio Frequency Identification (RFID) system used for physical material management. RFID automation is integral to the entire materials management process from checking-out materials to automated returns.

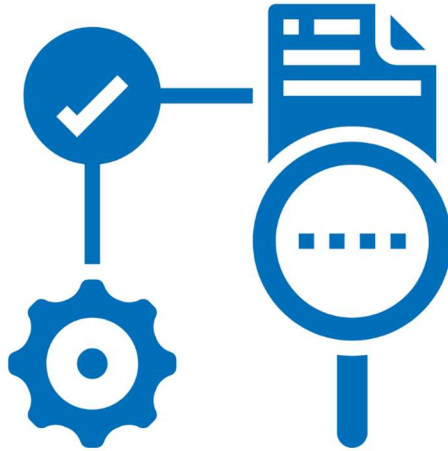
About This Project

The existing RFID equipment installed at each of the three library facilities is beyond the end of its life, is no longer supported and replacement parts are no longer being manufactured. This project involves the identification, acquisition and implementation of replacement RFID equipment including self-check kiosks, automated material handling systems and security pedestals.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Risk Management Solution Assessment



Project Funding Source:

Technology Investment \$ 40,000

Managing Department:

Information Technology
Human Resources

Estimated Annual Costs

Increase/(Decrease):

Operational \$ 4,000

Replacement None

	Prior Year	Req FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Est FY28-29	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000

Project Benefits

The existing risk management solution was developed internally by city staff and is based on the Microsoft Access platform. Microsoft Access lacks the functionality and capabilities of an enterprise solution. Implementing a commercially developed risk management solution or including risk management functionality into the solution selected as part of the Consolidation & Replacement of Core Systems initiative will ensure the ongoing stability and security of the data and risk management claim tracking.

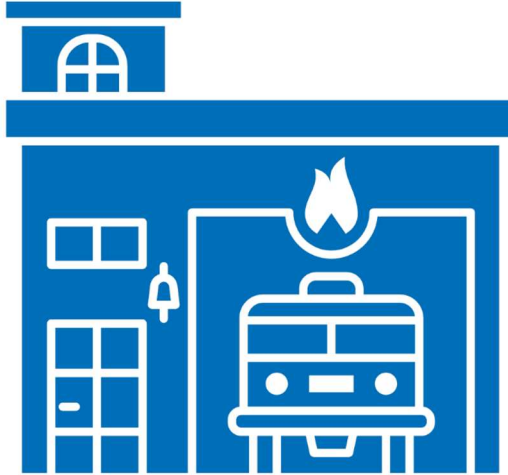
About This Project

With the assistance of an outside consultant, staff will complete a comprehensive process review and needs assessment that will fully document the functional requirements for a risk management solution. The findings of this assessment will be used to evaluate the possibility of incorporating risk management functionality into the Consolidation & Replacement of Core Systems. If the solution cannot be included as part of the Consolidation & Replacement of Core Systems, the findings will be used to develop a Request for Proposal to identify an enterprise risk management solution.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Station Alerting Equipment Replacement



Project Funding Source:
Technology Investment \$ 500,000

Managing Department:
Information Technology
Fire

Estimated Annual Costs
Increase/(Decrease):
Operational \$ 50,000
Replacement Not Known

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
Tech. Investment	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Project Benefits

Fire station alerting systems are installed in every fire station in the city and are critical components in the rapid response of fire and emergency services. These systems utilize advanced technology to ensure that fire personnel are notified of emergencies almost instantaneously. The system at each station integrates with the North County Dispatch Joint Powers Authority’s (NorthComm) Computer-Aided Dispatch (CAD) system to deliver incident details swiftly and accurately, enhancing situational awareness and communication. Features like text-to-speech technology, high contrast message signs and various audio and visual alerts ensure timely turn out and response times.

The existing fire station alerting equipment and infrastructure at fire stations 1, 3, 4, 5 and 6 is over 20 years old, past end of life and no longer supported.

About This Project

Acquire and install new fire station alerting equipment and infrastructure at fire stations 1, 3, 4, 5 and 6. The equipment will match what is currently installed at fire stations 2 and 7.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

BUILD CAPACITY FOR DATA-DRIVEN DECISION MAKING

Data Governance and Operational Analytics



Project Funding Source:

Technology Investment \$ 495,000

Managing Department:

Innovation & Economic Development
Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational \$ 310,000

Replacement None

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
Tech. Investment	\$ 405,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 495,000

Project Benefits

Building a comprehensive approach to citywide data management to enable data-rich key performance metrics and effective operation of city departments. Council recently approved a policy statement on citywide data governance and management and a data governance committee has been established. Additional funding is being requested to purchase additional software licenses and data lake design and engineering services.

About This Project

This project will serve as the foundation for delivering more efficient city services through a better understanding of key performance metrics for all city departments by leveraging data. The project will include the implementation of a citywide data policy to govern how the organization collects, maintains and secures data in order to enable rich reporting and analytics for operations and leadership. The policy will enact a data governance team that can revise the policy as needs and priorities change. The data governance team will direct and oversee the data catalog and data inventory and participate in the evaluation of new systems that will collect data. The data governance team will also regularly review data security and audit processes of data collection and retention. The project will fund the implementation of a data lake to house a centralized location to facilitate easier cross department reporting. Staff training of data stewardship and how to unlock operational insights using new data tools is an additional element of the project. This project will also include the delivery of department performance dashboards to inform leadership and council on the ongoing efforts of agency goals. In addition, the project creates capacity to acquire external datasets that inform city operations and provide benefit to multiple departments.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Facility Monitoring and Management



Project Funding Source:

Technology Investment \$ 100,000

Managing Department:

Innovation & Economic Development
Fleet & Facilities
Library & Cultural Arts

Estimated Annual Costs

Increase/(Decrease):

Operational *Not known*
Replacement *Not known*

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
Tech. Investment	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 100,000

Project Benefits

Automated facility monitoring will provide city staff with the ability to remotely monitor the condition, temperature, and power at over 100 city facilities. Alerting to conditions in city facilities will allow staff to respond, reducing or limiting any potential damage that may occur from these conditions.

About This Project

This project will identify, procure and implement a citywide facility monitoring and management solution for city facilities.

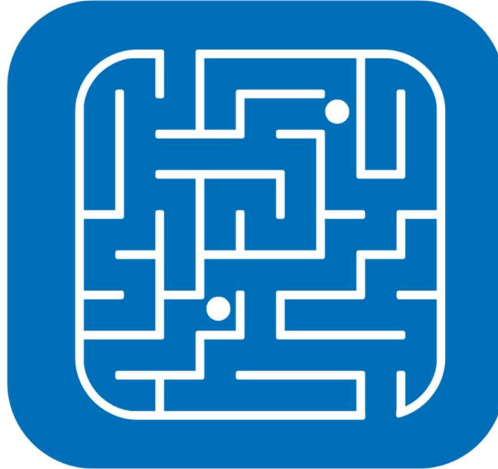
Staff are currently in the process of issuing and reviewing responses to a request for qualifications to identify at least two solutions that will be part of a pilot program at two city facilities. At the completion of the pilot, staff will select a solution for implementation as part of an expanding implementation at additional city facilities. The additional funding request for fiscal year 2024-25 is being requested to support the expanded implementation.

It is not currently feasible to determine any operational or replacement costs because they depend on the recommendations of the request for proposal process; staff will identify more definitive costs during the request for proposal process.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Guest Traffic and Facility Usage Analytics



Project Funding Source:

Technology Investment \$ 100,000

Managing Department:

Library & Cultural Arts
Parks & Recreation

Estimated Annual Costs

Increase/(Decrease):

Operational *Not known*

Replacement *Not known*

	Prior Year	Req FY24-25	Est FY25-26	Est FY26-27	Est FY27-28	Est FY28-29	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Tech. Investment	\$ 50,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 100,000

Project Benefits

Currently, the ability to track facility usage is limited to a count of people that walk through the public entrance of a city library. Once a guest enters the facility, the city does not have any data to identify what areas of a facility are being used or not used. Additionally, the existing system is past end of life, is no longer supported and needs to be replaced. Replacing the existing system with a newer solution that leverages innovative technology will give the city data and analytics that will provide greater insight into how city facilities are being used.

About This Project

This project will identify, procure and implement a citywide guest traffic and facility usage analytics solution for city library facilities, parks and recreation centers. Staff are currently in the process of issuing and reviewing responses to a request for qualifications to identify at least two solutions that will be part of a pilot program at two city facilities. At the completion of the pilot, staff will select a solution for implementation as part of an expanding implementation at additional city library facilities, parks and recreation centers. The additional funding request for fiscal year 2024-25 is being requested to support the expanded implementation.

It is not currently feasible to determine any operational or replacement costs because they depend on the recommendations of the request for proposal process; staff will identify more definitive costs during the request for proposal process.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Professional Technical Services for Data Project Delivery



Project Funding Source:

Technology Investment \$ 490,000

Managing Department:

Innovation & Economic Development
Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational None

Replacement None

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
Tech. Investment	\$ 140,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 490,000

Project Benefits

Leverage the expertise of the Esri Advantage program to assist city staff in the development of data visualization tools and dashboards. Combining city data with spatial information allows data to be transformed into graphical or interactive forms that can reveal patterns, trends and insights, presents data in a format that communicates complex information in a clear and engaging way and enables data-driven decision making.

About This Project

The Esri Advantage Program provides technical consulting to assist staff on projects that combine data from city systems with the spatial data from the city’s geographic information system (GIS) application to provide robust data visualization tools. The program is currently being used to complete the first phase of the Fire Department Standards of Cover project. This funding will allow for staff to be agile in starting and executing new projects that use GIS and Esri. The credits are also flexible so as city needs change, the city can adapt its use of the technical assistance. It is estimated that the city will use at least \$70,000 worth of credits in fiscal year 2024-25.

At this time, city staff do not expect this project to result in an increase to operating or replacement costs.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

FOSTER A VIBRANT CIVIC ENGAGEMENT CULTURE

There are no projects requesting budget for fiscal year 2024-25 that are being proposed under the Foster a Vibrant Civic Engagement Culture goal.

ENHANCE ACCESSIBILITY AND TRANSPARENCY

There are no projects requesting budget for fiscal year 2024-25 that are being proposed under the Enhance the Accessibility and Transparency goal.

PROMOTE SECURITY AND SUSTAINABILITY THROUGH CONNECTIVITY

Annual Hardware and Infrastructure Replacement



Project Funding Source:

IT Replacement Fund \$ 7,080,786

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational None

Replacement None

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
IT Replacement	\$ 1,021,742	\$ 1,209,044	\$ 1,100,000	\$ 1,050,000	\$ 1,500,000	\$ 1,200,000	\$ 7,080,786

Project Benefits

Citywide hardware and infrastructure changes are necessary and ongoing. Replacement equipment is needed to support the city's technology infrastructure and department-specific needs.

About This Project

This project provides for replacement equipment funding for scheduled replacement of laptops, desktops, internal servers, routers, switches, and other network and data center requirements.

There is no increase or decrease in operational costs associated with the annual replacement program. Due to the circular nature of the replacement program, replacement costs fluctuate annually depending on the hardware life cycles which can range from three years to 20 years.

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Cyber Security Program Development



Project Funding Source:
Technology Investment \$ 1,050,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational Unknown
Replacement Unknown

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
Tech. Investment	\$ 550,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,050,000

Project Benefits

As a result of internal assessments and evaluations by external parties, city staff have identified certain initiatives within the five functions of the cybersecurity framework to translate into projects. Implementation of these projects will incur costs and require funding. The funding will cover assessment and evaluation, implementation and staff training. Once the security infrastructure is in place, operational costs will move to the operations budget. City staff identified and planned the following projects for implementation:

- Disaster Recovery program assessment and development,
- Detection capability with security incident and event management technology,
- Cybersecurity governance program,
- Data classification tools, and
- Incident response procedure development and training.

About This Project

The cybersecurity program provides support and protection to the City of Carlsbad so it can successfully accomplish its mission. As the threat landscape is changing and getting more sophisticated in lockstep with advances in technology, we need to ensure the city's cybersecurity program is robust enough to keep threat actors from causing harm to the city.

To ensure we address the different areas and aspects of cybersecurity, city staff have developed and adopted an approach based on the National Institute of Standards and Technology Cybersecurity Framework to cybersecurity defense program which covers five functions:

- **Identify** – Develop the organizational understanding to manage cybersecurity risk to systems, assets, data and capabilities. The activities in the Identify function are foundational for effective use of the Framework. Understanding the business context, the resources that support critical functions, and the related cybersecurity risks enables an organization to focus and prioritize its efforts, consistent with its risk management strategy and business needs. Examples of outcome categories within this function include Asset Management, Business Environment, Governance, Risk Assessment and Risk Management Strategy.

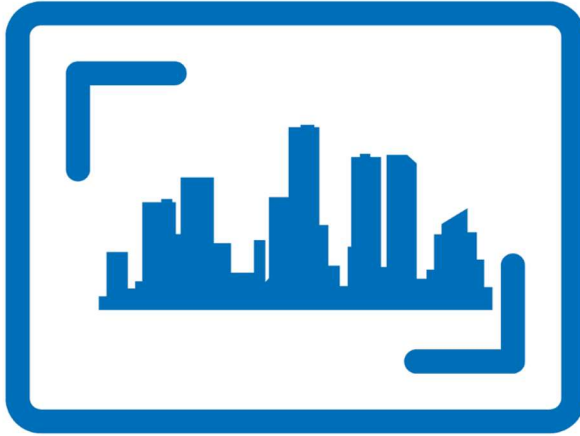
- **Protect** – Develop and implement the appropriate safeguards to ensure delivery of critical infrastructure services. The Protect function supports the ability to limit or contain the impact of a potential cybersecurity event. Examples of outcome categories within this function include Access Control, Awareness and Training, Data Security, Information Protection Processes and Procedures, Maintenance, and Protective Technology.
- **Detect** – Develop and implement the appropriate activities to identify the occurrence of a cybersecurity event. The Detect function enables timely discovery of cybersecurity events. Examples of outcome categories within this function include Anomalies and Events, Security Continuous Monitoring, and Detection Processes.
- **Respond** – Develop and implement the appropriate activities to act regarding a detected cybersecurity event. The Respond function supports the ability to contain the impact of a potential cybersecurity event. Examples of outcome categories within this function include Response Planning, Communications, Analysis, Mitigation and Improvements.
- **Recover** – Develop and implement the appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to a cybersecurity event. The Recover function supports timely recovery to normal operations to reduce the impact from a cybersecurity event. Examples of outcome categories within this function include Recovery Planning, Improvements and Communications.

At this time and depending on the types of programs implemented over the course of the project, city staff cannot feasibly determine any operational or replacement costs for fiscal year 2025-26 and beyond. No new operational or replacement costs were requested for the fiscal year 2024-25 budget cycle.

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Virtual Reality (VR) Training



Project Funding Source:

Technology Investment \$ 75,000

Managing Department:

Information Technology
Police

Estimated Annual Costs

Increase/(Decrease):

Operational 1,300

Replacement Not Known

Funding Source	Prior Year Budget	Req FY24-25 Budget	Est FY25-26 Budget	Est FY26-27 Budget	Est FY27-28 Budget	Est FY28-29 Budget	Total Budget
Tech. Investment	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Project Benefits

Virtual reality (VR) training offers a multitude of benefits for police officers which enhances their preparedness and capabilities in a safe and controlled environment. One of the primary advantages is the ability to simulate realistic scenarios, allowing officers to practice responses to high-risk situations without the associated dangers. This immersive training not only improves decision-making and situational awareness but also allows for the rehearsal of critical skills such as de-escalation and use of force in a variety of contexts. Moreover, VR training can be more cost-effective and time-efficient compared to traditional methods, reducing the need for physical resources and enabling flexible scheduling. The use of VR also supports continuous learning and skill development as scenarios can be easily updated to reflect new challenges and procedures.

About This Project

Identify, acquire and implement a VR solution that provides police training in a variety of scenarios including de-escalation, use of force and other customizable real-life scenarios.

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

MINOR PROJECTS

Promote Security and Sustainability Through Connectivity

Billiards Room Membership Infrastructure

This project involves implementing a membership program for the billiards room at the Senior Center similar to the one that is already in place for the Senior Center fitness room. In addition to configuring the membership program in the existing recreation management application, an access control scanner will be installed that integrates with the recreation management application and controls access into the billiards room.

Construction Waste Management

In order to meet state reporting and metrics requirements related to the diversion of construction and demolition waste, the city needs to implement an enterprise solution capable of tracking the amount of waste a permitted project directs to recycling versus a landfill.

Narcotics Safe Migration

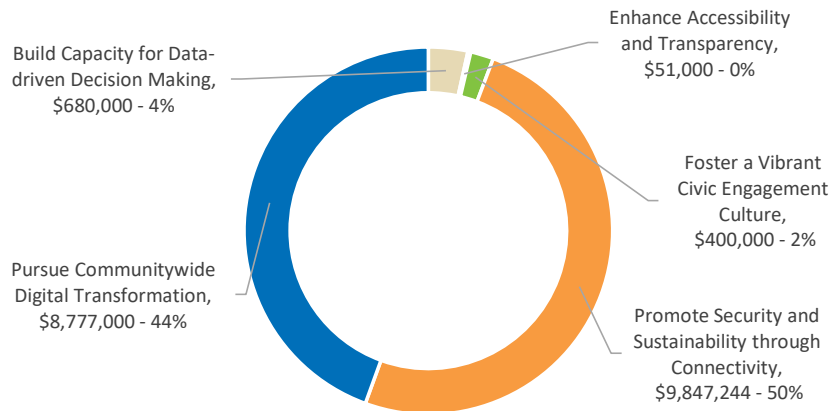
The existing safes used to manage and secure the inventory of medical narcotics used by the Fire department are connected to an on-premises software solution that is being retired and will no longer be supported by the vendor. As a result, the city needs to migrate to the vendor's new cloud-based solution which also requires the replacement of existing fingerprint scanners attached to each safe with new biometric devices.

FUTURE PROJECTS

Estimated Fiscal Year 2024-25 through 2028-29 Appropriations by Goal

The City of Carlsbad’s SDTIP for fiscal year 2024-25 to fiscal year 2028-29 outlines 41 projects at an estimated total cost of \$36.7 million. Of the \$36.7 million, \$19.8 million is for new or increased funding for projects over the next five years. The information provided for future years reflects the most comprehensive snapshot of known or anticipated future projects as well as associated estimated costs.

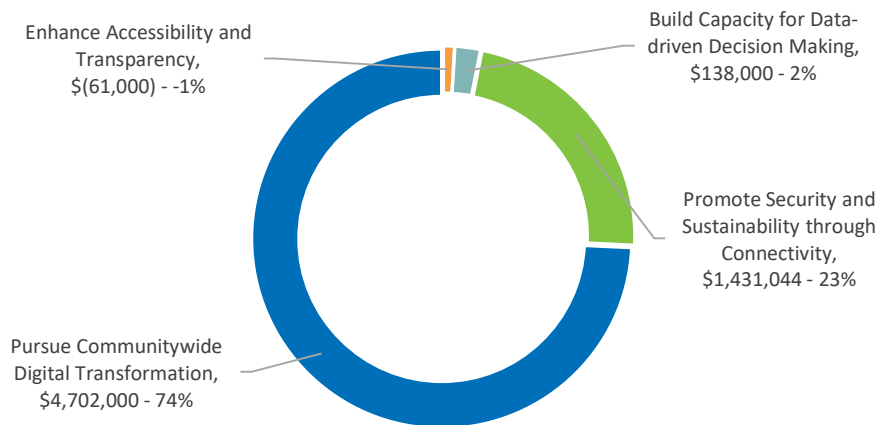
Estimated Future Projects Costs by Goal
FY 2024-25 to FY 2028-29
\$19.8 million



Estimated Fiscal Year 2024-25 Appropriations by Goal

The fiscal year 2024-25 SDTIP outlines \$6.2 million in new appropriations for fiscal year 2024-25 to provide additional funding for the continuation of existing projects as well as funding for new projects.

Requested
FY 2024-25 Appropriations by Goal
\$6.2 million



Estimated Fiscal Year 2025-26 through 2028-29 Pending Current or New Projects with Future Funding Requests

The projects listed in the table below represent projects that have been presented to the SDTIP Committee but are not requesting funding or have been delayed for the fiscal year 2024-25 budget year. These projects will be reevaluated for the fiscal year 2025-26 budget year and if approved for funding in fiscal year 2025-26 will then have a project page included as part of the SDTIP in fiscal year 2025-26 or as appropriate. These projects have been included in the estimated five-year tables and funding projections.

Project Name	Connected		Prior	Requested	Estimated	Estimated	Estimated	Estimated	Estimated
	Carlsbad Goal	Funding Source		Year 1	Year 2	Year 3	Year 4	Year 5	Total
			Appropriation	2024-25	2025-26	2026-27	2027-28	2028-29	Funding
AI Assessment	PCDT	TICF	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Tightrope	PCDT	TICF	-	-	35,000	-	-	-	35,000
Discovery Management Assessment	BCDDM	TICF	30,000	-	140,000	-	-	-	170,000
Audio Visual Upgrades	FVCEC	TICF	825,000	-	100,000	100,000	100,000	100,000	1,225,000
Civic Engagement with Open Data	EAT	TICF	198,000	-	18,000	18,000	18,000	18,000	270,000
Remote Hold Pickup Locker	EAT	TICF	-	-	40,000	-	-	-	40,000
Command Central A/V Infrastructure	PSSC	TICF	-	-	200,000	-	-	-	200,000
Facility Security Master Plan	PSSC	TICF	200,000	-	721,000	311,000	438,000	222,000	1,892,000
Police Body Camera Replacement	PSSC	Pending	-	-	-	-	500,000	-	500,000
Police In-car Video Replacement	PSSC	Pending	-	-	-	-	550,000	-	550,000
Police Records Management Migration	PSSC	TICF	-	-	200,000	-	-	-	200,000
Citywide Validated ID File Transfer	PSSC	TICF	-	-	4,200	-	-	-	4,200
Major Incident/Special Event Management System	PSSC	TICF	-	-	20,000	-	-	-	20,000
			\$ 1,253,000	\$ -	\$ 1,518,200	\$ 429,000	\$ 1,606,000	\$ 340,000	\$ 5,146,200

Connected Carlsbad Goal Abbreviations

- Build Capacity for Data-driven Decision Making = BCDDM
- Enhance Accessibility and Transparency = EAT
- Foster a Vibrant Civic Engagement Culture = FVCEC
- Promote Security and Sustainability through Connectivity = PSSC
- Pursue Communitywide Digital Transformation = PCDT

Funding Source Abbreviations

- Information Technology Replacement Fund = ITRF
- Technology Investment Capital Fund = TICF
- Utilities Enterprise Funds (Operating or Capital) = UEF
- Funding Source Not Identified = Pending

FIVE-YEAR SCHEDULE OF PROJECTS BY CONNECTED CARLSBAD GOAL

Connected Carlsbad Goal Project Name	Funding Source	Prior Appropriation	Requested Year 1 2024-25	Estimated Year 2 2025-26	Estimated Year 3 2026-27	Estimated Year 4 2027-28	Estimated Year 5 2028-29	Estimated Total Funding
Pursue Communitywide Digital Transformation								
Consolidation & Replacement of Core Systems	TICF	\$ 2,400,000	\$ 3,000,000	\$ 3,000,000	\$ 1,000,000	\$ -	\$ -	\$ 9,400,000
Digital Information Network	TICF	5,525,584	500,000	-	-	-	-	6,025,584
Enterprise Asset Management System	TICF	1,600,000	-	-	-	-	-	1,600,000
Fleet Telematics	TICF	175,916	-	-	-	-	-	175,916
Payment Card Industry (PCI) Compliance	TICF	-	62,000	-	-	-	-	62,000
RFID Replacement	TICF	-	600,000	-	-	-	-	600,000
Risk Management Solution Assessment	TICF	-	40,000	-	-	-	-	40,000
Staff Managed Print	TICF	700,000	-	-	-	-	-	700,000
Station Alerting Equipment Replacement	TICF	-	500,000	-	-	-	-	500,000
Utility Billing Portal	UEF	90,000	-	-	-	-	-	90,000
AI Assessment	TICF	-	-	40,000	-	-	-	40,000
Tightrope	TICF	-	-	35,000	-	-	-	35,000
Pursue Communitywide Digital Transformation Total		10,491,500	4,702,000	3,075,000	1,000,000	-	-	19,268,500
Build Capacity for Data-driven Decision Making								
Business Process Automation	TICF	300,000	-	-	-	-	-	300,000
Data Governance and Operational Analytics	TICF	405,000	18,000	18,000	18,000	18,000	18,000	495,000
Discovery Management Assessment	TICF	30,000	-	140,000	-	-	-	170,000
Facility Monitoring and Analytics	TICF	50,000	25,000	25,000	-	-	-	100,000
Guest Traffic and Facility Usage Analytics	TICF	50,000	25,000	25,000	-	-	-	100,000
Professional Technical Services for Data Project Delivery	TICF	140,000	70,000	70,000	70,000	70,000	70,000	490,000
Build Capacity for Data-driven Decision Making Total		975,000	138,000	278,000	88,000	88,000	88,000	1,655,000
Foster a Vibrant Civic Engagement Culture								
Audio Visual Upgrades	TICF	825,000	-	100,000	100,000	100,000	100,000	1,225,000
Outdoor Wireless Study	TICF	100,000	-	-	-	-	-	100,000
Foster a Vibrant Civic Engagement Culture Total		925,000	-	100,000	100,000	100,000	100,000	1,325,000
Enhance Accessibility and Transparency								
Civic Engagement with Open Data	TICF	198,000	-	18,000	18,000	18,000	18,000	270,000
Online Permitting/Electronic Reviews (E-Reviews)	TICF	645,000	-	-	-	-	-	645,000
Patron Print/Copy/PC Management	TICF	88,000	-	-	-	-	-	88,000
Record Digitization	TICF	100,000	-	-	-	-	-	100,000
Virtual Permitting Counter (OpenCounter)	TICF	61,000	(61,000)	-	-	-	-	-
Expansion of Yardi	TICF	30,000	-	-	-	-	-	30,000
Remote Hold Pickup Locker	TICF	-	-	40,000	-	-	-	40,000
Enhance Accessibility and Transparency Total		1,122,000	(61,000)	58,000	18,000	18,000	18,000	1,173,000
Promote Security and Sustainability through Connectivity								
Annual Hardware and Infrastructure Replacement	ITRF	1,021,742	1,209,044	1,100,000	1,050,000	1,500,000	1,200,000	7,080,786
Command Central A/V Infrastructure	TICF	-	-	200,000	-	-	-	200,000
Computer Aided Dispatch (CAD)	TICF	1,580,000	-	-	-	-	-	1,580,000
Cyber Security Program Development	TICF	550,000	100,000	100,000	100,000	100,000	100,000	1,050,000
Facility Security Master Plan	TICF	200,000	-	721,000	311,000	438,000	222,000	1,892,000
Live 911	TICF	66,380	-	-	-	-	-	66,380
Police Body Camera Replacement	Pending	-	-	-	-	500,000	-	500,000
Police In-car Video Replacement	Pending	-	-	-	-	550,000	-	550,000
Police Records Management Migration	TICF	-	-	200,000	-	-	-	200,000
Virtual Reality (VR) Training	TICF	-	75,000	-	-	-	-	75,000
Billiards Room Membership Infrastructure	TICF	-	12,000	-	-	-	-	12,000
Citywide Validated ID File Transfer	TICF	-	-	4,200	-	-	-	4,200
Construction Waste Management Tracking	TICF	-	20,000	-	-	-	-	20,000
Major Incident/Special Event Management System	TICF	-	-	20,000	-	-	-	20,000
Narcotic Safe Migration	TICF	-	15,000	-	-	-	-	15,000
Promote Security and Sustainability through Connectivity Total		3,418,122	1,431,044	2,345,200	1,461,000	3,088,000	1,522,000	13,265,366
Projects Total		\$ 16,931,622	\$ 6,210,044	\$ 5,856,200	\$ 2,667,000	\$ 3,294,000	\$ 1,728,000	\$ 36,686,866

Funding Source Abbreviations
Information Technology Replacement Fund = ITRF
Technology Investment Capital Fund = TICF
Utilities Enterprise Funds (Operating or Capital) = UEF
Funding Source Not Identified = Pending

FIVE-YEAR SCHEDULE OF PROJECTS BY FUND

Funding Source Project Name	Connected		Requested	Estimated	Estimated	Estimated	Estimated	Estimated
	Carlsbad Goal	Prior Appropriation	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Total Funding
Technology Investment Capital Fund								
AI Assessment	PCDT	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ 40,000
Audio Visual Upgrades	FVCEC	825,000	-	100,000	100,000	100,000	100,000	1,225,000
Billiards Room Membership Infrastructure	PSSC	-	12,000	-	-	-	-	12,000
Business Process Automation	BCDDM	300,000	-	-	-	-	-	300,000
Citywide Validated ID File Transfer	PSSC	-	-	4,200	-	-	-	4,200
Civic Engagement with Open Data	EAT	198,000	-	18,000	18,000	18,000	18,000	270,000
Command Central A/V Infrastructure	PSSC	-	-	200,000	-	-	-	200,000
Computer Aided Dispatch (CAD)	PSSC	1,580,000	-	-	-	-	-	1,580,000
Consolidation & Replacement of Core Systems	PCDT	2,400,000	3,000,000	3,000,000	1,000,000	-	-	9,400,000
Construction Waste Management Tracking	PSSC	-	20,000	-	-	-	-	20,000
Cyber Security Program Development	PSSC	550,000	100,000	100,000	100,000	100,000	100,000	1,050,000
Data Governance and Operational Analytics	BCDDM	405,000	18,000	18,000	18,000	18,000	18,000	495,000
Digital Information Network	PCDT	5,525,584	500,000	-	-	-	-	6,025,584
Discovery Management Assessment	BCDDM	30,000	-	140,000	-	-	-	170,000
Enterprise Asset Management System	PCDT	1,600,000	-	-	-	-	-	1,600,000
Expansion of Yardi	EAT	30,000	-	-	-	-	-	30,000
Facility Monitoring and Analytics	BCDDM	50,000	25,000	25,000	-	-	-	100,000
Facility Security Master Plan	PSSC	200,000	-	721,000	311,000	438,000	222,000	1,892,000
Fleet Telematics	PCDT	175,916	-	-	-	-	-	175,916
Guest Traffic and Facility Usage Analytics	BCDDM	50,000	25,000	25,000	-	-	-	100,000
Live 911	PSSC	66,380	-	-	-	-	-	66,380
Major Incident/Special Event Management System	PSSC	-	-	20,000	-	-	-	20,000
Narcotic Safe Migration	PSSC	-	15,000	-	-	-	-	15,000
Online Permitting/Electronic Reviews (E-Reviews)	EAT	645,000	-	-	-	-	-	645,000
Outdoor Wireless Study	FVCEC	100,000	-	-	-	-	-	100,000
Patron Print/Copy/PC Management	EAT	88,000	-	-	-	-	-	88,000
Payment Card Industry (PCI) Compliance	PCDT	-	62,000	-	-	-	-	62,000
Police Records Management Migration	PSSC	-	-	200,000	-	-	-	200,000
Professional Technical Services for Data Project Delivery	BCDDM	140,000	70,000	70,000	70,000	70,000	70,000	490,000
Record Digitization	EAT	100,000	-	-	-	-	-	100,000
Remote Hold Pickup Locker	EAT	-	-	40,000	-	-	-	40,000
RFID Replacement	PCDT	-	600,000	-	-	-	-	600,000
Risk Management Solution Assessment	PCDT	-	40,000	-	-	-	-	40,000
Staff Managed Print	PCDT	700,000	-	-	-	-	-	700,000
Station Alerting Equipment Replacement	PCDT	-	500,000	-	-	-	-	500,000
Tightrope	PCDT	-	-	35,000	-	-	-	35,000
Virtual Permitting Counter (OpenCounter)	EAT	61,000	(61,000)	-	-	-	-	-
Virtual Reality (VR) Training	PSSC	-	75,000	-	-	-	-	75,000
Technology Investment Capital Fund Total		15,819,880	5,001,000	4,756,200	1,617,000	744,000	528,000	28,466,080
Information Technology Replacement Fund								
Annual Hardware and Infrastructure Replacement	ITRF	1,021,742	1,209,044	1,100,000	1,050,000	1,500,000	1,200,000	7,080,786
Information Technology Replacement Fund Total		1,021,742	1,209,044	1,100,000	1,050,000	1,500,000	1,200,000	7,080,786
Utilities Enterprise Funds (Operating or Capital)								
Utility Billing Portal	UEF	90,000	-	-	-	-	-	90,000
Total Utilities Enterprise Funds (Operating or Capital)		90,000	-	-	-	-	-	90,000
Funding Source Not Identified								
Police Body Camera Replacement	PSSC	-	-	-	-	500,000	-	500,000
Police In-car Video Replacement	PSSC	-	-	-	-	550,000	-	550,000
Funding Source Not Identified Total		-	-	-	-	1,050,000	-	1,050,000
Projects Total		\$16,931,622	\$ 6,210,044	\$ 5,856,200	\$ 2,667,000	\$ 3,294,000	\$ 1,728,000	\$36,686,866

Connected Carlsbad Goal Abbreviations

- Build Capacity for Data-driven Decision Making = BCDDM
- Enhance Accessibility and Transparency = EAT
- Foster a Vibrant Civic Engagement Culture = FVCEC
- Promote Security and Sustainability through Connectivity = PSSC
- Pursue Communitywide Digital Transformation = PCDT

PROJECT FUNDING SOURCES

Technology Investment Capital Fund – Funds set aside on a yearly basis to fund ongoing SDTIP digital transformation and technology projects. Revenue is mostly comprised of an annual General Fund transfer, estimated based on a portion of the transfer of 6% of General Fund revenues, in accordance with Council Policy 91 – Long Term General Fund Capital Funding Policy.

Information Technology Replacement Fund – Funds are collected annually from the city’s operating departments as part of the IT Department internal service fund chargeback; charges are based on an asset’s lifecycle and original cost. These funds are used to replace assets at the end of their useful lives.

Utilities Enterprise Funds (Operating or Capital) – For information regarding the Utilities Enterprise Funds, please see the Public Works Section of the Fiscal Year 2024-25 Operating Budget and for the Capital Funds please see the CIP Section of the Fiscal Year 2024-25 Operating Budget.

Funding Source Not Identified – The funding for a project has not been identified or established at this time. Once the funding source is identified or established the project will reflect that source.

PROJECTED FUND BALANCES

TECHNOLOGY INVESTMENT CAPITAL FUND FUNDS AVAILABILITY PROJECTION

	Estimated Balance 2023-24	Requested Year 1 2024-25	Estimated Year 2 2025-26	Estimated Year 3 2026-27	Estimated Year 4 2027-28	Estimated Year 5 2028-29
Beginning Available Balance		\$ 5,194,982	\$ 4,727,982	\$ 4,596,462	\$ 7,696,636	\$ 11,764,153
Transfers In		4,284,000	4,369,680	4,457,074	4,546,215	4,637,139
Interest Revenue		250,000	255,000	260,100	265,302	270,608
Project Appropriations		5,001,000	4,756,200	1,617,000	744,000	528,000
Ending Available Balance		\$ 4,727,982	\$ 4,596,462	\$ 7,696,636	\$ 11,764,153	\$ 16,143,900
Balance Available for Future Projects	\$ 5,194,982					

	Balance 2023-24	Requested Year 1 2024-25	Estimated Year 2 2025-26	Estimated Year 3 2026-27	Estimated Year 4 2027-28	Estimated Year 5 2028-29
Beginning Available Balance		\$ 2,896,227	\$ 3,378,634	\$ 3,628,634	\$ 3,928,634	\$ 3,778,634
Replacement Cost Revenue		1,691,451	1,350,000	1,350,000	1,350,000	1,350,000
Replacement Appropriations		1,209,044	1,100,000	1,050,000	1,500,000	1,200,000
Ending Available Balance		\$ 3,378,634	\$ 3,628,634	\$ 3,928,634	\$ 3,778,634	\$ 3,928,634
Estimated Available Funds	\$ 2,896,227					

REVENUE PROJECTIONS SCHEDULE

Fund	2020-21 Actual Revenue	2021-22 Actual Revenue	2022-23 Actual Revenue	2023-24 Projected Revenue	2024-25 Estimated Revenue
Technology Investment Capital	NA	\$ 10,747,619	\$ 4,127,866	\$ 4,440,000	\$ 4,534,000
Information Technology Department Replacement	1,221,363	1,491,070	1,576,979	1,628,040	1,691,451
Total	\$ 1,221,363	\$ 12,238,689	\$ 5,704,845	\$ 6,068,040	\$ 6,225,451

BUDGET EXPENDITURE SCHEDULE

Fund	2021-22 Actual Expense	2022-23 Actual Expense	2023-24 Estimated Expense	2024-25 Continuing Appropriations	2024-25 New Appropriations	2024-25 Total Appropriations
Technology Investment Capital	\$ 1,615,320	\$ 1,872,512	\$ 1,500,000	\$ 7,821,618	\$ 5,001,000	\$ 12,822,618
Information Technology Department Replacement	935,994	993,515	1,300,000	645,320	1,209,044	1,854,364
Total	\$ 2,551,314	\$ 2,866,027	\$ 2,800,000	\$ 8,466,938	\$ 6,210,044	\$ 14,676,982

PROJECT ESTIMATED OPERATIONAL REQUIREMENTS

The projects listed on the table below represent projects that have been determined will have or may have operating budget impacts in the fiscal year identified. Projects that have a zero listed for each fiscal year are pending an estimate due to the possible solution having to many pending variables. Once a more exact solution is identified the operational estimate will be updated. As the fiscal years identified on the table become the next budgeting year, the Information Technology Department will include a request for the additional operating budget in the department's annual operating budget request.

Project Name	Total Funding	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Totals
AI Assessment	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Billiards Room Membership Infrastructure	12,000	-	2,000	-	-	-	2,000
Business Process Automation	300,000	-	-	-	-	-	-
Citywide Validated ID File Transfer	4,200	-	-	1,000	-	-	1,000
Civic Engagement with Open Data	270,000	65,000	40,000	25,000	-	-	130,000
Computer Aided Dispatch (CAD)	1,580,000	75,000	20,000	-	-	-	95,000
Consolidation & Replacement of Core Systems	9,400,000	-	-	-	-	-	-
Construction Waste Management Tracking	20,000	-	3,000	-	-	-	3,000
Cyber Security Program Development	1,050,000	-	-	-	-	-	-
Data Governance and Operational Analytics	495,000	-	125,000	75,000	60,000	50,000	310,000
Digital Information Network	6,025,584	87,000	150,000	-	-	-	237,000
Discovery Management Assessment	170,000	-	-	-	-	-	-
Enterprise Asset Management System	1,600,000	10,100	-	-	-	-	10,100
Facility Monitoring and Analytics	100,000	-	-	-	-	-	-
Facility Security Master Plan	1,892,000	-	150,000	150,000	150,000	100,000	550,000
Fleet Telematics	175,916	-	-	-	-	-	-
Guest Traffic and Facility Usage Analytics	100,000	-	-	-	-	-	-
Live 911	66,380	-	60,000	-	-	-	60,000
Major Incident/Special Event Management System	20,000	-	5,000	-	-	-	5,000
Narcotic Safe Migration	15,000	-	-	-	-	-	-
Online Permitting/Electronic Reviews (E-Reviews)	645,000	-	27,300	-	-	-	27,300
Outdoor Wireless Study	100,000	-	-	-	-	-	-
Police Records Management Migration	200,000	-	54,000	-	-	-	54,000
Professional Technical Services for Data Project Delivery	490,000	-	-	-	-	-	-
Remote Hold Pickup Locker	40,000	-	4,000	-	-	-	4,000
RFID Replacement	600,000	-	-	-	-	-	-
Risk Management Solution Assessment	40,000	-	4,000	-	-	-	4,000
Staff Managed Print	700,000	-	(32,000)	-	-	-	(32,000)
Station Alerting Equipment Replacement	500,000	-	50,000	-	-	-	50,000
Tightrope	35,000	-	-	-	-	-	-
Utility Billing Portal	90,000	-	-	-	-	-	-
Virtual Reality (VR) Training	75,000	-	1,300	-	-	-	1,300
	\$ 26,851,080	\$ 237,100	\$ 663,600	\$ 251,000	\$ 210,000	\$ 150,000	\$ 1,511,700

* Listing only includes projects with expected changes in operational budget requirements. If listed with a zero amount, staff have not been able to determine that amount with the current information.

FISCAL YEAR 2024-25 ROADMAP

Strategic Digital Transformation Investment Program FY 2024-25 Schedule														
Legend: Project Ongoing														
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Pursue Community Wide Digital Transformation	Consolidation & Replacement of Core Systems	Final Selection			Contract		Council	Kickoff		Implementation				
	Digital Information Network						Ongoing							
	Enterprise Asset Management		Phase III Implementation											
	Fleet Telematics	Implementation						Pilot						
	Staff Managed Print			Implementation										
	Payment Card Industry (PCI) Compliance			Contract		Implementation								
	RFID Replacement													
	Risk Management Solution Assessment				Assessment									
	Station Alerting Equipment Replacement	Task Order												
	GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Build Capacity for Data-driven Decision Making	Business Process Automation						Ongoing							
	Data Governance and Operational Analytics						Ongoing							
	Professional Technical Services for Data Project Delivery						Ongoing							
	Facility Monitoring and Analytics						Pilot							
	Regulatory Water Usage Analytics	Implementation												
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Foster a Vibrant Civic Engagement Culture	Audio Visual Upgrades													
	Outdoor Wireless Study							TBD						
	Civic Engagement with Open Data													
	Patron Print/Copy/PC Management			Implementation										
	Enterprise Digital Asset Management	Implementation												
	Records Digitization		RFQ						Ongoing					
	Online Permitting/Electronic Reviews (E-Review)			Pilot										
	Expansion of Yardi				BPR		Training	Implementation						
	Virtual Permitting Counter (OpenCounter)							TBD						
	GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Promote Safety and Sustainability through Connectivity	Annual Hardware and Infrastructure Replacement						Ongoing							
	Computer Aided Dispatch (CAD)						Implementation							
	Cyber Security Program Development						Ongoing							
	Ensure Adoption of Relevant New Technologies are Mirrored into EOC						Ongoing							
	Facility Security Master Plan						TBD							
	Payment Works			Implementation										
	Traffic Management Functionality Enhancement						Ongoing							

FIVE-YEAR ROADMAP

Strategic Digital Transformation Investment Program - 5-Year Roadmap		Legend:																	
		Prior Years			FY 2024-25				FY 2025-26				Approved			Evaluating		Ongoing	
GOAL	INITIATIVES	Prior Years	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Pursue Community Wide Digital Transformation	Consolidation & Replacement of Core Systems																		
	Digital Information Network																		
	Enterprise Asset Management System																		
	Fleet Telematics																		
	Staff Managed Print																		
	Utility Billing Portal																		
	PCI Compliance																		
	Risk Management Assessment																		
	RFID Replacement																		
	Station Alerting Equipment Replacement																		
Tightrope																			
AI Assessment																			
Transition to a Single Identity for Users of City Services																			
GOAL	INITIATIVES	Prior Years	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Build Capacity for Data-driven Decision Making	Business Process Automation																		
	Data Governance and Operational Analytics																		
	Discovery Management																		
	Professional Technical Services for Data Project Delivery																		
	Facility Monitoring and Management																		
Guest Traffic and Facility Usage Analytics																			
GOAL	INITIATIVES	Prior Years	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Foster a Vibrant Civic Engagement Culture	Audio Visual Upgrades																		
	Outdoor Wireless Study																		

In progress - has been fully approved and work has started
Approved - has been fully approved but work has not started
Evaluating - staff is currently studying merit and cost of initiative/project
Ongoing - annual process

FIVE-YEAR ROADMAP – CONTINUED

Strategic Digital Transformation Investment Program - 5-Year Roadmap		Legend:																				
		In progress			Approved			Evaluating			Ongoing											
GOAL	INITIATIVES	FY 2024-25				FY 2025-26				FY 2026-27				FY 2027-28				FY 2028-29				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Enhance Accessibility and Transparency	Civic Engagement with Open Data																					
	Online Permitting/Electronic Reviews (E-Review)																					
	Expansion of Yard																					
	Patron Print/Copy/PC Management																					
	Records Digitization																					
Remote Hold Pickup Locker																						
Promote Safety and Sustainability through Connectivity	Annual Hardware and Infrastructure Replacement																					
	Citywide Validated ID File Transfer																					
	Computer Aided Dispatch (CAD)																					
	Cyber Security Program Development																					
	Live 911																					
	Facility Security Master Plan																					
	Traffic Management Functionality Enhancement																					
	Ensure Adoption of Relevant New Technologies are Mirrored into EOC																					
	Billiards Room Membership Infrastructure																					
	Construction Waste Management																					
	Narcotics Safe Migration																					
	Virtual Reality Training																					
	Command Central A/V Infrastructure																					
	Major Incident/Special Event Management																					
	Police Records Management Migration																					
Police Body Camera Replacement																						
Police In-car Video Replacement																						

In progress - has been fully approved and work has started
Approved - has been fully approved but work has not started
Evaluating - staff is currently studying merit and cost of initiative/project
Ongoing - annual process

CAPITAL IMPROVEMENT PROGRAM

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

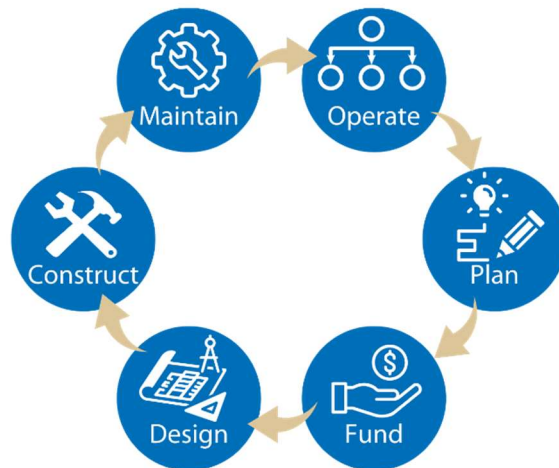
Projects that are shown in the CIP are generally defined as any construction, rehabilitation or replacement of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities, water, sewer and drainage facilities, and other facilities that are located on or in the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

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

Investing in our quality of life

The City of Carlsbad’s philosophy is to take a proactive, long-range planning approach to building high quality facilities and infrastructure that support the needs and priorities of the community. Prudent financial planning has ensured ongoing funding to modernize, repair, and replace existing infrastructure projects through numerous asset management programs. Since the city applies a comprehensive asset management approach to infrastructure planning and budgeting it is able to avoid more costly unexpected repairs or operational needs and minimize the burden on emergency expenditures.

As the city continues to grow and develop, there is a corresponding increase in the demand for development-related services and new facilities. To ensure that the necessary infrastructure and facilities are built on a schedule that meets or exceeds this demand, the citizens of Carlsbad adopted a Growth Management Plan in 1986. The plan was established to manage development within the city by linking residential, commercial, and industrial development directly to standards for availability of public services and facilities.



The Growth Management Plan states that unless a standard level of facilities is available to meet new demands resulting from the city’s growth, development cannot proceed. Recently, certain actions, such as imposing a moratorium, have been determined to be impermissible by the California Housing and Community Development Department, per Senate Bill 330, Housing Crisis Act of 2019, which became effective on Jan. 1, 2020.

The detailed level of planning required by Growth Management has allowed the city’s CIP to anticipate the funding needed for capital improvements in the next 15 years. Facilities such as community centers, parks and fire stations have been constructed and opened to the public under this program.

The CIP has been designed to specifically address areas where new or expanded facilities will be needed to maintain compliance with the adopted performance standards. With the adoption of the fiscal year 2024-25 CIP, compliance with the Growth Management Plan is continued.

In October 2022, City Council approved a five-year strategic plan with policy goals to reflect the most important priorities of the community. The CIP budget includes the priority construction projects identified the strategic plan.

Project evaluation

Development of the CIP is a team effort involving all operational departments, the City Manager’s Office, the City Council, and the community. Community feedback on infrastructure needs is considered and incorporated as appropriate. The CIP is fully vetted at multiple levels of the city organization by appropriate staff using an inclusive and transparent process and reviewed on a quarterly basis.

Projects were evaluated for the ability to deliver realistic outcomes considering anticipated revenue decreases in some capital funding sources. The city remains focused on matching existing resources with reasonable and achievable project schedules while continuing to work on projects that are already underway. Existing project balances were evaluated to determine whether additional funding was needed or if the existing balances were adequate. Funding recommendations were matched against project timing and balanced against available funding sources.



As the CIP is implemented throughout the year, staff continually re-evaluate projects’ scopes, costs and schedules to responsibly and cost-effectively manage infrastructure assets at the required levels of service throughout their lifecycle. Recommendations for project funding consider current project status, project scheduling and sequencing requirements, project constraints, and current staff

capacity. Project charters are updated to include project description, location, summary of need, justification including any legislative or policy citations, cost estimates, and project scores.

Fiscal year 2024-25 appropriations

The CIP is organized by the following project categories:

Strategic Plan	Critical Need	Maintenance	Closeout
<ul style="list-style-type: none"> • Priority projects 	<ul style="list-style-type: none"> • Regulatory • Health & safety 	<ul style="list-style-type: none"> • Annual Allocation • Enterprise • Drainage 	<ul style="list-style-type: none"> • In service • Warranty • Monitoring

The five-year CIP budget is based on project phase for Strategic Plan and Critical Need projects. This means rather than budgeting for the entire cost of a project well in advance of when the project is scheduled to begin, the City Council will be asked to consider appropriating money phase by phase. Phases include scoping (which includes feasibility studies and needs assessment), conceptual design (which includes environmental permitting and up to 30% preliminary engineering/design completion), final design (which includes 100% engineering/design completion and final engineer's estimate) and construction.

For example, as part of the annual budget process, city staff will request appropriations for a new project, starting with initial scoping. This typically involves early planning work and a feasibility analysis. When that work is completed, staff will return to the City Council to request appropriation for conceptual design. When that is done, staff will return to the City Council to request funding for final design, and so on.

During regular budget cycle



Scoping

- Feasibility
- Needs assessment



Conceptual Design

- Permitting: planning, environmental
- 30% plans, prelim engineering



Final Design

- 100% design
- Engineers estimate

Throughout the year



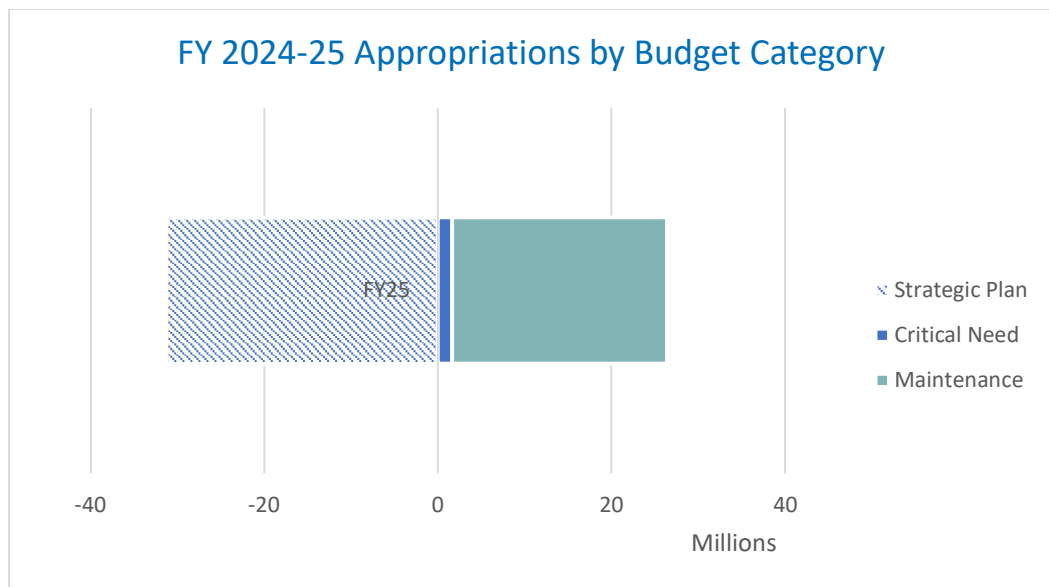
Construction

City Council actions:

- Approval of plans & specifications
- Authorization to bid
- **Appropriation of construction funding**

Once plans and specifications for a project have been prepared, a more accurate engineer’s estimate for construction costs can be produced that considers the most up-to-date market conditions. By requesting appropriation of construction funding at the time staff request approval of plans and specifications and authorization to bid, the city can ensure that the approved project budget will align with the most accurate and timely cost estimates available. The 15-year forecast will assist the City Council with making informed decisions regarding the city’s ability to fund current and future projects.

In the fiscal year 2024-25 CIP, there are approximately 197 continuing and new projects planned over the next 5 years. The fiscal year 2024-25 CIP outlines \$15.6 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for 13 new projects. Projected revenues during the same fiscal year are estimated at \$93 million.



Fiscal year 2024-25 appropriations by project type



Civic Buildings and Facility Maintenance

-\$24.6 million

This category includes a variety of facilities such as fire stations, libraries and community centers. Costs include repair, maintenance and replacement of civic buildings and other operational facilities. (Note: due to changes in estimated construction dates for the Orion Center project the net expenditures for this category in fiscal year 2024-25 are negative.)



Parks

\$5.5 million

Projects include improvements and enhancements to existing parks, such as playground resurfacing, picnic areas and other needs identified by the community and in recently updated parks master plans.



Drainage

\$7 million

The city's drainage infrastructure plays an important role in handling storm water runoff flows, as well as maintaining the water quality of the city's creeks, lagoons and ocean. As the city continues to age, it is increasingly necessary to balance repairing and replacing the existing lines with enhancing the current infrastructure to accommodate future needs.



Sewer

\$19.5 million

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



Water and Recycled Water

\$793 thousand

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



Transportation

\$7.4 million

People of all ages and abilities want to go places safely and conveniently in Carlsbad, whether they drive, walk, bike, or ride a bus or train. The city continues to invest in modernizing roads, leveraging technology to improve traffic systems, and making timely repairs and rehabilitation of the roadways, bridges, sidewalks and other assets in public rights of way throughout the city.

NEW CAPITAL IMPROVEMENT PROJECTS

Grant Funded

Project	Description	FY25 Appropriation	District
Paseo Del Norte Pedestrian and Bike Improvements	Enhance pedestrian and bike safety on Paseo Del Norte between Palomar Airport Road and Sea Gate Rd by reducing the number of travel lanes from four to two, adding bike buffers, widening bike lanes and adding an uncontrolled crosswalk in the vicinity of Tip-Top Meats and Motel 6.	\$600,000, funded in part through Caltrans local Highway Safety Improvement Program	3
Schools Traffic Safety Program	Install high-visibility crosswalks and speed cushions near schools.	\$1,100,000, funded in part through a federal grant	All

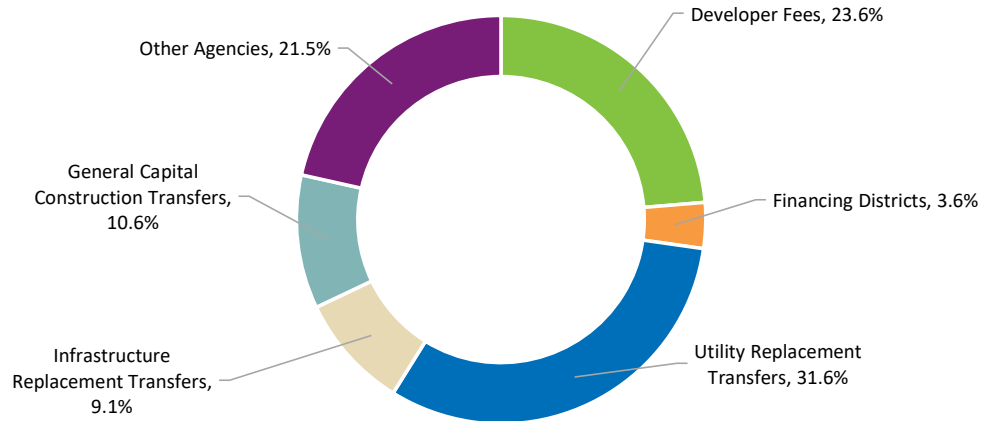
Maintenance Projects

Project	Description	FY25 Appropriation	District
Carlsbad Water Recycling Facility Improvements	Feasibility study to evaluate best available technologies for future equipment upgrades and forecasted recycled water demands in the event of reduced supply from alternative sources.	\$350,000	3
Carlsbad Municipal Water District Building and Site Improvements	Interior and exterior building, warehouse and site improvements for storage, site security, charging station for electric vehicle and forklift, paving for materials storage and electric forklift operation, restroom, locker room, drinking fountain, and remodel of interior finishes.	\$600,000	2
Downtown Tile Replacement	Sidewalk tiles are antiquated, damaged or broken and are detaching in multiple locations, causing potential tripping hazards and safety concerns.	\$250,000	1
Fire Station 5 Renovation	Replace roof, renovate kitchen, exterior finishes, remodel bathrooms, replace apparatus bay door and remove epoxy flooring, interior and exterior finishes.	\$150,000	2
Flower Fields Overlook Sidewalk Replacement	Aging trees are lifting sidewalk in multiple areas causing tripping hazards and safety concerns throughout the entire walkway along Armada Drive. The area is a high foot traffic walkway and is a high tourism location.	\$250,000	2

Project	Description	FY25 Appropriation	District
Green Paint Maintenance	Green paint maintenance is expected to range from annual to bi-annual service per location, depending on the paint lifespan. Green paint lifespan is dramatically lower than other intersection paint due to the frequency of turning and slowing vehicles, degrading the paint. Green paint locations are projected to grow exponentially as the city strives to promote safe routes to school and continue implementing paint upgrades to our roadways.	\$250,000	All
La Costa Avenue Box Culvert Cleaning	Remove all debris and sediment build up, jet and vacuum the culvert, and dispose of material.	\$275,000	4
Magee Park Building Restoration	Perform select restoration work to several of the buildings in the park as identified in the condition assessment	\$200,000	1
Parks Maintenance Program	Annual program will address ongoing maintenance and infrastructure needs for parks and recreation.	\$644,000 for scoping, conceptual and final design; \$1,503,00 for construction	All
Police and Fire Headquarters Parking Lot and Exterior Improvements	Secure the northeasterly 24 parking spots of the parking lot between the PFHQ and Skate Park and create access improvements to the southeasterly access point of the PFHQ building. Install fencing, improved lighting, secured access and hardscape improvements.	\$120,000	2
Synthetic Turf Replacement	Replace synthetic turf fields that have reached the end of their useful life.	\$1,800,000 for Poinsettia Park. Replacements at Alga Norte, Aviara planned in FY26; Pine Avenue Park planned for FY27	1, 2, 3

CAPITAL IMPROVEMENT PROGRAM REVENUES

Capital Improvement Program
 Projected Revenues FY 2024-25 to FY 2038-39
 \$909.5 million



Over the next 15 years, revenues for capital projects are estimated at \$909.5 million and are segregated into six major funding sources: (1) fees generated by development in the City of Carlsbad, (2) special district fees and taxes from the community facilities districts and bridge and thoroughfare benefit districts, (3) water and wastewater replacement funds, (4) infrastructure replacement funds other than wastewater and water, (5) general capital construction funds, and (6) other sources, including grants, sales taxes and contributions from other agencies.

Approximately 27.3% of all capital revenue is received as a result of development, including developer fees and financing districts in the chart above, and is dependent upon assumptions made about the city's annual growth in dwelling units and commercial and industrial square feet. These revenues include Public Facilities Fees, Traffic Impact Fees, Park-In-Lieu Fees, Planned Local Drainage Fees, water connection fees, sewer connection charges, and community facilities districts and bridge and thoroughfare benefit districts fees.

Water and wastewater replacement revenues generated by user fees equal approximately 31.6% of total revenues and are used to pay for replacement of existing water and sewer facilities. Infrastructure Replacement and General Capital Construction revenues, equal to 19.7%, are transfers from the city's General Fund, which are being set aside to pay for replacement of major capital facilities other than wastewater and water facilities and the construction of various municipal projects. The remaining 21.5% consists of revenues from other agencies and include federal and state grants, the county sales tax program TransNet, gas taxes, and contributions or reimbursements from cities, developers, and other agencies.

FUTURE GROWTH AND DEVELOPMENT

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

Every year, city staff evaluates all existing and future private development projects and compares this information to the capacity of the city using the most current adopted general plans. Information about existing development activity combined with estimates of how remaining net developable land might develop is then summarized to prepare future projections about when and where residential and non-residential development may occur. The following table shows the number of residential units and non-residential square feet of development that was used in calculating estimated revenues for fiscal year 2024-25 and subsequent years to build out.

Projected Future Development

Fiscal Year	Residential Units	Non-Residential Square Feet
2024-25	267	19,927
2025-26	833	161,603
2026-27	328	50,629
2027-28	278	20,629
2028-29	452	14,926
2029-34	1,299	740,016
2035-build out	2,587	2,104,038
Totals	6,044	3,111,768

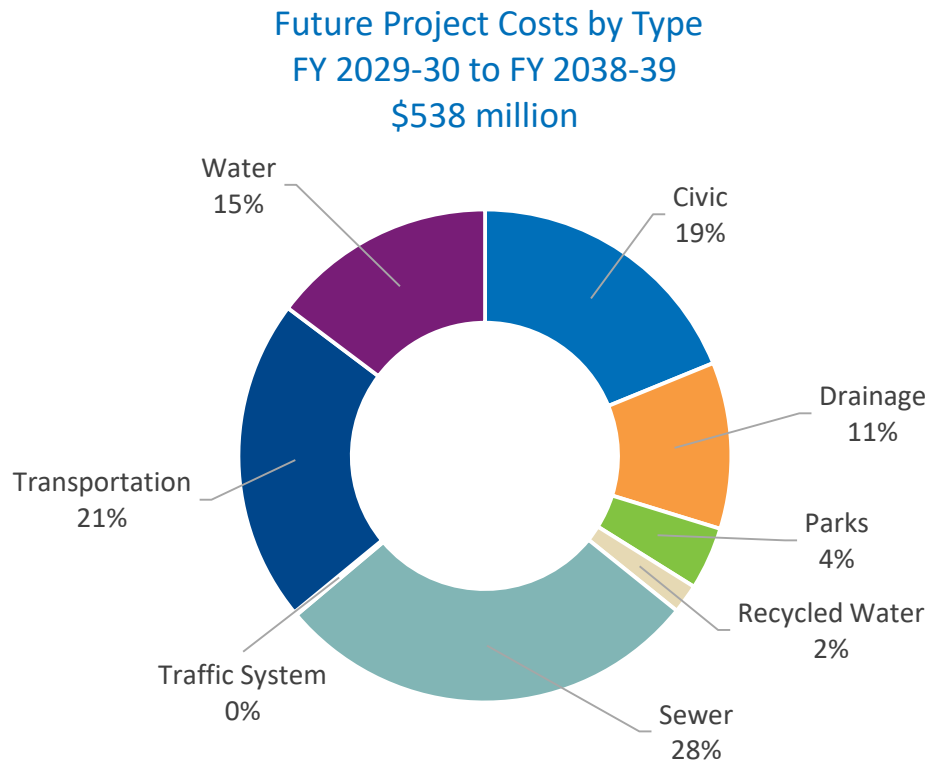
Financial forecasting schedules are prepared to ensure that funding will be sufficient and available for construction of capital projects as planned in the CIP. In addition to evaluating whether or not capital funds are sufficient, significant operating cost impacts and availability of staff resources are also considered in evaluating the timing of projects. Where funding discrepancies occur, alternative financing methods and project timing are evaluated, and recommendations are made to resolve the discrepancies.

Conservatively, about 6,044 residential units are anticipated for future development, and it is currently estimated that the city is more than 90% built out. Residential development for fiscal year 2024-25 is projected at 267 units, and, over the next five years, should average 432 units per year. The amount of non-residential development is projected at about 268,000 square feet over the next five years.

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

FUTURE PROJECTS

Long-range planning and responsible asset management play key roles in the development of future capital projects. Using data from various infrastructure master plans, ongoing asset condition assessments, technical modelling, field inspections as well as community feedback, the information provided for future years reflects the most comprehensive snapshot of known or anticipated future projects as well as associated estimated costs. Future costs for projects forecast in fiscal year 2029-30 to fiscal year 2038-39 are estimated at approximately \$538 million.



CALCULATION OF FUTURE FEES

The revenue projections in the CIP reflect the growth assumptions identified in the previous section. The following information delineates how those assumptions were applied to estimate future development revenues. The mix of future multi-family and single-family residential units is assumed to be 90% and 10%, respectively, and reflects the anticipated mix of residential development for each Local Facilities Management Zone.

To calculate estimated revenues for Traffic Impact Fees, the number of average daily trips was computed for each type of development use. An attached multi-family residential dwelling unit is assigned eight trips and a detached single-family unit is assigned 10 trips per day. The trips-per-day value for commercial and industrial buildings are 40 and eight trips per 1,000 square feet of development, respectively, although the actual volume of trips generated by commercial and industrial buildings can vary widely depending on the ultimate land use.

CFD No. 1 is a citywide district established to finance various civic facilities required under the city's Growth Management Plan. Park-in-Lieu Fees are collected for the purchase and development of parkland within each quadrant of the city, and the fees are based on the acquisition cost of parkland. Projects in the CIP funded with Park-in-Lieu Fees include future park site acquisition, development and restoration.

UNFUNDED PROJECTS

The CIP includes several projects for which there is no identifiable funding source for future construction and, in some cases, where only partial funding has been identified. The city will investigate obtaining possible external funding, such as federal and state grants, loans, or other financing sources. Once funding is identified for these projects, the project costs will be reviewed and updated to reflect actual cost estimates. Projects on this list are part of the City Council's Five Year Strategic Plan or were identified by Council direction. Two projects are partially funded by the Traffic Impact Fee program. The program was planned to generate enough revenue to pay for 20% of the total costs of these projects, leaving the remaining 80% unfunded.

Business Park Recreational Facility (Partial funding / Park Fee Zones 5, 13, 16, 17, 18)	\$16,500,000
Cannon Lake Park (6.7 acres)	2,243,000
Carlsbad Boulevard Realignment – Manzano Drive to Island Way (Partial funding / TIF)	63,387,000
Chestnut Complete Street I-5 to Railroad	2,500,000
College Boulevard Extension	30,000,000
Fire Station 7	19,000,000
Maerkle Solar Project	50,000,000
Monroe Street Pool	25,500,000
Orion Complex Energy Storage	10,000,000
South Carlsbad Boulevard Realignment (Partial funding / TIF)	5,000,000

PROJECTED FUND BALANCES FOR FISCAL YEAR 2023-24

Fund	July 1, 2023		Projected		Projected	June 30, 2024
	Unreserved Balance	Projected Revenues	Projected Expenditures	Debt Service Loans & Other	Projected Balance	
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 1,426,548	\$ 45,759	\$ -	-	\$ 1,472,307	
BTD#3 - Cannon Road West	535,136	12,730	\$ -	-	547,866	
CFD #1 - Citywide	99,836,822	7,442,487	2,018,187	\$ 110,000	105,151,122	
Gas Tax	14,732,298	3,508,516	4,645,141	-	13,595,673	
Gas Tax (Road Maint. & Rehab Acct.)	4,165,566	2,824,483	5,980,734	-	1,009,315	
General Capital Const.	38,509,731	12,628,670	6,112,453	-	45,025,948	
Grants - Federal	3,224	8,000,000	1,165	-	8,002,059	
Grants - State	21,982	7,249,989	2,249,989	-	5,021,982	
Infrastructure Replacement	117,165,781	6,984,046	13,253,615	-	110,896,212	
Other	2,048,272	58,863	959,647	-	1,147,488	
Park Fee Zones 5,13,16, 17, 18	4,977,874	219,790	-	-	5,197,664	
Park-In-Lieu NE	4,816,469	112,544	654,304	-	4,274,709	
Park-In-Lieu NW	2,620,200	1,698,075	1,101,363	-	3,216,912	
Park-In-Lieu SE	1,787,398	323,044	46,255	-	2,064,187	
Park-In-Lieu SW	1,149,918	1,254,180	-	-	2,404,098	
Planned Local Drainage Area A	1,086,314	31,114	30,632	-	1,086,796	
Planned Local Drainage Area B	1,476,161	259,423	32,567	-	1,703,017	
Planned Local Drainage Area C	1,687,795	63,117	29,807	-	1,721,105	
Planned Local Drainage Area D	750,075	138,947	37,667	-	851,354	
Public Facilities Fee	29,587,747	3,657,017	319,106	-	32,925,658	
Sewer Connection	6,187,536	684,035	131,181	-	6,740,389	
Sewer Replacement	18,203,374	10,512,237	8,869,773	-	19,845,838	
Traffic Impact Fee	20,688,628	2,258,481	4,507,832	-	18,439,277	
Transnet/Local	35,714,877	5,869,160	6,871,503	-	34,712,534	
Water - Potable	37,499,302	1,504,953	10,790	-	38,993,465	
Water - Recycled	(9,485,067)	2,592,817	6,929,348	-	(13,821,598)	
Water Replacement - Potable	64,227,039	6,586,067	14,989,111	-	55,823,995	
Water Replacement - Recycled	18,694,351	434,932	1,010,114	-	18,119,169	
Total	\$ 520,115,352	\$ 86,955,476	\$ 80,792,287	\$ 110,000	\$ 526,168,541	

PROJECTED FUND BALANCES FOR FISCAL YEAR 2024-25

Fund	July 1, 2024		June 30, 2024	July 01, 2024	2024-25	June 30, 2025
	Projected Balance	Estimated Revenues	Continuing Appropriations	New Appropriations	Total Appropriations	Projected Balance
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 1,472,307	-	\$ 383,035	-	\$ 383,035	\$ 1,089,272
BTD#3 - Cannon Road West	547,866	-	-	-	-	547,866
CFD #1 - Citywide	105,151,122	\$ 2,125,151	68,731,658	\$ (25,490,000)	43,241,658	64,034,614
Gas Tax	13,595,673	3,186,643	13,416,722	(2,157,352)	11,259,370	5,522,945
Gas Tax (Road Maint. & Rehab Acct.)	1,009,315	2,935,648	906,683	3,030,000	3,936,683	8,280
General Capital Const.	45,025,948	18,579,226	31,121,093	(1,668,431)	29,452,662	34,152,512
Grants - Federal	8,002,059	1,911,801	9,060,636	850,000	9,910,636	3,224
Grants - State	5,021,982	534,510	5,000,000	534,510	5,534,510	21,982
Infrastructure Replacement	110,896,212	4,979,226	32,908,525	14,117,345	47,025,870	68,849,568
Other	1,147,488	-	323,489	(323,489)	0	1,147,488
Park Fee Zones 5,13,16, 17, 18	5,197,664	2,000	-	-	-	5,199,664
Park-In-Lieu NE	4,274,709	-	349,317	425,000	774,317	3,500,392
Park-In-Lieu NW	3,216,912	1,642,816	3,253,072	1,403,000	4,656,072	203,656
Park-In-Lieu SE	2,064,187	313,432	547,121	-	547,121	1,830,498
Park-In-Lieu SW	2,404,098	929,488	219,562	-	219,562	3,114,024
Planned Local Drainage Area A	1,086,796	-	40,614	-	40,614	1,046,182
Planned Local Drainage Area B	1,703,017	158,391	18,706	-	18,706	1,842,702
Planned Local Drainage Area C	1,721,105	68,655	102,376	-	102,376	1,687,384
Planned Local Drainage Area D	851,354	20,442	18,397	-	18,397	853,399
Public Facilities Fee	32,925,658	1,959,790	4,611,030	-	4,611,030	30,274,418
Sewer Connection	6,740,389	634,863	5,497,842	2,016,000	7,513,842	(138,590)
Sewer Replacement	19,845,838	20,571,241	26,954,935	16,498,515	43,453,450	(3,036,370)
Traffic Impact Fee	18,439,277	2,885,562	18,371,699	(1,374,187)	16,997,512	4,327,327
Transnet/Local	34,712,534	5,849,095	27,459,537	6,635,126	34,094,663	6,466,966
Water - Potable	38,993,465	1,826,697	12,081,605	(8,208,000)	3,873,605	36,946,558
Water - Recycled	(13,821,598)	15,387,825	1,157,044	350,000	1,507,044	59,182
Water Replacement - Potable	55,823,995	6,659,237	38,948,577	6,175,667	45,124,244	17,358,987
Water Replacement - Recycled	18,119,169	-	4,755,558	2,791,013	7,546,571	10,572,599
Total	\$ 526,168,541	\$ 93,161,738	\$ 306,238,833	\$ 15,604,717	\$ 321,843,550	\$ 297,486,729

REVENUE PROJECTIONS SCHEDULE

Fund	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual Revenue	Actual Revenue	Actual Revenue	Projected Revenue	Estimated Revenue
BTD#2 - Poinsettia Lane/Aviara Pkwy	\$ 22,020	\$ (497,154)	\$ 2,800,034	\$ 45,759	-
BTD#3 - Cannon Road West	949	(21,419)	5,526	12,730	-
CFD #1 - Citywide	2,286,479	(2,303,139)	2,869,873	7,442,487	\$ 2,125,151
Gas Tax	2,733,074	2,195,851	3,047,442	3,508,516	3,186,643
Gas Tax (Road Maint. & Rehab Acct.)	2,149,734	2,080,454	2,744,950	2,824,483	2,935,648
General Capital Const.	4,654,470	13,296,442	4,268,091	12,628,670	18,579,226
Grants - Federal	256,529	34,140	39,772	8,000,000	1,911,801
Grants - State	-	-	21,982	7,249,989	534,510
Infrastructure Replacement	4,704,670	(4,498,884)	5,386,482	6,984,046	4,979,226
Other	4,643	(98,987)	36,564	58,863	-
Park Fee Zones 5,13,16, 17, 18	78,182	(195,275)	144,419	219,790	2,000
Park-In-Lieu NE	451,497	(92,752)	50,477	112,544	-
Park-In-Lieu NW	429,037	267,635	150,878	1,698,075	1,642,816
Park-In-Lieu SE	3,205	(55,340)	19,848	323,044	313,432
Park-In-Lieu SW	319,862	13,108	319,222	1,254,180	929,488
Planned Local Drainage Area A	27,489	(20,032)	100,215	31,114	-
Planned Local Drainage Area B	635,853	54,137	188,568	259,423	158,391
Planned Local Drainage Area C	2,779	(36,025)	89,879	63,117	68,655
Planned Local Drainage Area D	2,877	(12,992)	82,860	138,947	20,442
Public Facilities Fee	1,751,477	(556,423)	1,581,967	3,657,017	1,959,790
Sewer Connection	332,049	(159,776)	1,861,377	684,035	634,863
Sewer Replacement	4,390,568	3,959,756	5,394,289	10,512,237	20,571,241
Traffic Impact Fee	1,084,181	(399,069)	1,907,630	2,258,481	2,885,562
Transnet/Local	3,347,237	2,215,348	1,556,262	5,869,160	5,849,095
Water - Potable	713,234	(1,309,185)	793,135	1,504,953	1,826,697
Water - Recycled	59,190	-	1,590,853	2,592,817	15,387,825
Water Replacement - Potable	6,378,189	1,734,930	5,334,988	6,586,067	6,659,237
Water Replacement - Recycled	1,083,332	726,017	1,107,565	434,932	-
Total	\$ 58,741,652	\$ 37,901,545	\$ 43,495,147	\$ 86,955,476	\$ 93,161,738

BUDGET EXPENDITURE SCHEDULE

FUND	2021-22	2022-23	2023-24	2024-25	2024-25	2024-25
	Actual Expense	Actual Expense	Estimated Expense	Continuing Appropriations	New Appropriations	Total Appropriations
BTD#2 - Poinsettia Lane/Aviara Pkwy	13,059,041.00	\$ 57,041	\$ -	\$ 383,035	-	\$ 383,035
BTD#3 - Cannon Road West	-	-	-	-	-	-
CFD #1 - Citywide	\$ 583,318	962,730	2,128,187	68,731,658	\$ (25,490,000)	43,241,658
Gas Tax	2,595,882	1,984,349	4,645,141	13,416,722	(2,157,352)	11,259,370
Gas Tax (Road Maint. & Rehab Acct.)	307,543	5,045,379	5,980,734	906,683	3,030,000	3,936,683
General Capital Const.	12,606,427	10,306,345	6,112,453	31,121,093	(1,668,431)	29,452,662
Grants - Federal	26,669	49,535	1,165	9,060,636	850,000	9,910,636
Grants - State	-	117,611	2,249,989	5,000,000	534,510	5,534,510
Infrastructure Replacement	6,701,080	7,293,771	13,253,615	32,908,525	14,117,345	47,025,870
Other	2,587	1,015,672	959,647	323,489	(323,489)	0
Park Fee Zones 5,13,16, 17, 18	-	-	-	-	-	-
Park-In-Lieu NE	-	34,379	654,304	349,317	425,000	774,317
Park-In-Lieu NW	-	130,121	1,101,363	3,253,072	1,403,000	4,656,072
Park-In-Lieu SE	1,196	25,429	46,255	547,121	-	547,121
Park-In-Lieu SW	-	-	-	219,562	-	219,562
Planned Local Drainage Area A	1,149	26,547	30,632	40,614	-	40,614
Planned Local Drainage Area B	77,250	252,941	32,567	18,706	-	18,706
Planned Local Drainage Area C	2,913	5,979	29,807	102,376	-	102,376
Planned Local Drainage Area D	12,358	7,130	37,667	18,397	-	18,397
Public Facilities Fee	2,635,240	1,304,479	319,106	4,611,030	-	4,611,030
Sewer Connection	611,405	3,031,587	131,181	5,497,842	2,016,000	7,513,842
Sewer Replacement	6,944,820	6,529,066	8,869,773	26,954,935	16,498,515	43,453,450
Traffic Impact Fee	2,806,082	1,903,324	4,507,832	18,371,699	(1,374,187)	16,997,512
Transnet/Local	1,922,954	3,256,939	6,871,503	27,459,537	6,635,126	34,094,663
Water - Potable	432,625	134,627	10,790	12,081,605	(8,208,000)	3,873,605
Water - Recycled	127,177	224,112	6,929,348	1,157,044	350,000	1,507,044
Water Replacement - Potable	1,467,222	2,223,068	14,989,111	38,948,577	6,175,667	45,124,244
Water Replacement - Recycled	2,531,036	400,567	1,010,114	4,755,558	2,791,013	7,546,571
Total	\$ 55,455,974	\$ 46,322,727	\$ 80,902,287	\$ 306,238,833	\$ 15,604,717	\$ 321,843,550











































-  Transportation
-  Parks
-  Drainage
-  Civic Buildings & Facilities
-  Water & Recycled Water
-  Sewer

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM













STRATEGIC PLAN PROJECTS

Scoping
 Preliminary Design
 Final Design
 Construction (forecasted amounts; not appropriated in the budget process)
 New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
6065	1		ADA Beach Access - Pine to Tamarack	\$375,000	<input checked="" type="checkbox"/> \$375,000	-	♦ \$10,000,000	-	-	\$10,750,000
6004	2,3		Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$6,953,903	♦ \$3,000,000	-	-	-	-	\$9,953,903
4013	1		Barrio Street Lighting	\$4,470,000	-	♦ \$1,030,000	-	-	-	\$5,500,000
3896	1		Beach Access Repair and Upgrades - Pine Avenue to Tamarack	\$13,511,750	♦ \$2,500,000	-	-	-	-	\$16,011,750
201904	2		Business Park Recreational Facility (Partial Funding) (Zone 5 Park)	-	-	<input checked="" type="checkbox"/> \$1,500,000	-	-	-	\$1,500,000
6325	4		Camino De Los Coches and La Costa Avenue Intersection Control	\$350,000	-	♦ \$2,000,000	-	-	-	\$2,350,000
6058	1		Carlsbad Boulevard and Tamarack Avenue Intersection Improvement	\$2,825,000	-	-	<input checked="" type="checkbox"/> \$300,000	♦ \$15,600,000	-	\$18,725,000
6097	1		Carlsbad Boulevard Pedestrian Improvement Project	\$1,647,488	-	-	-	-	-	\$1,647,488
201908	2		Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	<input checked="" type="checkbox"/> \$1,000,000	<input type="checkbox"/> \$1,000,000	-	-	-	\$2,000,000
201909	2		Carlsbad Boulevard Realignment - Manzano Drive to Island Way (RTCIP)	-	-	-	-	-	-	\$0
6069	1		Chestnut Complete Street I-5 to Railroad Project Study	\$85,000	(\$85,000)	-	-	-	<input checked="" type="checkbox"/> \$250,000	\$250,000
4008	Citywide		City Hall Complex & Cole Library Replacement	\$1,028,105	-	-	-	-	<input type="checkbox"/> \$15,500,000	\$16,528,105
6072	2		El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	\$4,595,000	-	-	-	-	-	\$4,595,000
6051	4		El Camino Real Widening - Arenal Road to La Costa Avenue	\$8,700,000	-	♦ \$2,000,000	-	-	-	\$10,700,000
6094	2		El Camino Real Widening - Sunny Creek to Jackspar	\$5,010,000	♦ \$600,000	-	-	-	-	\$5,610,000
4093	2		Fire Station 7	\$100,000	-	-	-	-	-	\$100,000
4714	2		Fleet Maintenance Refurbishment	\$3,470,100	♦ \$4,700,000	-	-	-	-	\$8,170,100
4061	1		Grand Avenue Promenade	\$300,000	-	-	-	-	-	\$300,000
6075	1		Kelly Drive and Park Drive Complete Street Improvements	\$5,803,000	-	♦ \$2,500,000	-	-	-	\$8,303,000
6076	4		La Costa Avenue Traffic Improvements	\$121,300	(\$108,842)	-	-	-	-	\$12,458
4722	2		Maerkle Reservoir Solar Project	\$249,170	<input type="checkbox"/> \$232,000	-	-	-	-	\$481,170
6034	2		Melrose Drive Right Turn Lane to West Bound Palomar Airport Road	\$911,000	(\$728,286)	<input checked="" type="checkbox"/> \$50,000	♦ \$100,000	-	-	\$332,714
4724	1		Monroe Street Pool Replacement	\$4,810,764	-	-	-	-	-	\$4,810,764
3572	2		Orion Center	\$36,258,159	<input checked="" type="checkbox"/> (\$26,220,305)	♦ \$46,150,000	-	-	-	\$56,187,854
6611	1		Park Drive Street and Drainage Improvement	\$5,082,439	-	-	-	-	-	\$5,082,439
4612	2,4		Pickleball Courts	\$300,000	♦ \$2,100,000	-	-	-	-	\$2,400,000
4715	2		Police and Fire Headquarters Renovation	\$27,714,840	-	-	-	-	-	\$27,714,840
3801	2		Robertson Ranch Park Development (Partial Funding)	\$1,038,000	<input type="checkbox"/> \$425,000	-	-	-	-	\$1,463,000
4753	3		Schulman Auditorium and Cannon Art Gallery	\$1,650,000	-	-	-	-	-	\$1,650,000
6031	2,3,4		South Carlsbad Coastline	\$2,779,026	(\$1,074,321)	-	-	-	-	\$1,704,705
4611	4		Stagecoach Community Park Community Gardens	\$620,000	-	-	-	-	-	\$620,000
6082	1		State Street and Grand Avenue Road Improvements	-	-	-	-	-	♦ \$325,000	\$325,000
4090	1		State Street Parking Lot Electric Vehicle Charging Stations	\$340,000	♦ \$150,000	-	-	-	-	\$490,000
6104	Citywide		Sustainable Mobility Plan Implementation Program	\$710,566	-	-	-	-	-	\$710,566
6054	2		Terramar Area Coastal Improvements	\$12,100,000	-	♦ \$7,200,000	-	-	-	\$19,300,000
6070	Citywide		Traffic Improvement Program	\$3,388,000	<input checked="" type="checkbox"/> \$400,000	<input checked="" type="checkbox"/> \$400,000	<input checked="" type="checkbox"/> \$400,000	<input checked="" type="checkbox"/> \$400,000	<input checked="" type="checkbox"/> \$400,000	\$5,388,000
6332	4		Traffic Signal - Maverick Way and Camino De Los Coches	\$490,000	♦ \$450,000	-	-	-	-	\$940,000
6626	Citywide		Trash Amendment Compliance Program	\$3,150,000	♦ \$1,350,000	<input checked="" type="checkbox"/> \$500,000	♦ \$2,585,000	<input checked="" type="checkbox"/> \$655,000	♦ \$3,077,000	\$11,317,000
6103	1		Tyler Street Traffic Circulation	\$970,000	-	-	-	-	-	\$970,000
6083	Citywide		Utility Undergrounding Program Study	-	-	-	-	-	-	\$0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM STRATEGIC PLAN PROJECTS (CONTINUED)

Scoping
 Preliminary Design
 Final Design
 Construction (forecasted amounts; not appropriated in the budget process)
 New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
6019	1		Valley and Magnolia Complete Streets	\$5,058,206	♦ \$3,650,000	-	-	-	-	\$8,708,206
201974	1		Valley Street Traffic Calming	-	-	-	-	-	<input checked="" type="checkbox"/> \$300,000	\$300,000
4609	Citywide		Veteran's Memorial Park (All Quadrants)	\$49,711,450	♦ \$5,800,000	-	-	-	-	\$55,511,450
4015	1		Village and Barrio Traffic Circles	\$10,259,000	♦ \$1,825,000 (\$4,000,000)	-	-	-	-	\$8,084,000
6089	1		Village Intelligent Parking Implementation	-	-	-	-	-	-	\$0
6105	1		Village Lighting - Carlsbad Village Drive from Harding Street to Ocean	\$600,000	(\$599,855)	-	-	-	-	\$145
6108	1		Village Lighting - Gateway Lighting	-	-	-	-	-	-	\$0
2410	1		Village Lighting - Hospitality District	-	-	-	-	-	-	\$0
6109	1		Village Lighting - Pedestrian Lampposts Oak Avenue	-	-	-	-	-	-	\$0
6110	1		Village Lighting - Pedestrian Lighting at Village Outskirts	-	-	-	-	-	-	\$0
4016	1		Village Lighting - State Street, Madison, Roosevelt, and Washington	\$1,103,853	♦ \$995,000	-	-	-	-	\$2,098,853
6106	1		Village Lighting - Train Station Area	\$500,000	(\$500,000)	-	-	-	-	\$0
Total				\$229,140,119	(\$3,764,609)	\$64,330,000	\$13,385,000	\$16,655,000	\$19,852,000	







































FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM CRITICAL NEED PROJECTS

Scoping
 Preliminary Design
 Final Design
 Construction (forecasted amounts; not appropriated in the budget process)
 New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
6084	3		Assessment District 97-1 Maintenance	\$420,000	-	-	-	-	-	\$420,000
4726	2		Cannon Park Restroom	\$45,765	-	-	-	-	-	\$45,765
6112	1		Carlsbad Village Drive Reconfiguration	\$350,000	-	♦ \$1,500,000	-	-	-	\$1,850,000
201913	Citywide		Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	-	-	-	-	-	<input checked="" type="checkbox"/> \$700,000	\$700,000
201916	1		Chestnut Avenue Complete Street Improvements - Valley to Pio Pico	-	-	-	-	-	<input type="checkbox"/> \$250,000	\$250,000
6098	1		Chestnut Underpass Public Art Project	\$400,000	-	-	-	-	-	\$400,000
6074	Citywide		City Facility Safety and Parking Lot Lighting Assessment	\$2,110,000	-	-	-	-	-	\$2,110,000
3636	2		College Boulevard Extension	\$2,918,002	(\$539,108)	-	-	-	<input type="checkbox"/> \$100,000	\$2,478,894
201944	3		El Camino Real Right Turn Lane to East Bound Alga Road	-	-	-	-	-	-	\$0
6634	Citywide		Intelligent Traffic Control Devices	\$200,000	-	-	-	-	-	\$200,000
6628	1		Laguna Drive Storm Drain	\$256,000	-	<input checked="" type="checkbox"/> \$1,000,000	-	-	-	\$1,256,000
2307	3		Leo Carrillo Ranch Park Phase 3B	-	-	<input type="checkbox"/> \$540,000	<input checked="" type="checkbox"/> \$540,000	♦ \$1,484,000	-	\$2,564,000
6078	1		Ocean Street Reconfiguration Concepts Study	-	-	-	-	-	-	\$0
2310	2		Orion Complex Energy Storage	-	-	-	<input type="checkbox"/> \$250,000	-	-	\$250,000
2504	3		Paseo Del Norte Pedestrian and Bike Improvements	-	<input checked="" type="checkbox"/> \$600,000	-	-	-	-	\$600,000
6081	Citywide		Roadway Slope Stabilization	\$780,000	<input type="checkbox"/> \$500,000	-	-	-	-	\$1,280,000
2524	Citywide		Schools Traffic Safety Program	-	<input checked="" type="checkbox"/> \$1,100,000	-	-	-	-	\$1,100,000
4085	2		South Shore Agua Hedionda Lagoon Trail	\$789,940	-	-	-	-	-	\$789,940
6040	Citywide		Traffic Impact Fee Update	\$270,000	-	-	-	-	-	\$270,000
6637	Citywide		Traffic Signal Cabinet Upgrades	\$180,000	♦ \$162,000	-	-	-	-	\$342,000
6636	2,3,4		Traffic Signal Right Turn Overlaps	\$150,000	♦ \$135,000	-	-	-	-	\$285,000
4610	2		Village H South Off Leash Dog Area and Trail Segment 5B	\$682,500	-	-	-	-	♦ \$1,400,000	\$2,082,500
Total				\$9,552,207	\$1,957,892	\$3,040,000	\$790,000	\$1,484,000	\$2,450,000	







FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM MAINTENANCE PROJECTS

New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
<i>Non-Recurring</i>										
4733	2		Alga Norte Park Modifications	\$1,024,000	\$400,000	-	-	-	-	\$1,424,000
4746	2		Calavera Hills Community Center Refurbishment	\$1,985,000	-	-	-	-	-	\$1,985,000
6063	3		Carlsbad Boulevard Emergency Repair	\$841,000	-	-	-	-	-	\$841,000
201912	1		Carlsbad Village Drive and Grand Avenue Pedestrian and Crossing	-	-	-	-	-	\$1,320,000	\$1,320,000
4727	Citywide		City Facility Accessibility Upgrades	\$500,000	-	-	-	-	-	\$500,000
6616	Citywide		City Fire Stations Wash Water BMPs	\$280,000	-	-	-	-	-	\$280,000
6326	Citywide		Coordinated Traffic Signal Program	\$4,383,979	-	-	-	-	-	\$4,383,979
6622	1		DMP Facility BFB-U (El Camino Real)	\$850,000	\$150,000	\$7,375,000	\$50,000	\$60,000	\$70,000	\$8,555,000
2501	1		<i>Downtown Tile Replacement</i>	-	\$250,000	-	-	-	-	\$250,000
6099	2		Faraday Avenue Improvements	\$275,000	\$1,000,000	-	-	-	-	\$1,275,000
4720	2		Faraday Center Refurbishment	\$3,154,380	-	-	-	-	-	\$3,154,380
2508	2		<i>Fire Station 5 Renovation</i>	-	\$150,000	\$2,000,000	-	-	-	\$2,150,000
4747	2		Fleet Fuel Island Upgrade	\$4,063,800	\$400,000	\$400,000	\$100,000	-	-	\$4,963,800
2502	2		<i>Flower Fields Overlook Sidewalk Replacement</i>	-	\$250,000	-	-	-	-	\$250,000
2509	Citywide		<i>Green Paint Maintenance</i>	-	\$250,000	\$150,000	\$250,000	\$150,000	\$250,000	\$1,050,000
6087	Citywide		Guardrail Replacement and Improvement Study	\$150,000	-	-	-	-	-	\$150,000
4708	1		Harding Center Refurbishment	\$610,000	\$200,000	-	-	-	-	\$810,000
4728	1		Hosp Grove Park Improvements	\$2,904,000	\$1,403,000	-	-	-	-	\$4,307,000
6606	1		Kelly Drive Channel Repair	\$1,541,000	\$2,100,000	-	-	-	-	\$3,641,000
2517	4		<i>La Costa Avenue Box Culvert Cleaning</i>	-	\$275,000	-	-	-	-	\$275,000
4752	2		Las Palmas Roof Replacement	\$500,000	-	-	-	-	-	\$500,000
2507	1		<i>Magee Park Building Restoration</i>	-	\$200,000	-	-	-	-	\$200,000
6614	4		Marca Place Drainage Improvements	\$65,000	-	-	-	-	-	\$65,000
2519	Citywide		<i>Parks Maintenance Program</i>	-	\$2,147,000	\$4,085,000	\$1,942,000	\$2,073,000	\$1,779,000	\$12,026,000
2505	2		<i>Police and Fire HQ Parking Lot and Exterior Improvements</i>	-	\$120,000	-	-	-	-	\$120,000
6088	4		Rancho Santa Fe Trail Slope Improvements	\$350,000	-	-	-	-	-	\$350,000
6079	Citywide		Roadway Improvements - Coastal Area Analysis and Implementation	\$200,000	-	-	-	-	-	\$200,000
4738	1		Senior Center Repairs and Roof Replacement	\$3,158,000	-	-	-	-	-	\$3,158,000
4754	1		Senior Center Security Fencing	\$78,000	\$222,000	-	-	-	-	\$300,000
4742	4		Stagecoach Park Synthetic Turf Replacement	\$2,200,000	\$496,000	-	-	-	-	\$2,696,000
2521	2		<i>Synthetic Turf Replacement - Alga Norte</i>	-	-	\$2,298,000	-	-	-	\$2,298,000
2522	2		<i>Synthetic Turf Replacement - Aviara</i>	-	-	\$1,960,000	-	-	-	\$1,960,000
2523	1		<i>Synthetic Turf Replacement - Pine</i>	-	-	-	\$1,955,000	-	-	\$1,955,000
2520	3		<i>Synthetic Turf Replacement - Poinsettia</i>	-	\$1,800,000	-	-	-	-	\$1,800,000
6003	Citywide		Traffic Monitoring Program	\$1,945,415	\$170,000	\$400,000	\$400,000	\$400,000	\$400,000	\$3,715,415
6107	2		Trieste Slope Repair Project	\$3,317,600	-	-	-	-	-	\$3,317,600
<i>Annual Allocation</i>										
6049	Citywide		ADA Improvement Program	\$3,330,000	\$715,000	\$375,000	\$715,000	\$175,000	\$820,000	\$6,130,000
6629	2		Agua Hedionda Creek Maintenance	\$293,000	\$130,000	\$145,000	\$155,000	\$168,000	\$181,000	\$1,072,000









































FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM MAINTENANCE PROJECTS (CONTINUED)

New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
6066	Citywide		Bridge Preventative Maintenance Program	\$2,977,511	\$700,000	\$900,000	\$900,000	\$950,000	\$950,000	\$7,377,511
6619	1		Buena Vista Creek Concrete Channel Maintenance at El Camino Real	\$2,643,000	\$375,000	\$100,000	\$600,000	\$40,000	\$150,000	\$3,908,000
6608	1		Citywide Drainage Improvement Program	\$11,972,094	\$2,200,000	\$500,000	\$750,000	\$400,000	\$830,000	\$16,652,094
6092	Citywide		Citywide Street Lighting Program	\$150,000	-	-	-	-	-	\$150,000
6093	Citywide		Citywide Thermoplastic Pavement Markings	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$800,000
6013	Citywide		Concrete Repair/Replacement Program	\$5,100,000	\$840,000	\$870,000	\$910,000	\$960,000	\$1,010,000	\$9,690,000
6624	1		Headwall Replacement Program	\$510,000	\$300,000	\$345,000	\$415,000	\$485,000	\$555,000	\$2,610,000
5049	2		Lake Calavera Reservoir Maintenance	\$581,001	\$150,000	\$50,000	\$50,000	\$50,000	\$50,000	\$931,001
4723	Citywide		Miscellaneous City Building Improvements	\$2,015,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$2,765,000
6052	Citywide		Parking Lot Maintenance Program	\$1,720,000	\$550,000	\$160,000	\$700,000	\$175,000	\$850,000	\$4,155,000
6001	Citywide		Pavement Management Program	\$58,349,890	\$10,000,000	\$7,350,000	\$7,850,000	\$8,450,000	\$9,050,000	\$101,049,890
6037	Citywide		Retroreflectivity Sign Replacement Program	\$1,000,000	\$150,000	\$70,000	\$120,000	\$120,000	\$120,000	\$1,580,000
6002	Citywide		Sidewalk/Street Construction Program	\$3,300,000	\$988,000	\$633,000	\$108,000	\$750,000	\$200,000	\$5,979,000
6620	Citywide		Storm Drain Condition Assessment	\$870,000	\$270,000	\$300,000	\$350,000	\$400,000	\$455,000	\$2,645,000
6607	Citywide		Storm Drain System Rehab and Repair Program	\$7,362,360	\$1,350,000	\$310,000	\$330,000	\$350,000	\$400,000	\$10,102,360
6062	Citywide		Street Lighting Replacement Program	\$3,644,269	-	-	-	-	-	\$3,644,269
Total				\$140,244,299	\$31,001,000	\$31,076,000	\$18,950,000	\$16,456,000	\$19,740,000	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM ENTERPRISE PROJECTS









































New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
6629	2		Agua Hedionda Creek Maintenance	\$3,545,249	-	-	-	-	-	\$3,545,249
5545	2		Agua Hedionda Lift Station Biological Monitoring and Maintenance	\$225,000	-	-	-	-	-	\$225,000
5537	3		Buena Interceptor Sewer Access Road Improvements	\$500,000	(\$400,000)	\$400,000	-	-	-	\$500,000
5501	2,3		Buena Interceptor Sewer Improvements	\$1,758,686	-	\$3,300,000	\$3,300,000	-	-	\$8,358,686
5544	2		Buena Interceptor Sewer Realignment - East Segment	\$507,000	\$1,400,000	\$1,200,000	\$1,200,000	-	-	\$4,307,000
5215	2		C Tank Access Road and Electrical Improvements	\$300,000	-	-	-	-	-	\$300,000
5552	2		Cannon Road Lift Station Improvements	\$765,000	\$350,000	-	-	-	-	\$1,115,000
5048	2		Carlsbad Boulevard Waterline Replacement at Terramar	\$4,730,000	-	-	-	-	-	\$4,730,000
5203	3		Carlsbad Water Recycling Facility (Encina Capital Projects)	\$5,424,654	\$516,000	\$431,000	\$188,000	\$253,000	\$274,000	\$7,086,654
2516	3		<i>Carlsbad Water Recycling Facility Improvements</i>	-	\$350,000	-	-	-	-	\$350,000
5213	3		Carlsbad Water Recycling Facility Irrigation and Landscape	\$35,000	-	-	-	-	-	\$35,000
4749	3		Carlsbad Water Recycling Facility Roof Replacement	\$549,024	-	-	-	-	-	\$549,024
5007	Citywide		Cathodic Protection Program	\$2,086,700	\$290,000	\$190,000	\$190,000	\$190,000	-	\$2,946,700
5554	1		Chinquapin Lift Station Improvements	\$1,220,000	\$300,000	-	-	-	-	\$1,520,000
2518	2		<i>CMWD Building and Site Improvements</i>	-	\$600,000	\$200,000	-	-	-	\$800,000
5013	2		College Boulevard - Cannon Road To Badger Lane (375 Zone)	\$278,383	-	\$1,400,000	-	-	-	\$1,678,383
5012	2		College Boulevard - Cannon Road To Badger Lane (490 Zone)	\$312,600	-	\$1,400,000	-	-	-	\$1,712,600
5033	1		Crestview Drive Transmission Main	\$605,000	(\$434,000)	\$551,000	-	-	-	\$722,000
5038	2		Desalinated Water Flow Control Facility No. 5	\$11,569,600	(\$10,000,000)	-	-	-	-	\$1,569,600
201923	1		DMP Facility AAA (Jefferson Street)	-	-	-	-	-	-	\$0
201924	1		DMP Facility AAAA (Madison Street)	-	-	-	-	-	-	\$0
6609	1		DMP Facility AC (Highland Drive Drainage Project)	-	-	-	-	-	-	\$0
201925	2		DMP Facility AFA (Hidden Valley Drainage Restoration and	-	-	-	-	-	-	\$0
201926	2		DMP Facility AFB (Calavera Hills Drainage Restoration and	-	-	-	-	-	-	\$0
201927	1		DMP Facility BB 1 and 2 (Washington Street)	-	-	-	-	-	-	\$0
201928	1		DMP Facility BCB (Magnolia Avenue)	-	-	-	-	-	-	\$0
201929	1		DMP Facility BFB-L and BFB-1 (Tamarack and El Camino Real Plda	-	-	-	-	-	-	\$0
6622	1		DMP Facility BFB-U (El Camino Real)	\$153,489	-	-	-	-	-	\$153,489
201930	2		DMP Facility BL-L (College Boulevard Bridge Reimbursement Plda "B")	-	-	-	-	-	-	\$0
201931	2		DMP Facility BL-U (College Boulevard)	-	-	-	-	-	-	\$0
201932	2		DMP Facility BM (Cantarini/College Boulevard Box Culvert)	-	-	-	-	-	-	\$0
201933	2		DMP Facility BQ (Sunny Creek)	-	-	-	-	-	-	\$0
201934	2		DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)	-	-	-	-	-	-	\$0
201935	3		DMP Facility C2 (Paseo Del Norte)	-	-	-	-	-	-	\$0
201936	3		DMP Facility CA (Avenida Encinas)	-	-	-	-	-	-	\$0
201937	4		DMP Facility DBA (Poinsettia Village)	-	-	-	-	-	-	\$0
201938	4		DMP Facility DBB (Avenida Encinas)	-	-	-	-	-	-	\$0
201939	4		DMP Facility DFA (Batiquitos Lagoon Stormwater Treatment)	-	-	-	-	-	-	\$0
201940	3		DMP Facility DH (Altive Place Canyon Restoration)	-	-	-	-	-	-	\$0
6623	Citywide		Drainage Master Plan Update	\$1,281,000	-	-	-	-	-	\$1,281,000

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM




ENTERPRISE PROJECTS (CONTINUED)

New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
5553	2		El Fuerte Lift Station Pump Addition	\$380,000	\$45,000	-	-	-	-	\$425,000
5801	Citywide		Encina Capital Projects (EWPCF)	\$61,469,100	\$8,601,300	\$9,234,100	\$8,917,300	\$8,243,900	\$8,471,600	\$104,937,300
5539	2		Faraday and El Camino Real Sewer Replacement - Orion to Palomar	\$2,840,000	\$340,000	-	-	-	-	\$3,180,000
5059	2		Hydroelectric Generation at Water Facilities	\$461,000	\$39,000	-	-	-	-	\$500,000
5540	2		Las Palmas Trunk Sewer	\$301,000	-	\$290,000	\$1,480,000	\$1,480,000	-	\$3,551,000
5035	1,3		Limited Access Pipeline Relocation Program	\$2,701,000	\$2,550,000	\$600,000	-	-	-	\$5,851,000
5009	2		Maerle Facility Improvements	\$3,591,200	\$200,000	-	-	-	-	\$3,791,200
5001	2		Maerle Reservoir Transmission Main	\$195,000	-	\$540,000	-	\$4,245,000	-	\$4,980,000
5050	3		Normally Closed Valve (Install Motorized Valve)	\$1,966,000	-	-	-	-	-	\$1,966,000
5547	4		North Batiquitos Access Road Improvement	\$389,800	(\$63,800)	-	-	-	-	\$326,000
5536	4		North Batiquitos Lift Station Forcemain Rehabilitation	\$75,000	-	-	-	-	-	\$75,000
5520	Citywide		Odor and Corrosion Prevention Program	\$320,000	\$38,000	-	-	-	-	\$358,000
5055	2		Palomar Airport Waterline Realignment	\$2,333,000	-	-	-	-	-	\$2,333,000
5556	2		Poinsettia Lift Station Rehabilitation	\$650,000	\$78,000	-	-	-	-	\$728,000
5020	Citywide		Pressure Reducing Station Program	\$6,431,040	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000	\$9,431,040
5061	2		Rancho Carlsbad Groundwater Supply	\$400,000	(\$400,000)	-	-	-	-	\$0
5211	Citywide		Recycled Water Condition Assessment Program	\$800,000	-	\$50,000	\$50,000	\$50,000	\$50,000	\$1,000,000
5210	3		Recycled Water Phase 3 - Reservoir	\$7,033,000	-	-	-	-	-	\$7,033,000
5216	2		Recycled Water Pipeline Replacement	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$2,100,000
5212	Citywide		Recycled Water Valve and Appurtenance Replacement Program	\$380,000	-	\$125,000	\$125,000	\$125,000	\$125,000	\$880,000
5024	Citywide		Reservoir Condition Assessment and Repair Program	\$8,090,000	-	-	-	-	-	\$8,090,000
5044	Citywide		San Luis Rey Mission Basin Groundwater Supply	\$20,000	(\$20,000)	-	-	-	-	\$0
5057			Santa Fe II Inlet Pipeline	\$529,650	-	-	-	\$350,000	-	\$879,650
5046	3		Santa Fe II Reservoir Site Electrical Improvements	\$293,581	\$40,000	-	-	-	-	\$333,581
5542	Citywide		SCADA Improvements	\$16,226,898	\$1,010,000	-	-	-	-	\$17,236,898
5513	Citywide		Sewer Condition Assessment	\$1,658,000	-	\$50,000	-	\$100,000	-	\$1,808,000
3840	2		Sewer Lift Station Repairs and Upgrades	\$4,535,380	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$5,360,380
5548	3		Sewer Line Capacity Improvements	\$1,400,000	\$620,000	\$944,000	-	-	-	\$2,964,000
5546	Citywide		Sewer Modeling	\$200,000	-	-	-	-	-	\$200,000
5504	Citywide		Sewer Monitoring Program (Capacity)	\$642,000	\$44,000	-	-	-	-	\$686,000
5503	1,2,3		Sewer System Rehabilitation and Replacement	\$10,626,480	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$20,626,480
5008	2		Tri-Agency Water Transmission Pipeline Replacement	\$2,328,970	-	\$483,000	-	\$4,018,000	-	\$6,829,970
5549	2,3		Vallecitos Interceptor Sewer Cleaning and CCTV	\$350,000	\$500,000	-	-	-	-	\$850,000
5550	2		Villas Sewer Lift Station Replacement	\$1,329,000	-	-	-	-	-	\$1,329,000
3492	2		Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-	\$33,410,970	\$104,000	\$75,000	\$75,000	\$75,000	-	\$33,739,970
5535	1		Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	\$382,000	\$31,000	\$665,000	\$665,000	\$22,000	-	\$1,765,000
3950	1		Vista Carlsbad Interceptor - Reach VC3	\$130,000	\$387,000	\$405,000	-	-	-	\$922,000
5551	2		Vista Carlsbad Interceptor - Rehabilitation (VC1 and VC2)	\$231,000	-	\$80,000	\$140,000	-	-	\$451,000
5555	2,3		Vista/Carlsbad Interceptor - Point Repair Reaches (VC13 & VC14)	\$200,000	\$2,800,000	-	-	-	-	\$3,000,000
5051	Citywide		Water Infrastructure Condition Assessment Program	\$2,600,000	\$420,000	\$420,000	\$450,000	\$450,000	\$450,000	\$4,790,000























FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM ENTERPRISE PROJECTS (CONTINUED)

New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
5058	Citywide		Water Modeling	\$375,000	-	-	-	-	-	\$375,000
3904	Citywide		Water System Rehabilitation and Replacement	\$16,058,370	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$31,058,370
5019	Citywide		Water Valve Repair/Replacement Program	\$8,820,000	\$960,000	\$960,000	\$1,000,000	\$1,000,000	\$1,000,000	\$13,740,000
Total				\$239,349,824	\$17,410,500	\$30,108,100	\$23,895,300	\$26,366,900	\$16,835,600	

SUBSTANTIALLY COMPLETE (CLOSEOUT) PROJECTS

New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
5205	Citywide		Abandon Potable Services (New Recycled Services)	\$1,175,825	-	-	-	-	-	\$1,175,825
4745	Citywide		Aviara and Hidden Canyon Parks Playground Safety Resurfacing	\$600,000	-	-	-	-	-	\$600,000
3649	2		Aviara Reimbursement Agreement	\$238,000	-	-	-	-	-	\$238,000
4601	2		Calavera Hills Community Park Gateway Improvements	\$1,407,850	-	-	-	-	-	\$1,407,850
6096	2,3		Carlsbad Boulevard Lane Reduction and Edge Striping	\$300,000	-	-	-	-	-	\$300,000
4718	1		City Hall Complex Refurbishment	\$1,144,000	-	-	-	-	-	\$1,144,000
4081	3		Dove Library Lighting Improvements	\$225,000	-	-	-	-	-	\$225,000
6042	2		El Camino Real and Cannon Road Intersection Improvements	\$4,197,123	-	-	-	-	-	\$4,197,123
4060	4		Fire Station 2 Replacement	\$14,433,882	-	-	-	-	-	\$14,433,882
5526	1		Foxes Landing Lift Station Wetwell and Pump Replacement	\$6,392,000	-	-	-	-	-	\$6,392,000
5054	2		Lake Calavera Outlet Improvements	\$1,436,001	-	-	-	-	-	\$1,436,001
4602	3		Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom	\$2,961,777	-	-	-	-	-	\$2,961,777
4603	1		Pine Avenue Park - Phase II (Community Building)	\$11,648,718	-	-	-	-	-	\$11,648,718
4608	3		Poinsettia Community Park - Phase 4 - Dog Park	\$2,838,140	-	-	-	-	-	\$2,838,140
5045	3		Poinsettia Lane - Cassia Road to Skimmer Court (Reimbursement)	\$600,000	-	-	-	-	-	\$600,000
6057	1		Public Beach Access Improvements (Ocean Street)	\$4,183,767	-	-	-	-	-	\$4,183,767
6604	4		Romeria Drainage Improvements	\$757,940	-	-	-	-	-	\$757,940
4091	2		Temporary Fire Station 7	\$2,022,000	-	-	-	-	-	\$2,022,000
4084	2		The Crossings Golf Course Lake Liner Replacement	\$1,035,500	-	-	-	-	-	\$1,035,500
6335	1		Traffic Signal - Tamarack Avenue and Valley Street	\$502,370	-	-	-	-	-	\$502,370
3886	Citywide		Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	\$9,464,833	-	-	-	-	-	\$9,464,833
3949	Citywide		Vista Carlsbad Interceptor - Reach VC14 To VC15	\$21,362,390	-	-	-	-	-	\$21,362,390
Total				\$88,927,116	\$0	\$0	\$0	\$0	\$0	\$0

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM PROJECT ACCOUNTING

New projects in italics

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
4756			Alga Norte Settlement Agreement	\$1,983,192	-	-	-	-	-	\$1,983,192
201915			CFD#1 Administration	-	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$550,000
2510			<i>Harding Street Sewer Improvements</i>	-	\$1,200,000	-	-	-	-	\$1,200,000
PA04			Loan Repay - Park-in-Lieu NE to Public Facility Fee Fund	-	-	-	-	-	-	\$0
PA02			Loan Repay - Park-in-Lieu SW to Public Facility Fee Fund	-	-	-	-	-	-	\$0
PA03			Loan Repay - Sewer Conn to Sewer Repl	-	-	-	\$3,500,000	-	-	\$3,500,000
4755			New Village Arts Tenant Improvements	\$613,000	-	-	-	-	-	\$613,000
4083			Open Space and Trail Acquisition (Prop C)	\$4,015,000	-	-	-	-	-	\$4,015,000
PA06			<i>Recycled Replacement to Recycled Operating</i>	-	\$1,500,000	-	-	-	-	\$1,500,000
4743			Safety Training Center Settlement	\$1,156,995	-	-	-	-	-	\$1,156,995
PA05			Traffic Impact Fee Funds to CFD #1	-	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
Total				\$7,768,187	\$2,900,000	\$200,000	\$3,700,000	\$200,000	\$200,000	

PROGRAM ADJUSTMENTS

▲ Completed, project account closed △ Combined, project scope incorporated into other existing projects ▼ Cancelled, project no longer warranted

Project ID	District	Type	Project Name	Prior Appropriation	Requested 2024-25	Estimated 2025-26	Estimated 2026-27	Estimated 2027-28	Estimated 2028-29	Estimated 5-Year Total
6030	2		▼ Camino Hills and Jackspar Drive Slope Stabilization	\$859,400	(\$768,681)	-	-	-	-	\$90,719
201907	1		△ Carlsbad Boulevard Median - Tamarack Avenue to Pine Avenue	-	-	-	-	-	-	\$0
6068	1		△ Carlsbad Boulevard Pedestrian Lighting	\$1,325,000	(\$1,254,934)	-	-	-	-	\$70,066
6111	1,2,3		△ Carlsbad Boulevard Roadway Configuration	\$2,000,000	(\$2,000,000)	-	-	-	-	\$0
201917	1		▼ Christiansen Way Improvements	-	-	-	-	-	-	\$0
4725	1		▲ City Hall Exterior Refurbishment	\$2,250,000	-	-	-	-	-	\$2,250,000
201921	1		△ Cole Library Replacement	-	-	-	-	-	-	\$0
4750	1		▼ Cole Library Security Fencing	\$170,000	(\$144,435)	-	-	-	-	\$25,565
201941	4		▼ DMP Facility DQB (La Costa Town Center)	-	-	-	-	-	-	\$0
201942	3		▼ DMP Facility DZ (Poinsettia Lane)	-	-	-	-	-	-	\$0
6056	2		▲ El Camino Real/Agua Hedionda Creek Bridge Railing and Sidewalk	\$210,000	-	-	-	-	-	\$210,000
3643	Citywide		△ El Camino Real Medians	\$1,600,310	(\$352,000)	-	-	-	-	\$1,248,310
5043	1		▲ Fire Flow Capacity System Improvements	\$625,000	-	-	-	-	-	\$625,000
4748	3		▲ Leo Carrillo Ranch Roof Repairs	\$1,450,000	(\$80,000)	-	-	-	-	\$1,370,000
4741	1,3		▲ Library Fire Alarm Panel Upgrades	\$180,000	(\$39,990)	-	-	-	-	\$140,010
4739	1		▲ New Village Arts Building Roof and Exterior Refurbishment	\$313,626	(\$8,230)	-	-	-	-	\$305,396
4729	1		▼ Ocean Street Restroom Facility	\$775,000	(\$769,895)	-	-	-	-	\$5,105
6102	2,3		▼ Palomar Airport Road and Avenida Encinas Growth	\$230,000	(\$230,000)	-	-	-	-	\$0
6028	2		▼ Palomar Airport Road and College Boulevard Improvements	\$1,295,500	(\$735,901)	-	-	-	-	\$559,599
4092	Citywide		△ Public Works Storage Facility	\$99,000	(\$99,000)	-	-	-	-	\$0
4063	1		△ Trail Connectivity to Tamarack State Beach (Prop C)	-	-	-	-	-	-	\$0
5052	Citywide		▲ Water Loss Monitoring Program	\$167,089	-	-	-	-	-	\$167,089
Total				\$13,549,925	(\$6,483,066)	\$0	\$0	\$0	\$0	

FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM REQUESTED APPROPRIATION SUMMARY

Fiscal Year	2024-25	2025-26	2026-27	2027-28	2028-29	Estimated 5-Year Total
Requested Appropriation	\$15,204,716	\$65,974,100	\$47,635,300	\$43,677,900	\$53,875,600	\$226,367,617
Estimated Future Costs	\$27,817,000	\$62,780,000	\$13,085,000	\$17,484,000	\$5,202,000	126,368,000
Total: Requested Appropriation + Future Costs	\$43,021,716	\$128,754,100	\$60,720,300	\$61,161,900	\$59,077,600	\$352,735,616

Requested Appropriation does not include construction amounts for Strategic Plan and Critical Need projects. It does include full amounts for Maintenance and Enterprise projects as shown.

CAPITAL IMPROVEMENT PROGRAM 15-YEAR FORECAST

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	36,419,464	58,234,614	14,291,235	15,397,302	16,370,201	2,941,194
REVENUES							
Developer Special Taxes		2,125,151	2,316,621	1,216,066	1,082,899	2,180,993	24,230,345
Total Revenues	N/A	2,125,151	2,316,621	1,216,066	1,082,899	2,180,993	24,230,345
CAPITAL PROJECTS							
CFD#1 Administration	\$ -	110,000	110,000	110,000	110,000	110,000	-
City Hall Complex	1,028,105	-	-	-	-	15,500,000	100,000,000
Cole Library Expansion	-	-	-	-	-	-	-
Orion Center	35,257,727	(25,600,000)	46,150,000	-	-	-	-
Veteran's Memorial Park (All Quadrants)	41,711,452	5,800,000	-	-	-	-	-
Total Project Expenditures	77,997,285	(19,690,000)	46,260,000	110,000	110,000	15,610,000	100,000,000
ENDING FUND BALANCE	N/A	58,234,614	14,291,235	15,397,302	16,370,201	2,941,194	(72,828,461)

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	178,950	4,937,945	2,697,828	4,628,492	(9,396,669)	(7,985,256)
REVENUES							
Gas Tax and Prop 42 Funds		3,186,643	3,262,882	3,298,664	3,334,839	3,371,413	34,270,794
Total Revenues	N/A	3,186,643	3,262,882	3,298,664	3,334,839	3,371,413	34,270,794
CAPITAL PROJECTS							
Barrio Street Lighting	150,000	-	-	-	-	-	-
Camino De Los Coches and La Costa Avenue Intersection Control	350,000	-	2,000,000	-	-	-	-
Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	-	-	-	-	-	700,000	2,500,000
Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,771,001	-	-	300,000	15,600,000	-	-
Carlsbad Boulevard Emergency Repair	841,002	-	-	-	-	-	-
Carlsbad Boulevard Lane Reduction and Edge Striping	300,000	-	-	-	-	-	-
Carlsbad Blvd Median-Tamarack Avenue To Pine Avenue	-	-	-	-	-	-	-
Carlsbad Blvd Pedestrian Improvement Project	1,055,888	-	-	-	-	-	-
Citywide Drainage Improvement Program	6,090,594	-	-	-	-	-	-
Citywide Street Lighting Program	150,000	-	-	-	-	-	-
Citywide Thermoplastic Pavement Markings	50,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Concrete Repair/Replacement Program	3,133,000	260,000	250,000	290,000	340,000	390,000	4,700,000
El Camino Real And Cannon Road Intersection Improvements	661,126	-	-	-	-	-	-
El Camino Real Medians	904,530	(352,000)	-	-	-	-	-
El Camino Real Widening - Arenal Road to La Costa Avenue	1,450,000	-	-	-	-	-	-
Guardrail Replacement And Improvement Program	150,000	-	-	-	-	-	200,000
Intelligent Traffic Control Devices	199,999	-	-	-	-	-	-
Kelly Drive And Park Drive Road Diet And Multiuse Trail	130,000	-	1,000,000	-	-	-	-
La Costa Avenue Traffic Improvements	121,300	(108,842)	-	-	-	-	109,000
Laguna Drive Storm Drain	256,000	-	1,000,000	-	-	-	1,494,000
Marca Place Drainage Improvements	65,000	-	-	-	-	-	-
Palomar Airport Rd and Avenida Encinas GMP Improvements	230,000	(230,000)	-	-	-	-	-
Park Drive Drainage And Street Improvements	3,965,001	-	-	-	-	-	-
Paseo Del Norte Pedestrian and Bike Improvements	-	65,490	-	-	-	-	-
Pavement Management Program	7,930,849	-	-	-	-	-	-
Retroreflectivity Sign Replacement Program	1,000,000	150,000	70,000	120,000	120,000	120,000	1,200,000
Roadway Slope Stabilization	779,998	500,000	-	-	-	-	-
Romeria Drainage Improvements	347,937	-	-	-	-	-	-
Schools Traffic Safety Program	-	250,000	-	-	-	-	-
Sidewalk/Street Construction Program	-	988,000	633,000	108,000	750,000	200,000	5,225,000
Sustainable Mobility Plan Implementation Program	710,567	-	-	-	-	-	-
Traffic Improvement Program	2,388,004	-	-	-	-	-	-
Traffic Monitoring Program	200,000	170,000	400,000	400,000	400,000	400,000	-
Traffic Signal - Maverick Way & Camino De Los Coches	490,000	450,000	-	-	-	-	-
Traffic Signal - Tamarack Avenue And Valley Street	502,370	-	-	-	-	-	-
Traffic Signal Right Turn Overlaps	150,000	135,000	-	-	-	-	-
Village And Barrio Traffic Circles	4,159,001	(4,000,000)	-	-	-	-	-
Total Project Expenditures	40,683,167	(1,572,352)	5,503,000	1,368,000	17,360,000	1,960,000	16,928,000
ENDING FUND BALANCE	N/A	4,937,945	2,697,828	4,628,492	(9,396,669)	(7,985,256)	9,357,538

GAS TAX (ROAD MAINTENANCE AND REHABILITATION ACCOUNT)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	102,632	8,280	(55,616)	(345,463)	(601,978)	(824,795)
REVENUES							
Gas Tax (RMRA) Revenues		2,935,648	3,006,104	3,030,153	3,063,485	3,097,183	32,908,847
Total Revenues	N/A	2,935,648	3,006,104	3,030,153	3,063,485	3,097,183	32,908,847
CAPITAL PROJECTS							
Concrete Repair/Replacement Program	\$ 1,967,000	580,000	620,000	620,000	620,000	620,000	6,200,000
Pavement Management Program	12,786,002	2,450,000	2,450,000	2,700,000	2,700,000	2,700,000	27,000,000
Total Project Expenditures		3,030,000	3,070,000	3,320,000	3,320,000	3,320,000	33,200,000
ENDING FUND BALANCE	N/A	8,280	(55,616)	(345,463)	(601,978)	(824,795)	(1,115,948)

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	13,904,855	30,695,512	35,001,390	29,100,471	33,652,320	37,210,670
REVENUES							
Transfer from General Fund		18,579,226	4,905,878	5,049,081	5,191,849	5,328,350	57,285,820
Total Revenues	N/A	18,579,226	4,905,878	5,049,081	5,191,849	5,328,350	57,285,820
CAPITAL PROJECTS							
ADA Beach Access - Pine to Tamarack	\$ 375,001	375,000	-	10,000,000	-	-	-
Alga Norte Park Modifications	1,023,999	400,000	-	-	-	-	-
Alga Norte Settlement Agreement	1,983,192	-	-	-	-	-	-
Assessment District 97-1 Maintenance	420,001	-	-	-	-	-	-
Barrio Street Lighting	760,000	-	-	-	-	-	-
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	6,899,002	600,000	-	-	-	-	-
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	1,249,998	-	-	-	40,000	150,000	1,092,000
Calavera Hills Community Park Gateway Improvements	1,407,853	-	-	-	-	-	-
Camino Hills and Jackspar Drive Slope Stabilization	859,399	(768,681)	-	-	-	-	-
Cannon Park Restroom	45,765	-	-	-	-	-	-
Carlsbad Boulevard Roadway Configuration	2,000,000	(2,000,000)	-	-	-	-	-
Carlsbad Village Dr. & Grand Ave. Pedestrian & Crossing Improvements	-	-	-	-	-	920,000	-
Chestnut Underpass Public Art Project	400,000	-	-	-	-	-	-
City Facility Accessibility Upgrades	500,000	-	-	-	-	-	-
City Fire Stations Wash Water BMPs	279,999	-	-	-	-	-	-
City Hall Exterior Refurbishment	2,250,001	-	-	-	-	-	-
Cole Library Expansion	-	-	-	-	-	-	-
Dove Library Lighting Improvements	225,001	-	-	-	-	-	-
Faraday Avenue Improvements	275,000	1,000,000	-	-	-	-	-
Fire Station No. 2 Replacement	13,000,004	-	-	-	-	-	-
Fire Station No. 7	100,000	-	-	-	-	-	-
Fleet Maintenance Refurbishment	896,100	1,700,000	-	-	-	-	-
Grand Avenue Promenade	300,000	-	-	-	-	-	10,500,000
Green Paint Maintenance	-	250,000	150,000	250,000	150,000	250,000	1,700,000
La Costa Avenue Box Culvert Cleaning	-	275,000	-	-	-	-	-
Lake Calavera Outlet Improvements	1,436,002	-	-	-	-	-	-
Lake Calavera Reservoir Maintenance	581,005	150,000	50,000	50,000	50,000	50,000	500,000
Monroe Street Pool Replacement	236	-	-	-	-	-	-
New Village Arts Tenant Improvements	613,000	-	-	-	-	-	-
Ocean Street Reconfiguration Concepts Study	-	-	-	-	-	-	400,000
Ocean Street Restroom Facility	775,000	(769,895)	-	-	-	-	-
Open Space and Trail Acquisition (Prop C)	4,015,000	-	-	-	-	-	-
Orion Center	-	99,000	-	-	-	-	-
Orion Complex Energy Storage	-	-	-	250,000	-	-	-
Park Drive Street and Drainage Improvement	1,117,439	-	-	-	-	-	-
Police and Fire Headquarters Parking Lot Improvements	-	120,000	-	-	-	-	-
Police and Fire Headquarters Renovation	14,492,847	-	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	3,610,340	-	-	-	-	-	-
Public Works Storage Facility	99,000	(99,000)	-	-	-	-	-
Rancho Santa Fe Trail Slope Improvements	350,000	-	-	-	-	-	-
Roadway Improvements - Coastal Area Analysis and Implementation	200,000	-	-	-	-	-	-
Romeria Drainage Improvements	410,001	-	-	-	-	-	-
Safety Training Center Settlement	1,156,995	-	-	-	-	-	-
South Shore Agua Hedionda Lagoon Trail	789,941	-	-	-	-	-	-
Street Lighting Replacement Program	319,270	-	-	-	-	-	-
Temporary Fire Station No. 7	900,000	-	-	-	-	-	-
Terramar Area Coastal Improvements	1,000,000	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	200,000	-	-	-	-	-	-
Traffic Improvement Program	999,999	400,000	400,000	400,000	400,000	400,000	-
Traffic Signal Cabinet Upgrades	180,000	162,000	-	-	-	-	-
Trail Connectivity to Tamarack State Beach (Prop C)	152,156	-	-	-	-	-	-
Trieste Slope Repair Project	3,317,600	-	-	-	-	-	-
Tyler Street Traffic Circulation	970,000	-	-	-	-	-	-
Utility Undergrounding Program Study	-	-	-	-	-	-	100,000
Village and Barrio Traffic Circles	415,000	-	-	-	-	-	-
Village Intelligent Parking Implementation	-	-	-	-	-	-	300,000
Village Lighting - Carlsbad Village Dr. from Harding St. to Ocean St.	600,000	(599,855)	-	-	-	-	600,000
Village Lighting - Gateway Lighting	-	-	-	-	-	-	950,000
Village Lighting - Hospitality District	-	-	-	-	-	-	700,000
Village Lighting - Pedestrian Lampposts Oak Avenue	-	-	-	-	-	-	600,000
Village Lighting - Pedestrian Lighting at Village Outskirts	-	-	-	-	-	-	950,000
Village Lighting - State Street, Madison, Roosevelt, and Washington	1,103,853	995,000	-	-	-	-	-
Village Lighting - Train Station Area	500,000	(500,000)	-	-	-	-	500,000
Total Project Expenditures	75,555,000	1,788,569	600,000	10,950,000	640,000	1,770,000	18,892,000
	N/A	30,695,512	35,001,390	29,100,471	33,652,320	37,210,670	75,604,490

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6-15 2029-38
BEGINNING FUND BALANCE	N/A	\$ 11,931,004	\$ 15,634,004	\$ 13,534,558	\$ 12,857,016	\$ 16,331,492	\$ 18,827,921
REVENUES							
Transfer from General Fund		11,600,000	4,310,554	4,409,458	4,504,476	4,596,429	48,724,804
Total Revenues	N/A	11,600,000	4,310,554	4,409,458	4,504,476	4,596,429	48,724,804
CAPITAL PROJECTS							
ADA Beach Access - Pine to Tamarack	\$ 375,001	-	2,500,000	-	-	-	-
Alga Norte Park Modifications	314,000	710,000	-	-	-	-	-
Alga Norte Settlement Agreement	-	60,000	-	-	-	-	-
Assessment District 97-1 Maintenance	420,001	-	-	-	-	-	-
Barrio Street Lighting	760,000	-	-	-	-	-	-
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	6,199,002	700,000	-	-	-	-	-
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	1,249,999	-	-	30,000	30,000	150,000	870,000
Calavera Hills Community Park Gateway Improvements	1,407,852	-	-	-	-	-	-
Camino Hills and Jackspar Drive Slope Stabilization	859,399	-	-	-	-	-	-
Cannon Park Restroom	45,765	-	-	-	-	-	-
Carlsbad Village Drive - I5 to Carlsbad Blvd. - Reconfigure Arterial	-	350,000	1,500,000	-	-	-	-
Chestnut Underpass Public Art Project	400,000	-	-	-	-	-	-
City Facility Accessibility Upgrades	500,000	-	-	-	-	-	-
City Fire Stations Wash Water BMPs	279,999	-	-	-	-	-	-
City Hall Exterior Refurbishment	2,250,001	-	-	-	-	-	-
Cole Library Expansion	-	-	-	-	-	-	1,000,000
Dove Library Lighting Improvements	225,001	-	-	-	-	-	-
Faraday Avenue Improvements	100,000	175,000	500,000	-	-	-	-
Fire Station No. 2 Replacement	13,000,003	-	-	-	-	-	-
Fire Station No. 7	-	100,000	200,000	-	-	-	-
Fleet Maintenance Refurbishment	896,100	-	700,000	-	-	-	-
Grand Avenue Promenade	200,000	100,000	-	500,000	-	-	-
Lake Calavera Outlet Improvements	1,436,001	-	-	-	-	-	-
Lake Calavera Reservoir Maintenance	581,004	-	160,000	50,000	50,000	50,000	500,000
Monroe Street Pool Replacement	236	-	-	-	-	-	-
New Village Arts Tenant Improvements	612,999	-	-	-	-	-	-
Ocean Street Reconfiguration Concepts Study	-	-	200,000	-	-	-	-
Ocean Street Restroom Facility	775,000	-	-	63,000	-	-	-
Open Space and Trail Acquisition (Prop C)	4,015,000	-	-	-	-	-	-
Orion Complex Energy Storage	-	-	-	-	250,000	-	-
Park Drive Street and Drainage Improvement	717,440	-	-	-	-	-	-
Police and Fire Headquarters Renovation	11,373,502	1,723,000	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	3,610,340	-	-	-	-	-	-
Public Works Storage Facility	-	99,000	-	-	-	-	-
Rancho Santa Fe Trail Slope Improvements	350,000	-	-	-	-	-	-
Roadway Improvements - Coastal Area Analysis and Implementation	200,000	-	-	-	-	-	-
Romeria Drainage Improvements	410,001	-	-	-	-	-	-
Safety Training Center Settlement	1,156,995	-	-	-	-	-	-
South Shore Agua Hedionda Lagoon Trail	789,941	-	-	-	-	-	-
Street Lighting Replacement Program	319,270	-	-	-	-	-	-
Temporary Fire Station No. 7	900,000	-	-	-	-	-	-
Terramar Area Coastal Improvements	1,000,000	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	835,499	-	-	-	-	-	-
The Crossings Golf Course Lake Liner Replacement	200,000	-	-	-	-	-	-
Traffic Improvement Program	399,999	600,000	400,000	-	-	-	-
Traffic Signal Cabinet Upgrades	-	180,000	-	-	-	-	-
Trail Connectivity to Tamarack State Beach (Prop C)	152,156	-	-	3,544,000	-	-	-
Trieste Slope Repair Project	362,600	2,000,000	-	-	-	-	-
Tyler Street Traffic Circulation	70,000	900,000	-	-	-	-	-
Utility Undergrounding Program Study	-	-	100,000	-	-	-	-
Village and Barrio Traffic Circles	415,000	-	-	-	-	-	-
Village Intelligent Parking Implementation	-	-	-	300,000	-	-	-
Village Lighting - Carlsbad Village Drive from Harding Street to Ocean Str	400,000	200,000	-	-	-	-	-
Village Lighting - Gateway Lighting	-	-	-	-	-	950,000	-
Village Lighting - Hospitality District	-	-	-	-	700,000	-	-
Village Lighting - Pedestrian Lampposts Oak Avenue	-	-	-	600,000	-	-	-
Village Lighting - Pedestrian Lighting at Village Outskirts	-	-	-	-	-	950,000	-
Village Lighting - State Street, Madison, Roosevelt, and Washington	1,103,853	-	-	-	-	-	-
Village Lighting - Train Station Area	500,000	-	150,000	-	-	-	-
Total Project Expenditures	62,168,960	7,897,000	6,410,000	5,087,000	1,030,000	2,100,000	2,370,000
	N/A	\$ 15,634,004	\$ 13,534,558	\$ 12,857,016	\$ 16,331,492	\$ 18,827,921	\$ 65,182,725

GRANTS - FEDERAL							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	(1,058,577)	3,224	3,224	3,224	3,224	3,224
REVENUES							
Grant Revenue		1,911,801	-	-	-	-	-
Total Revenues	N/A	1,911,801	-	-	-	-	-
CAPITAL PROJECTS							
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$ -	-	-	-	-	-	-
Barrio Street Lighting	1,000,000	-	-	-	-	-	-
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	-	-	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	3,000,000	-	-	-	-	-	-
Village and Barrio Traffic Circles	4,000,000	-	-	-	-	-	-
Schools Traffic Safety Program	-	850,000	-	-	-	-	-
Total Project Expenditures	9,440,000	850,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	3,224	3,224	3,224	3,224	3,224	3,224

GRANTS - STATE							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	21,982	21,982	21,982	21,982	21,982	21,982
REVENUES							
Grant Revenue		534,510	-	-	-	-	-
Total Revenues	N/A	534,510	-	-	-	-	-
CAPITAL PROJECTS							
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$ 1,776,000	-	-	-	-	-	-
Carlsbad Boulevard Pedestrian Improvement Project	\$ 591,600	-	-	-	-	-	-
Paseo Del Norte Pedestrian and Bike Improvements	\$ -	534,510	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	5,000,000	-	-	-	-	-	-
Total Project Expenditures	7,367,600	534,510	-	-	-	-	-
ENDING FUND BALANCE	N/A	21,982	21,982	21,982	21,982	21,982	21,982

INFRASTRUCTURE MAINTENANCE & REPLACEMENT							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	77,987,687	62,599,568	44,477,446	38,544,527	37,870,376	33,901,726
REVENUES							
Transfer from General Fund		4,979,226	4,905,878	5,049,081	5,191,849	5,328,350	57,285,820
Total Revenues	N/A	4,979,226	4,905,878	5,049,081	5,191,849	5,328,350	57,285,820
CAPITAL PROJECTS							
Agua Hedionda Creek Maintenance	\$ 293,002	130,000	145,000	155,000	168,000	181,000	2,280,000
Aviara and Hidden Canyon Parks Playground Safety Resurfacing	600,001	-	-	-	-	-	-
Beach Access Repair and Upgrades - Pine Avenue to Tamarack	-	1,900,000	-	-	-	-	-
Bridge Preventative Maintenance Program	-	700,000	900,000	900,000	950,000	950,000	-
Buena Vista Creek Concrete Channel Maintenance at El Camino Real	1,393,001	375,000	100,000	600,000	-	-	-
Calavera Hills Community Center Refurbishment	1,985,001	-	-	-	-	-	-
Carlsbad Village Drive Reconfiguration	-	-	1,500,000	-	-	-	-
City Facility Safety and Parking Lot Lighting Assessment	-	-	-	-	-	-	-
City Hall Complex Refurbishment	-	-	-	-	-	-	-
Citywide Drainage Improvement Program	5,881,501	2,200,000	500,000	750,000	400,000	830,000	6,100,000
Cole Library Security Fencing	170,000	(144,435)	-	-	-	-	-
Coordinated Traffic Signal Program	-	-	-	-	-	-	-
DMP Facility BFB-U (El Camino Real)	850,001	150,000	7,375,000	50,000	60,000	70,000	800,000
Downtown Tile Replacement	-	250,000	-	-	-	-	-
El Camino Real and Agua Hedionda Creek Bridge Railing and Sidewalk	209,999	-	-	-	-	-	-
Faraday Center Refurbishment	3,154,381	-	-	-	-	-	-
Fire Station No. 2 Replacement	-	-	-	-	-	-	-
Fire Station 5 Renovation	-	150,000	2,000,000	-	-	-	-
Fleet Fuel Island Upgrade	4,063,801	400,000	400,000	100,000	-	-	-
Fleet Maintenance Refurbishment	-	3,000,000	-	-	-	-	-
Flower Fields Overlook Sidewalk Replacement	-	250,000	-	-	-	-	-
Harding Center Refurbishment	-	200,000	-	-	-	-	-
Headwall Replacement Program	510,002	300,000	345,000	415,000	485,000	555,000	7,326,000
Hosp Grove Park Improvements	1,562,000	-	-	-	-	-	-
Hosp Grove Park Improvements	120,000	-	-	-	-	-	-
Kelly Drive Channel Repair	1,541,005	2,100,000	-	-	-	-	-
Las Palmas Roof Replacement	500,000	-	-	-	-	-	-
Leo Carrillo Ranch Roof Repairs	1,449,999	(80,000)	-	-	-	-	-
Library Fire Alarm Panel Upgrades	180,000	(39,990)	-	-	-	-	-
Magee Park Building Restoration	-	200,000	-	-	-	-	-
Miscellaneous City Building Improvements	2,014,999	150,000	150,000	150,000	150,000	150,000	1,500,000
Monroe Street Pool Replacement	1,748,766	-	-	-	-	-	-
New Village Arts Building Roof and Exterior Refurbishment	313,626	(8,230)	-	-	-	-	-
Parking Lot Maintenance Program	1,720,001	550,000	160,000	700,000	175,000	850,000	4,860,000
Parks Maintenance Program	-	2,147,000	4,085,000	1,942,000	2,073,000	1,779,000	-
Police and Fire Headquarters Renovation	-	-	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	-	-	-	-	-	-	-
Schulman Auditorium and Cannon Art Gallery	1,650,000	-	-	-	-	-	-
Senior Center Repairs and Roof Replacement	3,158,001	-	-	-	-	-	-
Senior Center Security Fencing	78,000	222,000	-	-	-	-	-
Stagecoach Park Synthetic Turf Replacement	2,200,001	496,000	-	-	-	-	-
Storm Drain Condition Assessment	870,001	270,000	300,000	350,000	400,000	455,000	5,375,000
Storm Drain System Rehab and Repair Program	7,362,363	1,350,000	310,000	330,000	350,000	400,000	4,100,000
Synthetic Turf Replacement - Alga Norte	-	-	2,298,000	-	-	-	-
Synthetic Turf Replacement - Aviara	-	-	1,960,000	-	-	-	-
Synthetic Turf Replacement - Pine	-	-	-	1,955,000	-	-	-
Synthetic Turf Replacement - Poinsettia	-	1,800,000	-	-	-	-	-
Trash Amendment Compliance Program	630,000	1,350,000	500,000	2,585,000	655,000	3,077,000	20,324,000
Total Project Expenditures	46,209,452	20,367,345	23,028,000	10,982,000	5,866,000	9,297,000	52,665,000
ENDING FUND BALANCE	N/A	62,599,568	44,477,446	38,544,527	37,870,376	33,901,726	38,522,546

OTHER							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	823,999	1,147,488	1,147,488	1,147,488	1,147,488	1,047,488
REVENUES							
Other Financing Sources		-	-	-	-	-	-
Total Revenues	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
College Blvd Reach A And Cannon Road Reach 4A	\$ 1,712,999	(323,489)	-	-	-	100,000	324,000
Total Project Expenditures	1,712,999	(323,489)	-	-	-	100,000	324,000
ENDING FUND BALANCE	N/A	1,147,488	1,147,488	1,147,488	1,147,488	1,047,488	723,488

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE (1)	N/A	3,925,392	3,500,392	3,500,392	5,002,704	6,505,016	7,996,520
REVENUES							
Developer Fees		-	-	1,502,312	1,502,312	1,491,504	12,721,016
Total Revenues	N/A	-	-	1,502,312	1,502,312	1,491,504	12,721,016
CAPITAL PROJECTS							
Loan - Park-in-Lieu NE to Public Facility Fee Fund for Park Site Acquisition	\$ -	-	-	-	-	-	4,550,000
Robertson Ranch Park Development	1,037,999	425,000	-	-	-	-	-
Total Project Expenditures	1,037,999	425,000	-	-	-	-	4,550,000
ENDING FUND BALANCE	N/A	3,500,392	3,500,392	5,002,704	6,505,016	7,996,520	16,167,536

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	(36,160)	203,656	3,781,104	5,283,416	6,785,728	8,320,464
REVENUES							
Developer Fees		1,642,816	3,577,448	1,502,312	1,502,312	1,534,736	21,194,488
Total Revenues	N/A	1,642,816	3,577,448	1,502,312	1,502,312	1,534,736	21,194,488
CAPITAL PROJECTS							
City Facility Safety and Parking Lot Lighting Assessment	\$ 200,000	-	-	-	-	-	-
Hosp Grove Park Improvements	1,222,000	1,403,000	-	-	-	-	-
Monroe Street Pool Replacement	3,061,765	-	-	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	2,197,002	-	-	-	-	-	-
Total Project Expenditures	6,680,767	1,403,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	203,656	3,781,104	5,283,416	6,785,728	8,320,464	29,514,952

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	1,517,066	1,830,498	6,716,114	6,716,514	5,232,514	5,232,514
REVENUES							
Developer Fees		313,432	5,425,616	540,400	-	-	205,352
Total Revenues	N/A	313,432	5,425,616	540,400	-	-	205,352
CAPITAL PROJECTS							
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construc	\$ 1,329,989	-	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3B	-	-	540,000	540,000	1,484,000	-	-
Stagecoach Community Park Community Gardens	620,001	-	-	-	-	-	-
Total Project Expenditures	1,949,989	-	540,000	540,000	1,484,000	-	-
ENDING FUND BALANCE	N/A	1,830,498	6,716,114	6,716,514	5,232,514	5,232,514	5,437,866

PARK-IN-LIEU SW							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	2,184,536	3,114,024	3,114,024	3,114,024	3,114,024	4,973,000
REVENUES							
Developer Fees/Loans		929,488	-	-	-	1,858,976	756,560
Total Revenues	N/A	929,488	-	-	-	1,858,976	756,560
CAPITAL PROJECTS							
Aviara Reimbursement Agreement	\$ 238,001	-	-	-	-	-	-
Loan Repay - Park-in-Lieu SW to Public Facility Fee Fund	-	-	-	-	-	-	1,100,000
Total Project Expenditures	238,001	-	-	-	-	-	1,100,000
ENDING FUND BALANCE	N/A	3,114,024	3,114,024	3,114,024	3,114,024	4,973,000	4,629,560

PARK FEE ZONES 5,13,16,17,18							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	5,197,664	5,199,664	3,754,836	3,769,117	3,771,398	3,771,398
REVENUES							
Developer Fees		2,000	55,173	14,281	2,281	-	811,367
Total Revenues	N/A	2,000	55,173	14,281	2,281	-	811,367
CAPITAL PROJECTS							
Business Park Recreational Facility (Partial Funding)	\$ -	-	1,500,000	-	-	-	16,500,000
Total Project Expenditures	-	-	1,500,000	-	-	-	16,500,000
ENDING FUND BALANCE	N/A	5,199,664	3,754,836	3,769,117	3,771,398	3,771,398	(11,917,235)

PLANNED LOCAL DRAINAGE AREA A FEES (PLD A)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	1,046,182	1,046,182	1,046,182	1,046,182	1,046,182	1,046,182
REVENUES							
Developer Fees		-	-	-	-	-	54,606
Total Revenues	N/A	-	-	-	-	-	54,606
CAPITAL PROJECTS							
DMP Facility AAA (Jefferson Street)	\$ -	-	-	-	-	-	290,000
DMP Facility AAAA (Madison Street)	-	-	-	-	-	-	417,000
DMP Facility AC (Highland Drive Drainage Project)	-	-	-	-	-	-	922,000
DMP Facility AFA (Hidden Valley Drainage Restoration and Enhancement Pro	-	-	-	-	-	-	92,000
DMP Facility AFB (Calavera Hills Drainage Restoration and Enhancement Proj	-	-	-	-	-	-	164,000
Drainage Master Plan Update	216,511	-	-	-	-	-	-
Total Project Expenditures	216,511	-	-	-	-	-	1,885,000
ENDING FUND BALANCE	N/A	1,046,182	1,046,182	1,046,182	1,046,182	1,046,182	(784,212)

PLANNED LOCAL DRAINAGE AREA B FEES (PLD B)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	1,684,311	1,842,702	1,989,063	2,264,058	2,539,053	2,814,972
REVENUES							
Developer Fees		158,391	146,361	274,995	274,995	275,919	3,329,005
Total Revenues	N/A	158,391	146,361	274,995	274,995	275,919	3,329,005
CAPITAL PROJECTS							
Agua Hedionda Creek Maintenance	\$ 3,545,245	-	-	-	-	-	-
College Boulevard Extension	-	-	-	-	-	-	-
DMP Facility BB 1 and 2 (Washington Street)	-	-	-	-	-	-	1,087,000
DMP Facility BCB (Magnolia Avenue)	-	-	-	-	-	-	469,000
DMP Facility BFB-L and BFB-1 (Tamarack and El Camino Real Plda "B")	-	-	-	-	-	-	905,000
DMP Facility BFB-U (El Camino Real)	153,490	-	-	-	-	-	-
DMP Facility BL-L (College Boulevard Bridge Reimbursement Plda "B")	-	-	-	-	-	-	1,817,000
DMP Facility BL-U (College Boulevard)	-	-	-	-	-	-	385,000
DMP Facility BM (Cantarini/College Boulevard Box Culvert)	-	-	-	-	-	-	205,000
DMP Facility BQ (Sunny Creek)	-	-	-	-	-	-	132,000
DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)	-	-	-	-	-	-	181,000
Drainage Master Plan Update	583,000	-	-	-	-	-	-
Total Project Expenditures	4,281,735	-	-	-	-	-	5,181,000
ENDING FUND BALANCE	N/A	1,842,702	1,989,063	2,264,058	2,539,053	2,814,972	962,978

PLANNED LOCAL DRAINAGE AREA C FEES (PLD C)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	1,618,729	1,687,384	1,992,292	2,033,456	2,040,030	2,113,889
REVENUES							
Developer Fees		68,655	304,908	41,164	6,574	73,859	1,817,908
Total Revenues	N/A	68,655	304,908	41,164	6,574	73,859	1,817,908
CAPITAL PROJECTS							
DMP Facility C2 (Paseo Del Norte)	\$ -	-	-	-	-	-	728,000
DMP Facility CA (Avenida Encinas)	-	-	-	-	-	-	530,000
Drainage Master Plan Update	246,890	-	-	-	-	-	-
Total Project Expenditures	246,890	-	-	-	-	-	1,258,000
ENDING FUND BALANCE	N/A	1,687,384	1,992,292	2,033,456	2,040,030	2,113,889	2,673,797

PLANNED LOCAL DRAINAGE AREA D FEES (PLD D)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	832,958	853,399	1,211,629	1,246,874	1,246,874	1,297,626
REVENUES							
Developer Fees		20,442	358,230	35,245	-	50,752	1,462,457
Total Revenues	N/A	20,442	358,230	35,245	-	50,752	1,462,457
CAPITAL PROJECTS							
DMP Facility DBA (Poinsettia Village)	\$ -	-	-	-	-	-	168,000
DMP Facility DBB (Avenida Encinas)	-	-	-	-	-	-	430,000
DMP Facility DFA (Batiqitos Lagoon Stormwater Treatment)	-	-	-	-	-	-	257,000
DMP Facility DH (Altive Place Canyon Restoration)	-	-	-	-	-	-	233,000
DMP Facility DQB (La Costa Town Center)	-	-	-	-	-	-	-
DMP Facility DZ (Poinsettia Lane)	-	-	-	-	-	-	-
Drainage Master Plan Update	234,599	-	-	-	-	-	-
Total Project Expenditures	234,599	-	-	-	-	-	1,088,000
ENDING FUND BALANCE	N/A	853,399	1,211,629	1,246,874	1,246,874	1,297,626	1,672,083

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	28,314,628	28,024,418	28,739,118	31,199,778	33,243,617	35,075,004
REVENUES							
Developer Fees		1,959,790	6,214,699	2,460,660	2,043,839	3,231,387	39,489,101
Total Revenues	N/A	1,959,790	6,214,699	2,460,660	2,043,839	3,231,387	39,489,101
CAPITAL PROJECTS							
Cole Library Expansion	\$ -	-	-	-	-	-	-
El Camino Real Medians	-	-	-	-	-	-	-
Kelly Drive and Park Drive Complete Street Improvements	998,001	-	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construc	-	-	-	-	-	-	-
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construc	-	-	-	-	-	-	-
Pickleball Courts	300,000	2,100,000	-	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	-	-	-	-	-	-	-
Pine Avenue Park - Phase II (Community Building)	-	-	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park	2,838,138	-	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park	-	-	-	-	-	-	-
Robertson Ranch Park Development (Partial Funding)	-	-	-	-	-	-	-
South Carlsbad Coastline	-	-	-	-	-	-	3,000,000
State Street Parking Lot Electric Vehicle Charging Stations	-	150,000	-	-	-	-	-
Temporary Fire Station No. 7	-	-	-	-	-	-	-
Terramar Area Coastal Improvements	2,450,001	-	5,500,000	-	-	-	-
Valley and Magnolia Complete Streets	251,000	-	-	-	-	-	-
Village H South Off Leash Dog Area and Trail Segment 5B	682,500	-	-	-	-	1,400,000	-
Total Project Expenditures	7,519,639	2,250,000	5,500,000	-	-	1,400,000	3,000,000
ENDING FUND BALANCE	N/A	28,024,418	28,739,118	31,199,778	33,243,617	35,075,004	71,564,105

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	1,242,547	(138,590)	311,215	(4,277,313)	(5,442,412)	(5,001,940)
REVENUES							
Developer Fees and Miscellaneous		383,313	905,005	414,922	314,901	440,471	5,710,473
Other Agency Contributions (City of Vista)		251,550	306,800	43,550	-	-	-
Total Revenues	N/A	634,863	1,211,805	458,472	314,901	440,471	5,710,473
CAPITAL PROJECTS							
Buena Interceptor Sewer Improvements	\$ 550,000	-	-	-	-	-	-
El Fuerte Lift Station Pump Addition	380,000	45,000	-	-	-	-	-
Faraday and El Camino Real Sewer Replacement - Orion to Palomar Airport R	2,840,001	340,000	-	-	-	-	-
Harding Street Sewer Improvements	-	1,200,000	-	-	-	-	-
Las Palmas Trunk Sewer	301,000	-	290,000	1,480,000	1,480,000	-	-
Loan Repay - Sewer Conn to Sewer Repl	-	-	-	3,500,000	-	-	-
Sewer Line Capacity Improvements	-	-	-	-	-	-	-
Sewer Modeling	199,999	-	-	-	-	-	-
Sewer Monitoring Program (Capacity)	642,000	44,000	-	-	-	-	264,000
Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-VC13)	33,696,172	-	-	-	-	-	-
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	296,001	-	67,000	67,000	-	-	-
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	9,464,834	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC14 To VC15	21,362,391	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC3	130,000	387,000	405,000	-	-	-	-
Total Project Expenditures	69,862,399	2,016,000	762,000	5,047,000	1,480,000	-	264,000
ENDING FUND BALANCE	N/A	(138,590)	311,215	(4,277,313)	(5,442,412)	(5,001,940)	444,532

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	(7,109,097)	(3,036,370)	(12,398,343)	(19,870,355)	(21,402,464)	(22,683,475)
REVENUES							
Transfer from Sewer Operating Fund		20,571,241	8,744,127	8,923,288	9,073,791	9,355,590	112,214,647
Total Revenues	N/A	20,571,241	8,744,127	8,923,288	9,073,791	9,355,590	112,214,647
CAPITAL PROJECTS							
Agua Hedionda Lift Station Biological Monitoring and Maintenance	\$ 224,999	-	-	-	-	-	-
Buena Interceptor Sewer Access Road Improvements	500,000	(400,000)	400,000	-	-	-	-
Buena Interceptor Sewer Improvements	1,208,691	-	3,300,000	3,300,000	-	-	3,965,000
Buena Interceptor Sewer Realignment - East Segment	507,000	1,400,000	1,200,000	1,200,000	-	-	-
Cannon Road Lift Station Improvements	765,000	350,000	-	-	-	-	-
Carlsbad Municipal Water District Building and Site Improvements	-	180,000	60,000	-	-	-	-
Chiniquapin Lift Station Improvements	1,220,000	300,000	-	-	-	-	-
Encina Capital Projects	61,469,098	8,601,300	9,234,100	8,917,300	8,243,900	8,471,600	116,469,800
Foxes Landing Lift Station Wetwell and Pump Replacement	6,392,000	-	-	-	-	-	-
North Batiquitos Access Road Improvement	389,800	(63,800)	-	-	-	-	-
North Batiquitos Lift Station Forcemain Rehabilitation	-	75,000	-	-	-	-	-
Odor and Corrosion Prevention Assessment	320,000	38,000	-	-	-	-	-
Orion Center	299,999	(204,985)	-	-	-	-	-
Poinsettia Lift Station Rehabilitation	650,000	78,000	-	-	-	-	-
SCADA Improvements	4,684,899	-	-	-	-	-	-
Sewer Condition Assessment	1,657,998	-	50,000	-	100,000	-	1,000,000
Sewer Lift Station Repairs and Upgrades	4,535,385	165,000	165,000	165,000	165,000	165,000	1,500,000
Sewer Line Capacity Improvements	1,400,001	620,000	944,000	-	-	-	-
Sewer System Rehabilitation and Replacement	10,626,479	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	27,400,000
Terramar Area Coastal Improvements	-	-	-	-	-	-	-
Vallecitos Interceptor Sewer Cleaning and CCTV	350,000	500,000	-	-	-	-	-
Village and Barrio Traffic Circles	660,001	-	-	-	-	-	-
Villas Sewer Lift Station Replacement	1,329,001	-	-	-	-	-	-
Vista Carlsbad Interceptor - Agua Hedionda LS and Forcemain (VC12-VC13)	-	104,000	75,000	75,000	75,000	-	-
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	86,000	31,000	598,000	598,000	22,000	-	300,000
Vista Carlsbad Interceptor - Reach VC3	-	-	-	-	-	-	-
Vista Carlsbad Interceptor - Rehabilitation (VC1 and VC2)	231,000	-	80,000	140,000	-	-	-
Vista/Carlsbad Interceptor - Point Repair Reaches (VC13 & VC14)	200,000	2,800,000	-	-	-	-	-
Total Project Expenditures	99,782,352	16,498,515	18,106,100	16,395,300	10,605,900	10,636,600	150,634,800
ENDING FUND BALANCE	N/A	(3,036,370)	(12,398,343)	(19,870,355)	(21,402,464)	(22,683,475)	(61,103,628)

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	67,578	1,327,327	1,689,699	3,066,344	4,189,459	6,045,451
REVENUES							
Developer Fees		2,885,562	4,202,373	1,566,645	1,213,115	1,945,992	28,426,477
Total Revenues	N/A	2,885,562	4,202,373	1,566,645	1,213,115	1,945,992	28,426,477
CAPITAL PROJECTS							
Avenida Encinas Coastal Rail Trail and Pedestrian Improvements	\$ 5,347,654	3,000,000	-	-	-	-	-
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	-	-	-	-	-	3,681,000
Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	-	-	-	-	-	-	-
El Camino Real and Cannon Road Intersection Improvements	3,536,000	-	-	-	-	-	-
El Camino Real Right Turn Lane to East Bound Alga Road	-	-	-	-	-	-	438,000
El Camino Real Widening - Arenal Road to La Costa Avenue	7,250,001	-	2,000,000	-	-	-	-
Melrose Drive Right Turn Lane to West Bound Palomar Airport Road	911,002	(728,286)	50,000	100,000	-	-	729,000
Palomar Airport Road and College Boulevard Improvements	1,295,501	(735,901)	-	-	-	-	-
Sidewalk/Street Construction Program	3,300,000	-	-	-	-	-	3,725,000
Terramar Area Coastal Improvements	6,650,004	-	1,700,000	-	-	-	-
Traffic Impact Fee Funds to CFD #1	-	90,000	90,000	90,000	90,000	90,000	900,000
Traffic Impact Fee Update	270,001	-	-	-	-	-	-
Traffic Monitoring Program	1,745,415	-	-	-	-	-	-
Valley and Magnolia Complete Streets	3,536,207	-	-	-	-	-	-
Total Project Expenditures	33,841,785	1,625,813	3,840,000	190,000	90,000	90,000	9,473,000
ENDING FUND BALANCE	N/A	1,327,327	1,689,699	3,066,344	4,189,459	6,045,451	24,998,928

TRANSNET - LOCAL							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	7,252,997	1,041,966	(1,836,497)	(1,693,149)	(1,446,614)	(3,817,508)
REVENUES							
Transportation Taxes		5,849,095	5,926,537	6,008,348	6,171,535	6,324,106	63,806,824
Total Revenues	N/A	5,849,095	5,926,537	6,008,348	6,171,535	6,324,106	63,806,824
CAPITAL PROJECTS							
ADA Improvement Program	\$ 3,330,002	715,000	375,000	715,000	175,000	820,000	4,450,000
Barrio Street Lighting	2,560,000	-	1,030,000	-	-	-	-
Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvements	1,054,003	-	-	-	-	-	-
Carlsbad Boulevard Pedestrian Lighting	1,325,000	(1,254,934)	-	-	-	-	-
Carlsbad Boulevard Realignment - Manzano Drive to Island Way	-	1,000,000	1,000,000	-	-	-	932,000
Carlsbad Village Drive and Grand Avenue Pedestrian and Crossing Improvem	-	-	-	-	-	400,000	-
Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	-	-	-	-	-	-	-
Chestnut Avenue Complete Street Improvements - Valley to Pio Pico	-	-	-	-	-	250,000	-
Chestnut Complete Street I-5 to Railroad Project Study	85,000	(85,000)	-	-	-	250,000	-
Christiansen Way Improvements	-	-	-	-	-	-	-
College Boulevard Extension	1,205,001	(215,619)	-	-	-	-	216,000
Coordinated Traffic Signal Program	2,583,980	-	-	-	-	-	-
Coordinated Traffic Signal Program	1,000,001	-	-	-	-	-	-
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	3,155,000	-	-	-	-	-	-
El Camino Real Widening - Sunny Creek to Jackspar	5,010,000	600,000	-	-	-	-	-
Kelly Drive and Park Drive Complete Street Improvements	4,675,001	-	1,500,000	-	-	-	-
Pavement Management Program	20,336,566	6,600,000	3,950,000	4,200,000	4,800,000	5,400,000	16,500,000
Pavement Management Program	17,296,475	950,000	950,000	950,000	950,000	950,000	9,500,000
South Carlsbad Coastline	2,779,027	(1,074,321)	-	-	-	-	-
State Street and Grand Avenue Road Improvements	-	-	-	-	-	325,000	-
Street Lighting Replacement Program	3,325,002	-	-	-	-	-	-
Terramar Area Coastal Improvements	2,000,000	-	-	-	-	-	-
Valley and Magnolia Complete Streets	1,200,000	3,000,000	-	-	-	-	-
Valley Street Traffic Calming	-	-	-	-	-	300,000	-
Village and Barrio Traffic Circles	1,024,999	1,825,000	-	-	-	-	-
Total Project Expenditures	73,945,057	12,060,125	8,805,000	5,865,000	5,925,000	8,695,000	31,598,000
ENDING FUND BALANCE	N/A	1,041,966	(1,836,497)	(1,693,149)	(1,446,614)	(3,817,508)	28,391,316

WATER CONNECTION - POTABLE							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	26,911,861	36,946,558	35,709,223	36,989,253	36,740,479	38,671,725
REVENUES							
Developer Fees		1,826,697	2,975,665	1,880,029	1,600,226	1,931,246	17,179,087
Total Revenues	N/A	1,826,697	2,975,665	1,880,029	1,600,226	1,931,246	17,179,087
CAPITAL PROJECTS							
College Boulevard - Cannon Road To Badger Lane (375 Zone)	\$ 278,383	-	1,400,000	-	-	-	-
College Boulevard - Cannon Road To Badger Lane (490 Zone)	312,600	-	1,400,000	-	-	-	-
Crestview Drive Transmission Main	-	171,000	551,000	-	-	-	-
Desalinated Water Flow Control Facility No. 5	11,569,601	(10,000,000)	-	-	-	-	-
Hydroelectric Generation at Water Facilities	461,000	39,000	-	-	-	39,000	-
Limited Access Pipeline Relocation Program	-	1,122,000	-	-	-	-	-
Maerle Reservoir Transmission Main	-	-	262,000	-	1,849,000	-	-
Palomar Airport Waterline Realignment	-	-	-	-	-	-	-
Poinsettia Lane - Cassia Road to Skimmer Court (Reimbursement Agreement)	600,000	-	-	-	-	-	-
Pressure Reducing Station Program	-	600,000	600,000	600,000	-	-	-
Rancho Carlsbad Groundwater Supply	200,000	(200,000)	-	-	-	-	1,000,000
San Luis Rey Mission Basin Groundwater Supply	20,000	(20,000)	-	-	-	-	500,000
SCADA Improvements	-	80,000	-	-	-	-	-
Water Modeling	375,000	-	-	-	-	-	-
Water System Rehabilitation and Replacement	-	-	-	-	-	-	-
Total Project Expenditures	13,816,585	(8,208,000)	4,213,000	600,000	1,849,000	-	1,500,000
ENDING FUND BALANCE	N/A	36,946,558	35,709,223	36,989,253	36,740,479	38,671,725	54,350,812

WATER CONNECTION - RECYCLED							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	(14,978,642)	59,182	59,182	59,182	59,182	59,182
REVENUES							
Recycled Water Loans and Grants		15,387,825	-	-	-	-	-
Total Revenues	N/A	15,387,825	-	-	-	-	-
CAPITAL PROJECTS							
Carlsbad Water Recycling Facility Improvements	\$ -	350,000	-	-	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	-	-	-	-	-	-	-
C-Tank Access Road Repair and Electrical Improvements	50,000	-	-	-	-	-	-
Total Project Expenditures	50,000	350,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	59,182	59,182	59,182	59,182	59,182	59,182

WATER REPLACEMENT - POTABLE							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	16,875,418	16,708,987	17,066,580	18,886,056	13,624,018	14,675,451
REVENUES							
Transfer from Water Operating Fund		6,659,237	6,388,592	6,459,476	6,391,962	6,451,433	64,594,191
Total Revenues	N/A	6,659,237	6,388,592	6,459,476	6,391,962	6,451,433	64,594,191
CAPITAL PROJECTS							
Abandon Potable Services (New Recycled Services)	\$ 1,175,827	-	-	-	-	-	-
Carlsbad Boulevard Waterline Replacement at Terramar	4,730,002	-	-	-	-	-	-
Carlsbad Municipal Water District Building and Site Improvements	-	300,000	100,000	-	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	599,943	-	-	-	-	-	-
Cathodic Protection Program	1,986,702	190,000	190,000	190,000	190,000	-	540,000
Crestview Drive Transmission Main	605,000	(605,000)	-	-	-	-	-
El Camino Real Widening - Arenal Road to La Costa Avenue	-	-	-	-	-	-	-
Fire Flow Capacity System Improvements	625,000	-	-	-	-	-	-
Limited Access Pipeline Relocation Program	2,701,000	1,428,000	600,000	-	-	-	-
Maerkle Facility Improvements	3,591,201	200,000	-	-	-	-	-
Maerkle Reservoir Solar Project	-	232,000	-	-	-	-	-
Maerkle Reservoir Transmission Main	195,001	-	278,000	-	2,396,000	-	-
Normally Closed Valve (Install Motorized Valve)	1,966,000	-	-	-	-	-	-
Orion Center	500,000	(321,333)	-	-	-	-	-
Palomar Airport Waterline Realignment	2,333,000	-	-	-	-	-	-
Pressure Reducing Station Program	6,431,037	-	-	-	600,000	600,000	6,000,000
Rancho Carlsbad Groundwater Supply	200,000	(200,000)	-	-	-	-	1,000,000
Recycled Water Phase 3 - Reservoir	180,002	-	-	-	-	-	-
Reservoir Repair and Maintenance Program	7,890,000	-	-	-	-	-	6,680,000
San Luis Rey Mission Basin Groundwater Supply	-	-	-	-	-	-	-
Santa Fe II Inlet Pipeline	529,650	-	-	-	-	350,000	2,020,000
Santa Fe II Reservoir Site Electrical Improvements	-	40,000	-	-	-	-	-
SCADA Improvements	9,545,600	532,000	-	-	-	-	-
Tri-Agency Water Transmission Pipeline Replacement	2,328,973	-	483,000	-	4,018,000	-	5,186,000
Valley and Magnolia Complete Streets	71,000	650,000	-	-	-	-	-
Water Infrastructure Condition Assessment Program	2,600,011	420,000	420,000	450,000	450,000	450,000	4,730,000
Water Loss Monitoring Program	167,088	-	-	-	-	-	-
Water System Rehabilitation and Replacement	16,058,372	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	40,970,000
Water Valve Repair/Replacement Program	8,819,999	960,000	960,000	1,000,000	1,000,000	1,000,000	10,760,000
Total Project Expenditures	76,373,150	6,825,667	6,031,000	4,640,000	11,654,000	5,400,000	77,886,000
ENDING FUND BALANCE	N/A	16,708,987	17,066,580	18,886,056	13,624,018	14,675,451	1,383,642

WATER REPLACEMENT - RECYCLED							
	PRIOR YEARS	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2028-29	YEAR 6-15 2030-39
BEGINNING FUND BALANCE	N/A	13,363,612	10,572,599	9,576,599	10,363,599	11,085,599	11,936,599
REVENUES							
Transfer from Recycled Water Operating Fund		-	-	1,500,000	1,500,000	1,650,000	16,500,000
Total Revenues	N/A	-	-	1,500,000	1,500,000	1,650,000	16,500,000
CAPITAL PROJECTS							
C-Tank Access Road Repair and Electrical Improvements	\$ 250,000	-	-	-	-	-	-
Carlsbad Municipal Water District Building and Site Improvements	-	120,000	40,000	-	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	4,824,711	516,000	431,000	188,000	253,000	274,000	3,290,000
Carlsbad Water Recycling Facility Improvements	-	-	-	-	-	-	-
Carlsbad Water Recycling Facility Irrigation and Landscape	35,000	-	-	-	-	-	-
Carlsbad Water Recycling Facility Roof Replacement	549,025	-	-	-	-	-	-
Cathodic Protection Program	100,000	100,000	-	-	-	-	-
Orion Center	199,999	(192,987)	-	-	-	-	-
Recycled Water Condition Assessment Program	800,001	-	50,000	50,000	50,000	50,000	590,000
Recycled Water Phase 3 - Reservoir	6,852,997	-	-	-	-	-	-
Recycled Water Pipeline Replacement	350,000	350,000	350,000	350,000	350,000	350,000	5,060,000
Recycled Water Valve and Appurtenance Replacement Program	380,000	-	125,000	125,000	125,000	125,000	1,330,000
Transfer to Recycled Water Operating Fund	-	1,500,000	-	-	-	-	-
Reservoir Condition Assessment and Repair Program	200,000	-	-	-	-	-	-
SCADA Improvements	1,996,399	398,000	-	-	-	-	-
Total Project Expenditures	16,538,133	2,791,013	996,000	713,000	778,000	799,000	10,270,000
ENDING FUND BALANCE	N/A	10,572,599	9,576,599	10,363,599	11,085,599	11,936,599	18,166,599



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GLOSSARY OF CAPITAL PROJECT FUNDING SOURCES

BTD#2 – Bridge and Thoroughfare District No. 2 developer fees are paid to partially fund the Poinsettia Lane and Aviara Parkway street construction project.



BTD#3 – Bridge and Thoroughfare District No. 3 developer fees are paid to partially fund Cannon Road improvements.



CDBG – Community Development Block Grants are allocated by the federal government to help develop viable urban communities for low and moderate income households.

CFD #1 – The City of Carlsbad Community Facilities District No. 1 (Mello-Roos) funds civic projects, I-5 interchange projects, and road segments.



Federal Grants – Federal Grants such as the Schools Traffic Safety Program.

Gas Tax – Gas Tax revenues for street projects are received under the Streets & Highways Code of the State of California.

Gas Tax 1B – Gas Tax revenues for street projects specifically for road maintenance and rehabilitation are received under the Streets & Highways Code of the State of California.

General Capital Construction – General Capital Construction funds, created through fund transfers from the city's General Fund, are used to fund various municipal and other capital projects.

Infrastructure Replacement Fund (IRF) – Annual transfers from the General fund pay for major maintenance and replacement of the city's infrastructure.

Other – Sources include revenues related to pending financing districts, property owner contributions, and contributions from other agencies.

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

Planned Local Drainage (PLD) – Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees. PLD fees are segregated by drainage area.

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

Sewer Connection – Development fees include Sewer Connection charges for expansion of sewer lines and facilities.

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

State Grants – State Grants such as Veteran's Memorial Park funding.

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

Traffic Impact Fees (TIF) – Developer Traffic Impact Fees are used for various street construction and improvement projects. I-55

TransNet (BIKE, -HWY, -LOCAL, -STP) – Receipts of County Sales Taxes allocated by the San Diego Regional Transportation Commission finance various bicycle, freeway interchange and local road improvement projects.

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

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

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

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

Zone 5, 13, 16, 17, 18 Park Fee (ZONE 5) – Fees paid by development in Local Facilities Management Zones 5, 13, 16, 17 and 18 to fund a Business Park Recreational Facility in the city's industrial corridor. The City of Carlsbad Capital Improvement Program reflects the city's ongoing commitment

FISCAL YEAR 2024-25 SUPPLEMENTAL BUDGET REQUESTS APPROVED FOR CITY COUNCIL CONSIDERATION

Branch	Department	Fund	Description	Net FY 24-25 Cost	Net Ongoing Cost
Administrative Services	Administrative Services Admin.	General	Increase in TOT Audit Services Contract	\$ 8,160	\$ 8,160
Administrative Services	Finance	General	Increase in bank merchant fees	\$ 46,989	\$ 46,989
Administrative Services	Finance	General	Funding for FY 25 actuarial services	\$ 16,000	\$ 16,000
Administrative Services	Finance	General	Increase in false alarm billing contract	\$ 25,000	\$ 25,000
Administrative Services	Finance	General	Increase in ambulance billing contract	\$ 25,000	\$ 25,000
Administrative Services	Miscellaneous Non-Departmental	General	Catch-up transfer to Fleet Replacement Fund for Police Mobile Command Vehicle	\$ 560,000	\$ 560,000
Community Services	Housing & Homeless Services	General	Increase due to newly received housing grant funds	\$ 200,000	\$ -
Community Services	Housing & Homeless Services	General	Increases in various contract costs	\$ 18,825	\$ 18,825
Community Services	Library & Cultural Arts	General	Additional budget for TGIF concerts. Council approved funding for FY 2024, ongoing budget needed for future years	\$ 155,000	\$ 155,000
Community Services	Library & Cultural Arts	General	Additional part-time hours for TGIF concerts. Council approved funding for FY 2024, ongoing budget needed for future years	\$ 15,000	\$ 15,000
Community Services	Parks & Recreation	General	Increase in amount of Master Sports Contract	\$ 180,000	\$ 180,000
Community Services	Parks & Recreation	General	Increase in costs for pool chemicals	\$ 19,000	\$ 19,000
Community Services	Parks & Recreation	General	Maintenance & operations costs for the Stagecoach Community Park Project	\$ 42,000	\$ 72,000
Community Services	Parks & Recreation	General	Increase to integrated pest management plan contract costs	\$ 40,000	\$ 40,000
Community Services	Parks & Recreation	General	Annual CPI increases in conservation management contract	\$ 50,000	\$ 50,000
Community Services	Parks & Recreation	General	Annual CPI increases in tree maintenance contract	\$ 55,000	\$ 55,000
Community Services	Parks & Recreation	General	Annual CPI increases in maintenance contracts	\$ 380,000	\$ 380,000
Community Services	Parks & Recreation	General	Increase in utilities costs for gas & electricity	\$ 65,000	\$ 65,000
Community Services	Parks & Recreation	General	Increase in utilities costs for water	\$ 28,000	\$ 28,000
Policy & Leadership	City Manager	General	Increase in lobbying contract	\$ 5,000	\$ 5,000
Public Safety	Fire	General	Increase in funding needed to participate in PP-GEMT IGT program	\$ 468,000	\$ 468,000
Public Safety	Fire	General	Surcharge for purchase of new fire engine	\$ 75,400	\$ -
Public Safety	Police	General	Increase in contract costs for San Diego Humane Society	\$ 21,600	\$ 21,600
Public Safety	Police	General	Increase in cost for crossing guard contract	\$ 59,590	\$ 59,590
Public Safety	Police	General	Enhanced security measures at TGIF concerts	\$ 211,500	\$ 211,500
Public Safety	Police	General	Increase in overtime costs for TGIF concert series	\$ 58,500	\$ 58,500
Public Safety	Police	General	Budget for Property & Evidence Intern	\$ 19,200	\$ -
Public Safety	Police	General	Replacement of AED devices in existing vehicles and purchase of new AEDs for new vehicles	\$ 372,766	\$ -
Public Works	Public Works Admin.	General	Contract costs for fire hydrant maintenance at Vallecitos Water District	\$ 30,000	\$ 30,000
Public Works	Public Works Admin.	General	Transfer of personnel costs to enterprise funds for fire hydrant contract management	\$ 5,000	\$ 5,000
GENERAL FUND SUBTOTAL				\$ 3,255,530	\$ 2,058,164
Public Works	Utilities	Enterprise	Reimbursement of work for fire hydrant contract management	\$ 5,000	\$ 5,000
Public Works	Utilities	Enterprise	Funding increase for proactive leak detection	\$ 47,200	\$ -
Public Works	Utilities	Enterprise	Funding for federally-mandated Risk and Resilience Assessment. Conducted every 5 years.	\$ 140,000	\$ -
Public Works	Utilities	Enterprise	Funding for state-mandated Urban Water Management Plan. Conducted every 5 years.	\$ 45,000	\$ -
Public Works	Utilities	Enterprise	Funding for implementation of new meter data management application	\$ 34,000	\$ -
Public Works	Utilities	Enterprise	For SDCWA potable water purchases - fixed charges	\$ 160,000	\$ 160,000
Public Works	Utilities	Enterprise	For SDCWA potable water purchases - commodity variable charges	\$ 2,445,000	\$ 2,445,000
Public Works	Utilities	Enterprise	For SDCWA desalinated water purchases	\$ 600,000	\$ 600,000
Public Works	Utilities	Enterprise	Additional Carlsbad share of Encina Wastewater Authority budget	\$ 124,537	\$ 124,537
ENTERPRISE FUNDS SUBTOTAL				\$ 3,600,737	\$ 3,334,537
Administrative Services	Human Resources	Internal Service	Increase in excess insurance costs in Workers' Compensation Fund	\$ 145,000	\$ 145,000
Administrative Services	Human Resources	Internal Service	Increase in contract costs for Third Party Administrator in Workers' Compensation Fund	\$ 7,000	\$ 7,000
Administrative Services	Human Resources	Internal Service	Increase in Workers' Compensation claims	\$ 1,249,000	\$ 1,249,000
Administrative Services	Human Resources	Internal Service	Increase in contract costs for insurance compliance vendor and transfer of drug testing to Risk Management Fund	\$ 18,500	\$ 18,500
Administrative Services	Human Resources	Internal Service	Increase in liability and property insurance costs in the Risk Management Fund	\$ 175,000	\$ -
Administrative Services	Human Resources	Internal Service	Temporary increase in legal fees due to subsidence claims in Risk Management Fund	\$ 920,000	\$ -
Administrative Services	Human Resources	Internal Service	Temporary increase in claims in recent years in Risk Management Fund	\$ 194,740	\$ 194,740
Administrative Services	Information Technology	Internal Service	Items approved by City Council action during FY 2023-24 requiring ongoing funding	\$ 215,000	\$ 215,000
Administrative Services	Information Technology	Internal Service	Increases in contract costs for operational needs, net of \$211,651 in budget reductions	\$ 322,156	\$ 322,156
Public Works	Fleet & Facilities	Internal Service	Increase in fuel costs	\$ 4,846,396	\$ 2,326,396
INTERNAL SERVICES FUNDS SUBTOTAL				\$ 2,069,374	\$ 2,069,374
Community Services	Housing & Homeless Services	Special Revenue	Increase in HUD Rental Assistance; will be 100% offset by revenue	\$ 2,069,374	\$ -
SPECIAL REVENUE FUNDS SUBTOTAL				\$ 2,069,374	\$ 2,069,374
GRAND TOTALS				\$ 13,772,037.00	\$ 9,788,471.00



Proposed Master Fee Schedule FY 2024-25

All Fees Within, except Trash Collection Rates and Park Land In-Lieu Fees, Effective Sept. 1, 2024

Trash Collection Rates and Park Land In-Lieu Fees
Effective July 1, 2024

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Section 1

General City Service Fees, Deposits, Rates, Penalties and Fines

	Fee Name	Fee Type	Notes	Fee/Deposit
Miscellaneous Fees				
	Administrative Fee for 1915 Act Bond Call - 1% of principal being repaid (All Assessment Districts using 1915 Act Bonds)	each	[1]	\$50 min/\$500 max
	Business License - additional CA fee	each	[4],[6]	\$ 1.00
	Business License - master list of active business licenses	each	[2]	\$ 39.00
	Business License - monthly list of new licenses	each	[2]	\$ 7.00
	Cable Channel Administration Fee	per hour	[3]	\$ 115.00
	Electric Vehicle Charging Fee	per kWh	[1]	\$ 0.35
	GIS - digital data delivery, production of new documents, reproduction of existing documents, and technical services	per hour	[1]	Actual Cost
	Hearing Disposition Services for Parking Citations - Personal Hearings	each	[1]	Actual Cost
	Hearing Disposition Services for Parking Citations - Written Review	each	[1]	Actual Cost
	City Publications	each	[1]	Copy Charge
	Community Facilities District Annexation - City Labor (Plus actual consultants costs)	each	[2]	\$ 1,920.00
	Sign Collection and Pickup Fee (plus \$5 fee per sign)	each	[1]	\$ 26.00
Returned Check Fee				
	First Returned Check	each	[5]	\$ 25.00
	Each Additional Check	each	[5]	\$ 35.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.
- [3] Set per 2021 - Cost of Service Study and Fee Schedule Update.
- [4] Set per CA Government Code 4467
- [5] Set per CA Civil Code 1719
- [6] Business license tax, set per Carlsbad Municipal Code 5.08.010, is separate from these fees.

	Fee Name	Fee Type	Notes	Fee/Deposit
Deposits and Securities				
	The city may require a security be provided to ensure work related to a project is completed in accordance with the Carlsbad Municipal Code and development agreements executed with the city. This information is to help understand the standard structure of how these deposits and securities are calculated. The security amounts are calculated using final city-approved cost estimates, not initial or draft estimates during plan check.			
	Grading and Erosion Control			
	Grading Security (with approved plans)	deposit	[1],[2]	Based on Grading Cost Estimate
	Grading Cash Deposit	deposit	[1],[2]	Up to 10% of total grading security
	Development/Subdivision Improvements			
	Faithful Performance Security	deposit	[1],[2]	Based on Improvement Cost Estimate
	Labor and Materials Security	deposit	[1],[2]	50% of Faithful Performance Security
	Monumentation Security	deposit	[1],[2]	Based on Total Cost of Monumentation

[Notes]

- [1] Set per City policy
- [2] Per CA Government Code 53079, 1% shall be deducted from any interest due.

	Fee Name	Fee Type	Notes	Fee/Deposit
Special Events Fees				
	Full details on how to apply for a Special Event Application can be referenced in the Special Event Reference Handbook available on the City of Carlsbad website. The below fees are listed for reference only and may not be representative of the entirety of a Special Event Application cost. A valid, unexpired City of Carlsbad Business License is required for all special event applicants. Carlsbad Municipal Code Section 8.17.070 CMC requires an applicant to pay a non-refundable fee to allow third party vendors to participate under the applicant's business License.			
	Special Event Application - Minor - 2 or less intersections (fee + services rendered)	each	[1],[3]	\$ 158.00
	Special Event Application - Major - 3 or more intersections (fee + services rendered)	each	[1],[2]	\$ 474.00
	Special Event Application - Third party Vendor Fee	per day	[1],[2]	\$ 106.00
	Special Event City Services - Staff Time	per hour	[1]	Actual Cost
Safety Training Center Facility Fees				
	One Shooting Range	full day	[1]	\$ 1,395.00
	One Shooting Range	1/2 day	[1]	\$ 698.00
	Two Shooting Ranges	full day	[1]	\$ 1,567.00
	Two Shooting Ranges	1/2 day	[1]	\$ 819.00
	Classroom	full day	[1]	\$ 662.00
	Classroom	1/2 day	[1]	\$ 379.00
	Confined Space Prop	full day	[1]	\$ 733.00
	Confined Space Prop	1/2 day	[1]	\$ 366.00
	Grinder	full day	[1]	\$ 525.00
	Grinder	1/2 day	[1]	\$ 306.00
	Grinder/Commercial Prop	full day	[1]	\$ 759.00
	Grinder/Commercial Prop	1/2 day	[1]	\$ 379.00
	Grinder/Residential Prop	full day	[1]	\$ 759.00
	Grinder/Residential Prop	1/2 day	[1]	\$ 379.00
	PriSim (Training Simulator)	full day	[1]	\$ 552.00
	PriSim (Training Simulator)	1/2 day	[1]	\$ 276.00
	Pump Draft Pit	full day	[1]	\$ 442.00
	Pump Draft Pit	1/2 day	[1]	\$ 221.00
	Streetscape	full day	[1]	\$ 185.00
	Streetscape	1/2 day	[1]	\$ 135.00
	Shooting Range - Hourly	hourly	[1]	\$ 141.00

[Notes]

- [1] Set per City policy
- [2] Carlsbad Municipal Code 8.17 defines and outlines Special Events which may require a permitting.
- [3] Fee charged as determined by staff

	Fee Name	Fee Type	Notes	Fee/Deposit
Ambulance Fees				
	Assessment/Non-Transport with medication given. No charge for assessment if no medication given and non-transport.	per	[1]	\$ 472.00
	Advanced Life Support 1 - plus Level I or Level II supplies and medications	per	[1]	\$ 2,668.00
	Advanced Life Support 2 - plus Level II supplies and medications	per	[1]	\$ 2,668.00
	Basic Life Support	per	[1]	\$ 2,668.00
	Mileage Charge	mile	[1]	\$ 42.00
	Oxygen Charge	per	[1]	\$ 124.00
Street Light Energizing Fees				
	40 watts	each	[2]	\$ 88.00
	45 watts	each	[2]	\$ 96.00
	70 watts	each	[2]	\$ 133.00
	85 watts	each	[2]	\$ 156.00
	100 watts	each	[2]	\$ 179.00
	120 watts	each	[2]	\$ 209.00
	150 watts	each	[2]	\$ 254.00
	200 watts	each	[2]	\$ 330.00
	250 watts	each	[2]	\$ 405.00

[Notes]

- [1] Set per City policy
- [2] Street Light Energizing Fees are the cost for energizing each street light for eighteen months, and include a \$30.00 charge per light for connecting the light to an SDG&E service point.

	Fee Name	Fee Type	Notes	Fee/Deposit
City Clerk Fees				
	Appeals to City Council	each	[2],[8]	\$ 126.00
	Candidate Filing Fee	each	[3]	\$ 25.00
	Notice of Intention to Circulate Initiative Petition	each	[4]	\$ 200.00
Subpoena Fees				
	Deposition Subpoena	per day	[5]	\$ 275.00
	Records Subpoena - research	per hour	[6]	\$ 15.00
Copy Fees				
	Copies & Printing - Black & White	each	[1]	\$ 0.10
	Copies & Printing - Color	each	[1]	\$ 0.10
	CD Copy	each	[1]	Actual Cost
	DVD Copy	each	[1]	Actual Cost
	USB Drive Copy	each	[1]	Actual Cost
FPPC Fees				
	Campaign Statements	per page	[7]	\$ 0.10
	Conflict of Interest Statement	per page	[7]	\$ 0.10
	Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.	per hour	[2]	\$ 137.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.
- [3] Set per City of Carlsbad Municipal Code 1.12.010
- [4] Set per CA Elections Code 9202
- [5] Set per CA Government Code 68096.1(b)
- [6] Set per CA Evidence Code 1563(b)(1)
- [7] Set per CA Government Code 81008
- [8] Additional department processing fees may apply.

	Fee Name	Fee Type	Notes	Fee/Deposit
Library Fees				
	Account Collection Fee	per item	[1]	\$ 10.00
	Hold Request Non-Pickup Fee	per item	[2]	\$ 1.00
	Borrowing - Audio/Visual Equipment, per item	per day	[1]	\$ 5.00
	Card Replacement	per card	[2]	\$ 2.00
	Carlsbad History Collection Photo Fee	per request	[1]	Actual Cost
	Interlibrary Loan	per request	[2]	\$ 6.00
	Lost/Damaged Item Processing fee	per item	[2]	\$ 6.00
	Lost/Damaged Item	per item	[1]	List Price
	Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.	per hour	[2]	\$ 12.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update

	Fee Name	Fee Type	Notes	Fee/Deposit
Fire Extinguishing and Alarm Systems				
New Sprinkler System				
	ESFR Fire Sprinkler System (Initial System)	each	[2]	\$ 1,117.00
	Each Additional System	each	[2]	\$ 309.00
	Per Additional Inspection	each	[2]	\$ 133.00
	ESFR Fire Sprinkler System with In-Rack Sprinklers	each	[2]	\$ 1,292.00
	Each Additional System	each	[2]	\$ 309.00
	Per Additional Inspection	each	[2]	\$ 133.00
	Fire Pump (First Pump)	each	[2]	\$ 1,028.00
	Each Additional Pump	each	[2]	\$ 352.00
	NFPA 13 System < 100 Heads	each	[2]	\$ 807.00
	Per Additional Inspection	each	[2]	\$ 133.00
	Per Additional Plan Type	each	[2]	\$ 176.00
	NFPA 13 System > 100 Heads (Includes One Riser)	each	[2]	\$ 1,117.00
	Each Additional Riser	each	[2]	\$ 309.00
	Per Additional Inspection	each	[2]	\$ 133.00
	Per Additional Plan Type	each	[2]	\$ 176.00
	NFPA 13R System 3-16 units (Per Building)	each	[2]	\$ 1,117.00
	Per Additional Inspection (Per Building)	each	[2]	\$ 176.00
	Per Additional Plan Type	each	[2]	\$ 176.00
	NFPA 13D Single Family System (Plan Review Per Initial or Single Plan Type)	each	[2]	\$ 320.00
	Per Additional Plan Type	each	[2]	\$ 176.00
	NFPA 13D Single Family System (Inspection Per Building)	each	[2]	\$ 162.00
	Underground Piping with up to 4 Hydrants/Risers	each	[2]	\$ 982.00
	Underground Piping with 5 or more Hydrants/Risers	each	[2],[3]	\$ 1,295.00
Tenant Improvement Sprinkler System				
	NFPA 13 or 13R System 6 Heads or Less	each	[2]	\$ 162.00
	NFPA 13 or 13R System 7 - 100 heads	each	[2]	\$ 718.00
	Per Additional Inspection	each	[2]	\$ 176.00
	Per Additional Plan Type	each	[2]	\$ 176.00
	NFPA 13 or 13R System > 100 Heads	each	[2]	\$ 850.00
	Per Additional Inspection	each	[2]	\$ 176.00
	Per Additional Plan Type	each	[2]	\$ 176.00
Other Extinguishing Systems				
	Gas Systems (Med Gas, Industrial Gas, LPG)	each	[2]	\$ 541.00
	Hood & Duct Extinguishing System	each	[2]	\$ 541.00
	Each Additional System	each	[2]	\$ 264.00
	Pre-Action System with Alarm	each	[2]	\$ 718.00
	Refrigeration Systems < 500 lbs.	each	[2]	\$ 939.00
	Refrigeration Systems > 500 lbs.	each	[2]	\$ 1,601.00
	Special Equipment (Ovens, Dust, Battery)	each	[2]	\$ 541.00
	Special Extinguishing System	each	[2]	\$ 762.00
	Spray Booths	each	[2]	\$ 541.00
Alarm Systems				
	New Alarm System	each	[2]	\$ 1,646.00
	Per Additional Inspection	each	[2]	\$ 176.00
	Per Additional Plan Type	each	[2]	\$ 176.00
	Sprinkler Monitoring	each	[2]	\$ 498.00
	Per Additional Inspection	each	[2]	\$ 176.00
	Per Additional Plan Type	each	[2]	\$ 176.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Tenant Improvement Fire Alarm System	each	[2]	\$ 807.00
	Per Additional Inspection	each	[2]	\$ 176.00
	Per Additional Plan Type	each	[2]	\$ 176.00
Development Applications, Plan Review and Inspection				
Building Construction Plan (Architectural Review)				
	A-1 Occupancies - New	each	[2]	\$ 1,545.00
	A-1 Occupancies - Tenant Improvements	each	[2]	\$ 1,182.00
	A-2 & A-3 Occupancies - New	each	[2]	\$ 1,060.00
	A-2 & A-3 Occupancies - Tenant Improvements	each	[2]	\$ 817.00
	A-4 & A-5 Occupancies - New	each	[2]	\$ 1,545.00
	A-4 & A-5 Occupancies - Tenant Improvements	each	[2]	\$ 1,182.00
	E Occupancies - New	each	[2]	\$ 1,545.00
	E Occupancies - Tenant Improvements	each	[2]	\$ 1,182.00
	E Occupancies (Daycare Only)	each	[2]	\$ 618.00
	F Occupancies - New	each	[2]	\$ 1,060.00
	F Occupancies - Tenant Improvements	each	[2]	\$ 817.00
	H Occupancies (Not Including Chem Class) - New	each	[2]	\$ 1,060.00
	H Occupancies (Not Including Chem Class) - Tenant Improvements	each	[2]	\$ 817.00
	I Occupancies - New	each	[2]	\$ 1,060.00
	I Occupancies - Tenant Improvements	each	[2]	\$ 817.00
	L Occupancies - New	each	[2]	\$ 618.00
	L Occupancies - Tenant Improvements	each	[2]	\$ 487.00
	R-1 & R-2 Occupancies <50 Units New	flat	[2]	\$ 1,545.00
	R-1 & R-2 Occupancies ≥50 Units New	flat	[2]	\$ 1,910.00
	R-3 Townhomes New	each	[2]	\$ 1,060.00
	R Occupancies All - Tenant Improvements	each	[2]	\$ 817.00
	S Occupancies < 50,000 sq. ft. New	flat	[2]	\$ 618.00
	S Occupancies < 50,000 sq. ft. - Tenant Improvements	flat	[2]	\$ 487.00
	S Occupancies ≥ 50,000 sq. ft. New	flat	[2]	\$ 1,149.00
	S Occupancies ≥ 50,000 sq. ft. - Tenant Improvements	flat	[2]	\$ 882.00
Plan Review and Inspection				
	Hazardous Materials Storage			
	Chem Class <10 Chemicals	flat	[2]	\$ 630.00
	Chem Class 10- 25 Chemicals	flat	[2]	\$ 982.00
	Chem Class 26 - 100 Chemicals	flat	[2]	\$ 1,425.00
	Chem Class >100 Chemicals	flat	[2]	\$ 1,867.00
	Fire Department Access & Fire Lanes	flat	[2]	\$ 320.00
	High Piled Storage	flat	[2]	\$ 982.00
	High Rise Structure Greater Than 55 feet			\$ 441.00
	Per Additional Floor	flat	[2]	\$ 352.00
	Storage Tanks			
	Aboveground Storage Tanks (First Tank)	each	[2]	\$ 939.00
	Underground Storage Tanks (First Tank)	each	[2]	\$ 850.00
	Each Additional Tank	each	[2]	\$ 133.00
	Vegetation Fuel Modification			
	Custom Home	flat	[2]	\$ 630.00
	Tract <75 Homes	flat	[2]	\$ 1,161.00
	Tract ≥75 Homes	flat	[2]	\$ 1,690.00
	Smoke Control - Rationale Analysis & Plan Review			\$ 1,779.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Other Fire Fees			
	Aerial Fireworks Display			
	Major	each	[2]	\$ 1,678.00
	Minor	each	[2]	\$ 971.00
	Plan Review			
	Processing Fee	each	[2]	\$ 30.00
	Per Hour - Overtime	hourly	[2]	\$ 191.00
	Per Hour - Regular Office Hours	hourly	[2]	\$ 176.00
	Hourly Services for: Alternate Methods and Materials Review, Time and Materials Review, Project Meetings, etc.			
	First Hour	each	[2]	\$ 207.00
	Each Additional Hour	hourly	[2]	\$ 176.00
	Plan Resubmittal (3rd and Subsequent Submittal, Per Hour)	hourly	[2]	\$ 176.00
	Reinspection (Per Inspection)	each	[2]	\$ 250.00
	Tent Permit (Not associated with special events)			
	Single Tent	each	[2]	\$ 264.00
	2-5 Tents	flat	[2]	\$ 529.00
	6 or More Tents	flat	[2]	\$ 708.00
	Weed Abatement Administrative Fee			\$ 352.00
	Fire Nuisance Alarm - 1st Response in 12 Month Period	each	[1]	\$ -
	Fire Nuisance Alarm - 2nd Response in 12 Month Period	each	[1]	\$ 105.00
	Fire Nuisance Alarm - 3rd Response in 12 Month Period	each	[1]	\$ 210.00
	Fire Nuisance Alarm - Each Additional Response Thereafter	each	[1]	\$ 412.00
	Fire Nuisance Alarm - Each Billing	each	[1]	\$ 14.00
	Special Events Application Processing	flat	[2],[6]	\$ 176.00
	Special Events - Fire Prevention/Operations Support Prior To/During Event	each	[2],[6]	Actual Cost
	Fire & Life Safety Inspections and Fire Code Permits			
	Fire Inspections for the following Occupancies:			
	Care Facility for More than 6 Ambulatory & Non-Ambulatory Clients	each	[2],[4]	\$ 191.00
	Hospitals, Nursing Homes, Mental Hospitals, Detoxification and Surgery Centers	each	[2],[4]	\$ 368.00
	Commercial Care Facility (i.e. Child, Drug & Alcohol, Juvenile, Etc.)	each	[2],[4]	\$ 191.00
	Pre-Inspection Residential Care Facility (i.e. Single Family Residences)	each	[2],[4]	\$ 191.00
	High Rise Facility > 75 ft. (Per Floor of Building)	each	[2],[4]	\$ 191.00
	State Mandated School Inspection - Public or Private School		[2],[4]	
	Pre-School	each	[2],[4]	\$ 441.00
	Elementary/Middle School	each	[2],[4]	\$ 708.00
	High School	each	[2],[4]	\$ 1,060.00
	State Mandated Hotel and Motel Inspection			
	1-5 Buildings Per Property	flat	[2],[4]	\$ 618.00
	6-10 Buildings Per Property	flat	[2],[4]	\$ 1,060.00
	11 or More Buildings Per Property	flat	[2],[4]	\$ 1,324.00
	State Mandated Apartment Inspection			
	3-10 Units Per Building	flat	[2],[4]	\$ 221.00
	11-40 Units Per Building	flat	[2],[4]	\$ 264.00
	Greater than 40 Units Per Building	flat	[2],[4]	\$ 353.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Fire Code Permits - Initial Permit			
	Tier 1	each	[2],[5]	\$ 191.00
	Tier 2	each	[2],[5]	\$ 368.00
	Tier 3	each	[2],[5]	\$ 544.00
	Fire Code Permits - Annual Renewal Permit			
	Tier 1	each	[2],[5]	\$ 103.00
	Tier 2	each	[2],[5]	\$ 191.00
	Tier 3	each	[2],[5]	\$ 280.00
	Assembly			
	< 300 people	flat	[2]	\$ 191.00
	> 300 people	flat	[2]	\$ 368.00
	All Other Occupancies Annual Inspections			
	Tier 1 - 5,000 sq. ft. or Less	flat	[2]	\$ 147.00
	Tier 2 - 5,001 to 20,000 sq. ft.	flat	[2]	\$ 234.00
	Tier 3 - 20,001 and Greater	flat	[2]	\$ 368.00
	Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.	per hour	[2]	\$ 176.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.
- [3] Additional Reinspection fees shall apply for phased inspection projects at the discretion of the Fire Marshall
- [4] All annual inspection fees shall include time for the initial inspection and 1 reinspection. All subsequent reinspection shall be charged an additional rate per inspection.
- [5] Tier 1 – Candles – Open Flame; Cryogenics; Dry Cleaning; Liquefied Petroleum Gas (LPG); Motor Vehicle Fuel Dispensing; Industrial Ovens; Hot Works; Welding

Tier 2 – Aerosol; Aviation Facility; Waste Handling; Carnival/Fair; Combustible Materials Storage; Compressed Gas; Dust Producing Operations; Flammable Liquids – Storage; Combustible Liquids – Storage; Flammable/Combustible Liquids – Tanks; Flammable/Combustible Liquids – AST/UST Removal; Fruit Ripening; Hazardous Materials; Magnesium Work; Repair Garage; Tire Storage; Explosives-Model Rockets

Tier 3 – Aircraft Refueling; Explosives – Blasting & Fireworks; High Piled Combustible Storage (HPS); Lumber Yards & Woodworking Plants; Refrigeration Equipment; Spraying or Dipping Operations

Package Permits – All permits associated in the following activities are included in the Tier priced above: Dry Cleaning; Motor Vehicle Fuel Dispensing; Repair Garage; Welding
- [6] Additional fees for Standby of fire personnel and equipment during event will apply.

	Fee Name	Fee Type	Notes	Fee/Deposit
Police Fees				
	Audio/Photos on USB	each	[2]	\$ 44.00
	Burglary Alarm Registration Fee	each	[2]	\$ 29.00
	False Alarm Response - Second Occurrence	each	[2]	\$ 39.00
	False Alarm Response - Additional Occurrence	each	[2]	\$ 73.00
	Excess False Alarm Panic Response - Robbery	each	[3]	\$ 100.00
	Excess False Alarm Panic Response - Burglary	each	[3]	\$ 100.00
	Copy Investigation Record	each	[2]	\$ 60.00
	Dispatch Records Searches	per query	[2]	\$ 24.00
	Entertainment License	each	[2]	\$ 308.00
	Fingerprinting processing Fee	each	[2],[5]	\$ 27.00
	Fix-It Ticket - moving violation	each	[2],[6]	\$ 21.00
	Fix-It Ticket - parking/registration violation	each	[2],[6]	\$ 13.00
	Handicap Placard Violation Waiver Processing Fee	each	[2],[7]	\$ 29.00
	Photograph Copy - Subpoena or Records requests that require retrieval in QueTel evidence program.	each	[2]	\$ 21.00
	Police/Fire - Emergency Response DUI Traffic Collision (max \$12,000 per incident)	each	[1]	Actual Cost
	Production of body worn camera videos. Staff time per hour of production and redaction of videos.	each	[1]	Actual Cost
	Report Copy Fee (Free to Victim)	each	[2]	\$ 13.00
	Rental of Conference rooms to Safety Personnel	each	[2]	\$ 230.00
	Storage/Impounded Vehicle Administrative Charge	each	[2]	\$ 159.00
	Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.	per hour	[2]	\$ 88.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.
- [3] Set per City of Carlsbad Municipal Code 8.50.080 [E]
- [4] Set per City of Carlsbad Municipal Code 5.16.070
- [5] Plus actual cost from processing agency
- [6] Requires proof of correction
- [7] Waived with proof of correction

	Fee Name	Fee Type	Notes	Fee/Deposit
Administrative Citation Penalties				
	1st Violation of a City Ordinance	each	[2]	\$ 100.00
	2nd Violation of a City Ordinance	each	[2]	\$ 200.00
	3rd Violation of a City Ordinance	each	[2]	\$ 500.00
	Subsequent violation of same ordinance within one year	each	[2]	\$ 500.00
Vehicle, Traffic, and Parking Civil Penalties				
	CA Vehicle Code Parking Violation, if not specified by separate fee amount (rounded)	each	[3]	\$ 48.00
	CA VC 22500(i) Bus Zone	each	[3]	\$ 263.00
	CA VC 22500(l) Curb Cut/Disabled Access	each	[3]	\$ 343.00
	CA VC 22507.8 (a)-(c) Disabled Parking Space/Access Area/Loading Area	each	[3]	\$ 343.00
	CA VC 22522 Sidewalk Access Ramp (3 ft. away)	each	[3]	\$ 343.00
	CA VC 22526 (a)(b) Block Intersection/Gridlock	each	[3]	\$ 63.00
	CA Vehicle Code Violation for Equipment, if not specified by separate fee amount (rounded)	each	[3]	\$ 38.00
	CA VC 4000(a) Expired Registration	each	[3]	\$ 63.00
	CA VC 26100C Tinted Covers on Headlights	each	[3]	\$ 48.00
	CA VC 28071 Passenger Car Bumpers Required	each	[3]	\$ 88.00
	Carlsbad Municipal Code Parking Violations, if violation not established by the CA Vehicle Code Parking Violation or CA Vehicle Code Equipment Violation.	each	[1]	\$ 50.00

[Notes]

- [1] Set per City policy
- [2] Set per City of Carlsbad Resolution 2001-167 and limit set per CA Government Code Section 36900 [B]
- [3] Set per City Policy to the San Diego County Sheriff's Department Parking Fee Violation Table.

	Fee Name	Fee Type	Notes	Fee/Deposit
Trash Collection Rates (Stormwater fee included)				
Residential Services				
	3-Cart (64 or 96 gallon cart)		[1]	\$ 30.67
	3-Cart Low Generator (35 gallon cart)		[1]	\$ 27.96
	Back Yard Service Fee (added to curbside rate)		[1]	\$ 38.60
	Additional Solid Waste Cart		[1]	\$ 3.34
	Additional Recycled Materials Cart (4+)		[1]	\$ 3.34
	Additional Organics Cart (4+)		[1]	\$ 3.34
Commercial Services				
Commercial Solid Waste - 64 or 96 Gallon Cart				
	One pick-up per week		[1]	\$ 30.59
	Two pick-ups per week		[1]	\$ 61.19
	Three pick-ups per week		[1]	\$ 91.78
	Four pick-ups per week		[1]	\$ 118.52
	Five pick-ups per week		[1]	\$ 145.37
	Six pick-ups per week		[1]	\$ 172.20
	Extra pick-up per week		[1]	\$ 14.41
Commercial 96 Gallon Cart - Recycling and Organics Included				
	One pick-up per week		[1]	\$ 64.16
	Two pick-ups per week		[1]	\$ 113.41
	Three pick-ups per week		[1]	\$ 162.60
	Four pick-up per week		[1]	\$ 209.98
	Five pick-ups per week		[1]	\$ 257.56
	Six pick-ups per week		[1]	\$ 305.10
	Multi-Family: Set of Solid Waste, Recycling, and Organics (per unit)		[1]	\$ 13.98
Commercial Solid Waste Yard Bins				
	1-yard bin - one pick-up per week		[1]	\$ 80.61
	1-yard bin - two pick-ups per week		[1]	\$ 136.92
	1-yard bin - three pick-ups per week		[1]	\$ 193.44
	1-yard bin - four pick-ups per week		[1]	\$ 249.78
	1-yard bin - five pick-ups per week		[1]	\$ 306.40
	1-yard bin - six pick-ups per week		[1]	\$ 362.95
	1-yard bin - extra pick-up		[1]	\$ 38.77
	2-yard bin - one pick-up per week		[1]	\$ 109.50
	2-yard bin - two pick-ups per week		[1]	\$ 192.71
	2-yard bin - three pick-ups per week		[1]	\$ 275.96
	2-yard bin - four pick-ups per week		[1]	\$ 359.06
	2-yard bin - five pick-ups per week		[1]	\$ 442.34
	2-yard bin - six pick-ups per week		[1]	\$ 525.57
	2-yard bin - extra pick-up		[1]	\$ 52.66
	3-yard bin - one pick-up per week		[1]	\$ 148.75
	3-yard bin - two pick-ups per week		[1]	\$ 271.23
	3-yard bin - three pick-ups per week		[1]	\$ 393.68

	Fee Name	Fee Type	Notes	Fee/Deposit
	3-yard bin - four pick-ups per week		[1]	\$ 525.57
	3-yard bin - five pick-ups per week		[1]	\$ 638.59
	3-yard bin - six pick-ups per week		[1]	\$ 761.08
	3-yard bin - extra pick-up		[1]	\$ 70.68
	4-yard bin - one pick-up per week		[1]	\$ 198.38
	4-yard bin - two pick-ups per week		[1]	\$ 370.45
	4-yard bin - three pick-ups per week		[1]	\$ 542.59
	4-yard bin - four pick-ups per week		[1]	\$ 714.67
	4-yard bin - five pick-ups per week		[1]	\$ 886.76
	4-yard bin - six pick-ups per week		[1]	\$ 1,058.86
	4-yard bin - extra pick-up		[1]	\$ 84.56
	5-yard bin - one pick-up per week		[1]	\$ 248.02
	5-yard bin - two pick-ups per week		[1]	\$ 469.78
	5-yard bin - three pick-ups per week		[1]	\$ 691.49
	5-yard bin - four pick-ups per week		[1]	\$ 886.76
	5-yard bin - five pick-ups per week		[1]	\$ 1,134.97
	5-yard bin - six pick-ups per week		[1]	\$ 1,356.73
	5-yard bin - extra pick-up		[1]	\$ 98.41
	6-yard bin - one pick-up per week		[1]	\$ 271.23
	6-yard bin - two pick-ups per week		[1]	\$ 525.57
	6-yard bin - three pick-ups per week		[1]	\$ 761.08
	6-yard bin - four pick-ups per week		[1]	\$ 1,058.86
	6-yard bin - five pick-ups per week		[1]	\$ 1,356.73
	6-yard bin - six pick-ups per week		[1]	\$ 1,738.39
	6-yard bin - extra pick-up		[1]	\$ 123.03
	Commercial Split Bins (includes 2 locks)		[1]	
	One pick-up per week		[1]	\$ 120.13
	Two pick-ups per week		[1]	\$ 219.25
	Three pick-ups per week		[1]	\$ 318.35
	Four pick-ups per week		[1]	\$ 417.45
	Five pick-ups per week		[1]	\$ 516.55
	Six pick-ups per week		[1]	\$ 615.67
	Commercial Bin Compactor - Solid Waste			
	3-yard bin - one pick-up per week		[1]	\$ 208.52
	3-yard bin - two pick-ups per week		[1]	\$ 390.48
	3-yard bin - three pick-ups per week		[1]	\$ 572.44
	3-yard bin - four pick-ups per week		[1]	\$ 754.38
	3-yard bin - five pick-ups per week		[1]	\$ 936.35
	3-yard bin - six pick-ups per week		[1]	\$ 1,118.35
	3-yard bin - extra pick-up		[1]	\$ 84.80
	4-yard bin - one pick-up per week		[1]	\$ 344.35
	4-yard bin - two pick-ups per week		[1]	\$ 659.76
	4-yard bin - three pick-ups per week		[1]	\$ 975.65
	4-yard bin - four pick-ups per week		[1]	\$ 1,291.47
	4-yard bin - five pick-ups per week		[1]	\$ 1,607.40

	Fee Name	Fee Type	Notes	Fee/Deposit
	4-yard bin - six picks-up per week		[1]	\$ 1,923.39
	4-yard bin - extra pick-up		[1]	\$ 140.04
	6-yard bin - one pick-up per week		[1]	\$ 538.27
	6-yard bin - two pick-ups per week		[1]	\$ 1,060.96
	6-yard bin - three pick-ups per week		[1]	\$ 1,584.60
	6-yard bin - four pick-ups per week		[1]	\$ 2,108.77
	6-yard bin - five pick-ups per week		[1]	\$ 2,633.18
	6-yard bin - six picks-up per week		[1]	\$ 3,157.70
	6-yard bin - extra pick-up		[1]	\$ 218.89
	Commercial Recycling			
	32 gal cart - one pick-up per week		[1]	\$ 22.36
	32 gal cart - two pick-ups per week		[1]	\$ 44.74
	32 gal cart - three pick-ups per week		[1]	\$ 67.10
	32 gal cart - four pick-ups per week		[1]	\$ 86.64
	32 gal cart - five pick-ups per week		[1]	\$ 106.28
	32 gal cart - six pick-ups per week		[1]	\$ 125.90
	64 or 96 gal cart - one pick-up per week		[1]	\$ 24.48
	64 or 96 gal cart - two pick-ups per week		[1]	\$ 48.95
	64 or 96 gal cart - three pick-ups per week		[1]	\$ 73.42
	64 or 96 gal cart - four pick-ups per week		[1]	\$ 94.82
	64 or 96 gal cart - five pick-ups per week		[1]	\$ 116.30
	64 or 96 gal cart - six pick-ups per week		[1]	\$ 137.76
	64 or 96 gal cart - extra pick-up		[1]	\$ 11.53
	1-yard bin - one pick-up per week		[1]	\$ 64.49
	1-yard bin - two pick-ups per week		[1]	\$ 109.53
	1-yard bin - three pick-ups per week		[1]	\$ 154.75
	1-yard bin - four pick-ups per week		[1]	\$ 199.82
	1-yard bin - five pick-ups per week		[1]	\$ 245.12
	1-yard bin - six pick-ups per week		[1]	\$ 290.36
	1-yard bin - extra pick-up		[1]	\$ 31.01
	2-yard bin - one pick-up per week		[1]	\$ 87.61
	2-yard bin - two pick-ups per week		[1]	\$ 154.16
	2-yard bin - three pick-ups per week		[1]	\$ 220.76
	2-yard bin - four pick-ups per week		[1]	\$ 287.24
	2-yard bin - five pick-ups per week		[1]	\$ 353.87
	2-yard bin - six pick-ups per week		[1]	\$ 420.46
	2-yard bin - extra pick-up		[1]	\$ 42.13
	3-yard bin - one pick-up per week		[1]	\$ 119.00
	3-yard bin - two pick-ups per week		[1]	\$ 216.99
	3-yard bin - three pick-ups per week		[1]	\$ 314.95
	3-yard bin - four pick-ups per week		[1]	\$ 420.46
	3-yard bin - five pick-ups per week		[1]	\$ 510.87
	3-yard bin - six pick-ups per week		[1]	\$ 608.86
	3-yard bin - seven pick-ups per week		[1]	\$ 709.49
	3-yard bin - extra pick-up		[1]	\$ 56.54

	Fee Name	Fee Type	Notes	Fee/Deposit
	4-yard bin - one pick-up per week		[1]	\$ 158.69
	4-yard bin - two pick-ups per week		[1]	\$ 296.36
	4-yard bin - three pick-ups per week		[1]	\$ 434.07
	4-yard bin - four pick-ups per week		[1]	\$ 571.73
	4-yard bin - five pick-ups per week		[1]	\$ 709.41
	4-yard bin - six pick-ups per week		[1]	\$ 847.09
	4-yard bin - seven pick-ups per week		[1]	\$ 984.90
	4-yard bin - extra pick-up		[1]	\$ 67.65
	5-yard bin - one pick-up per week		[1]	\$ 198.41
	5-yard bin - two pick-ups per week		[1]	\$ 375.82
	5-yard bin - three pick-ups per week		[1]	\$ 553.19
	5-yard bin - four pick-ups per week		[1]	\$ 709.41
	5-yard bin - five pick-ups per week		[1]	\$ 907.97
	5-yard bin - six pick-ups per week		[1]	\$ 1,085.39
	5-yard bin - extra pick-up		[1]	\$ 78.73
	6-yard bin - one pick-up per week		[1]	\$ 216.99
	6-yard bin - two pick-ups per week		[1]	\$ 420.46
	6-yard bin - three pick-ups per week		[1]	\$ 608.86
	6-yard bin - four pick-ups per week		[1]	\$ 847.09
	6-yard bin - five pick-ups per week		[1]	\$ 1,085.39
	6-yard bin - six pick-ups per week		[1]	\$ 1,390.71
	6-yard bin - extra pick-up		[1]	\$ 98.43
	Commercial Bin Compactor - Recycling			
	3-yard bin - one pick-up per week		[1]	\$ 166.82
	3-yard bin - two pick-ups per week		[1]	\$ 312.39
	3-yard bin - three pick-ups per week		[1]	\$ 457.95
	3-yard bin - four pick-ups per week		[1]	\$ 603.50
	3-yard bin - five pick-ups per week		[1]	\$ 749.08
	3-yard bin - six pick-ups per week		[1]	\$ 894.67
	3-yard bin - extra pick-up		[1]	\$ 67.84
	4-yard bin - one pick-up per week		[1]	\$ 275.48
	4-yard bin - two pick-ups per week		[1]	\$ 527.81
	4-yard bin - three pick-ups per week		[1]	\$ 780.51
	4-yard bin - four pick-ups per week		[1]	\$ 1,033.17
	4-yard bin - five pick-ups per week		[1]	\$ 1,285.93
	4-yard bin - six pick-ups per week		[1]	\$ 1,538.71
	4-yard bin - extra pick-up		[1]	\$ 112.03
	6-yard bin - one pick-up per week		[1]	\$ 430.62
	6-yard bin - two pick-ups per week		[1]	\$ 848.77
	6-yard bin - three pick-ups per week		[1]	\$ 1,267.67
	6-yard bin - four pick-ups per week		[1]	\$ 1,687.02
	6-yard bin - five pick-ups per week		[1]	\$ 2,106.55
	6-yard bin - six pick-ups per week		[1]	\$ 2,526.17
	6-yard bin - extra pick-up		[1]	\$ 175.11

	Fee Name	Fee Type	Notes	Fee/Deposit
	Commercial Organics Recycling			
	32 gal cart - one pick-up per week		[1]	\$ 22.36
	32 gal cart - two pick-ups per week		[1]	\$ 44.74
	32 gal cart - three pick-ups per week		[1]	\$ 67.10
	32 gal cart - four pick-ups per week		[1]	\$ 86.64
	32 gal cart - five pick-ups per week		[1]	\$ 106.28
	32 gal cart - six pick-ups per week		[1]	\$ 125.90
	64 or 96 gal cart - one pick-up per week		[1]	\$ 24.48
	64 or 96 gal cart - two pick-ups per week		[1]	\$ 48.95
	64 or 96 gal cart - three pick-ups per week		[1]	\$ 73.42
	64 or 96 gal cart - four pick-ups per week		[1]	\$ 94.82
	64 or 96 gal cart - five pick-ups per week		[1]	\$ 116.30
	64 or 96 gal cart - six pick-ups per week		[1]	\$ 137.76
	64 or 96 gal cart - extra pick-up		[1]	\$ 11.53
	1-yard bin - one pick-up per week		[1]	\$ 64.49
	1-yard bin - two pick-ups per week		[1]	\$ 109.53
	1-yard bin - three pick-ups per week		[1]	\$ 154.75
	1-yard bin - four pick-ups per week		[1]	\$ 199.82
	1-yard bin - five pick-ups per week		[1]	\$ 245.12
	1-yard bin - six pick-ups per week		[1]	\$ 290.36
	1-yard bin - extra pick-up		[1]	\$ 31.01
	1.5-yard bin - one pick-up per week		[1]	\$ 76.05
	1.5-yard bin - two pick-ups per week		[1]	\$ 131.85
	1.5-yard bin - three pick-ups per week		[1]	\$ 187.76
	1.5-yard bin - four pick-ups per week		[1]	\$ 243.53
	1.5-yard bin - five pick-ups per week		[1]	\$ 299.50
	1.5-yard bin - six pick-ups per week		[1]	\$ 355.41
	1.5-yard bin - extra pick-up		[1]	\$ 36.57
	2-yard bin - one pick-up per week		[1]	\$ 87.61
	2-yard bin - two pick-ups per week		[1]	\$ 154.16
	2-yard bin - three pick-ups per week		[1]	\$ 220.76
	2-yard bin - four pick-ups per week		[1]	\$ 287.24
	2-yard bin - five pick-ups per week		[1]	\$ 353.87
	2-yard bin - six pick-ups per week		[1]	\$ 420.46
	2-yard bin - extra pick-up		[1]	\$ 42.13
	3-yard bin - one pick-up per week		[1]	\$ 119.00
	3-yard bin - two pick-ups per week		[1]	\$ 216.99
	3-yard bin - three pick-ups per week		[1]	\$ 314.95
	3-yard bin - four pick-ups per week		[1]	\$ 420.46
	3-yard bin - five pick-ups per week		[1]	\$ 510.87
	3-yard bin - six pick-ups per week		[1]	\$ 608.86
	3-yard bin - extra pick-up		[1]	\$ 56.54
	4-yard bin - one pick-up per week		[1]	\$ 158.69
	4-yard bin - two pick-ups per week		[1]	\$ 296.36

	Fee Name	Fee Type	Notes	Fee/Deposit
	4-yard bin - three pick-ups per week		[1]	\$ 434.07
	4-yard bin - four pick-ups per week		[1]	\$ 571.73
	4-yard bin - five pick-ups per week		[1]	\$ 709.41
	4-yard bin - six pick-ups per week		[1]	\$ 847.09
	4-yard bin - extra pick-up		[1]	\$ 67.65
	Commercial Bin Compactor - Organics Recycling			
	3-yard bin - one pick-up per week		[1]	\$ 166.82
	3-yard bin - two pick-ups per week		[1]	\$ 312.39
	3-yard bin - three pick-ups per week		[1]	\$ 457.95
	3-yard bin - four pick-ups per week		[1]	\$ 603.50
	3-yard bin - five pick-ups per week		[1]	\$ 749.08
	3-yard bin - six picks-up per week		[1]	\$ 894.67
	3-yard bin - extra pick-up		[1]	\$ 67.84
	4-yard bin - one pick-up per week		[1]	\$ 275.48
	4-yard bin - two pick-ups per week		[1]	\$ 527.81
	4-yard bin - three pick-ups per week		[1]	\$ 780.51
	4-yard bin - four pick-ups per week		[1]	\$ 1,033.17
	4-yard bin - five pick-ups per week		[1]	\$ 1,285.93
	4-yard bin - six picks-up per week		[1]	\$ 1,538.71
	4-yard bin - extra pick-up		[1]	\$ 112.03
	6-yard bin - one pick-up per week		[1]	\$ 430.62
	6-yard bin - two pick-ups per week		[1]	\$ 848.77
	6-yard bin - three pick-ups per week		[1]	\$ 1,267.67
	6-yard bin - four pick-ups per week		[1]	\$ 1,687.02
	6-yard bin - five pick-ups per week		[1]	\$ 2,106.55
	6-yard bin - six picks-up per week		[1]	\$ 2,526.17
	6-yard bin - extra pick-up		[1]	\$ 175.11
	Special Haul Bin Rate			
	3-yard bin - one pick-up per week		[1]	\$ 181.85
	3-yard bin - two pick-ups per week		[1]	\$ 284.20
	3-yard bin - three pick-ups per week		[1]	\$ 386.54
	3-yard bin - four pick-ups per week		[1]	\$ 488.89
	3-yard bin - five pick-ups per week		[1]	\$ 591.25
	3-yard bin - six pick-ups per week		[1]	\$ 693.60
	3-yard bin - extra pick-up		[1]	\$ 59.37
	Construction and Demolition Recycling			
	Special Haul Bin (no Storm Water Fees) 1 week or less		[1]	\$ 128.43
	2-yard temporary C&D Recycling Bin		[1]	\$ 149.74
	3-yard temporary C&D Recycling Bin		[1]	\$ 152.19
	4-yard temporary C&D Recycling Bin		[1]	\$ 165.40
	6-yard temporary C&D Recycling Bin		[1]	\$ 170.87

	Fee Name	Fee Type	Notes	Fee/Deposit
Other Fees and Charges				
	Bin Exchange		[1]	\$ 83.11
	Bin Lock Set Up Fee		[1]	\$ 51.94
	Locking Fee		[1]	\$ 19.75
	Overloaded Bins		[1]	\$ 71.56
	Bin paint charge fee - allowed 1 per year. After first paint within one year, there will be a charge per paint request.		[1]	\$ 143.04
	Bin Relocation (first 25 feet free)			\$ 9.87
	Special haul bin delivery		[1]	\$ 57.28
	Certified burial at Miramar plus special handling fee charged by Miramar		[1]	\$ 448.40
	Commercial Return to Service Fee - The return to service fee for two or more calls in a one-month period by a bin		[1]	\$ 92.16
	Copy Fee - The charge for copies requested by customers		[1]	\$ 1.96
	Delivery of extra cart		[1]	\$ 16.05
	Late Fee - There will be a minimum fee on any delinquent account - \$3 minimum charge		[1]	\$ 4.94
Single and Multi-Family Resident Bulky Item Pick-Ups - 5 items maximum per pick up				
	Bulky Item - Exceeding 5 per pick up - First item		[1]	\$ 58.35
	Bulky Item - Exceeding 5 per pick up - each addl item		[1]	\$ 14.95
Commercial Bulky Item Pick-Ups				
	Per Bulky Item - first item		[1]	\$ 58.35
	Per Bulky Item - each additional item		[1]	\$ 14.95
	Bulky Item requiring 2 people to handle		[1]	\$ 83.79
	Contamination Fee - to recover costs for separating solid waste placed in a recycling or green waste container or for arranging a special, unscheduled collection due to contamination.		[1]	\$ 74.39
	Scout service per bin per service		[1]	\$ 67.31
	Residential Return to Service Fee - The return to service fee for two or more calls in a one-month period by a residential customer		[1]	\$ 46.86
	Restart Fee - The fee for restarting commercial service when a permanent account has been terminated for non-payment.		[1]	\$ 28.11
Roll off Service				
	Service Fee - Roll off service		[1]	\$ 305.27
	Disposal Fee per Ton (pass through)		[1]	\$ 59.91
	Recycling Processing Fee per Ton (pass through)		[1]	\$ 39.23
	Organics Processing Fee per Ton (pass through)		[1]	\$ 85.76
	C&D Processing Fee per Ton (pass through)		[1]	\$ 80.72
	Contaminated Load (per occurrence)		[1]	\$ 305.27
	Roll off - Demurrage Per Day Charge		[1]	\$ 6.50

	Fee Name	Fee Type	Notes	Fee/Deposit
	Delivery		[1]	\$ 78.56
	Delivery Demo (includes signage)		[1]	\$ 83.05
	Relocation Charge onsite		[1]	\$ 61.38
	Relocation Charge offsite		[1]	\$ 87.56
	Wash Out Receiver Boxes		[1]	\$ 70.22
	Dead Run charge		[1]	\$ 105.25
	Standby charge after 5 minutes		[1]	\$ 2.78

[Notes]

[1] Set per contract by Republic Services

	Fee Name	Fee Type	Notes	Fee/Deposit
Utility Account and Service Fees				
Water Account Fees				
	Discontinuation of Service - Non-Payment (Shut-off)	each	[2]	\$ 72.00
	Service Reconnection (Non-Payment) - Same Day/Non-Business hours (After Hours Turn-On)	each	[2],[3]	\$ 275.00
	Continuity of Service	each	[2]	\$ 9.00
	Electronic Notice (in lieu of door hanger)	each	[2]	\$ 3.00
	Door Hanger Notice	each	[2]	\$ 46.00
	New Account Set Up (Admin)	each	[2]	\$ 44.00
	Service Reconnection for Non-Payment (Next Day) Business Hours (Next Scheduled Day Turn-On)	each	[2],[3]	\$ 109.00
	New Account Service Connection - (Same Day) Business Hours (Same Day Turn-On)	each	[2]	\$ 148.00
Water Services Fees				
	Utility Standards and Specifications	each	[1]	Actual Cost
	Potable Water Meter - Construction Meter Deposit	deposit	[1]	\$ 1,000.00
	Potable Water Meter - Construction Meter Installation	each	[2]	\$ 325.00
	Potable Water Meter - Construction Meter Relocation	each	[2]	\$ 163.00
	Potable Backflow Preventer Annual Testing - 1st Notice	each, per month	[1]	\$ 3.00
	Potable Backflow Preventer Annual Testing - 2nd Notice	per month	[1]	\$ 22.00
	Potable Backflow Preventer Annual Testing - 3rd Notice	per month	[1]	\$ 55.00
	Potable Water Shutdown Fee	each	[1]	\$ 952.00
Recycled Water Fees				
	Cross-Connection Inspection - County Department of Environmental Health (CDEH)	each	[2]	Actual Cost
	Cross-Connection Reinspection	each	[2]	Actual Cost
	Recycled Water Meter - Construction Meter Deposit	deposit	[1]	\$ 1,000.00
	Recycled Water Meter - Construction Meter Installation	each	[2]	\$ 325.00
	Recycled Water Meter - Construction Meter Relocation	each	[2]	\$ 163.00
	E28 Recycled Water Shutdown - Actual Cost	each	[2]	\$ 952.00
Wastewater Fees				
	Fats, Oils, and Grease (FOG) Fee	each	[1]	\$ 166.00
	Temporary Discharge to Sewer (city processing fee, plus actual cost)	per permit	[6]	\$ 531.00
Third Party Hydraulic Modelling Fees				
	Third Party Hydraulic Modelling - Consultant Cost (All Water Systems)	per project	[1],[4]	Actual Cost
Processing Fees - Wastewater				
	1-4 units residential and commercial > 9,400 s.f.	per project	[2],[5]	\$ 419.00
	All others	per project	[2],[5]	\$ 839.00
Processing Fees - Potable Water				
	System Pressure Check	each	[2]	\$ 358.00
	1-4 units residential and commercial > 9,400 s.f.	per project	[2],[5]	\$ 715.00
	All others	per project	[2],[5]	\$ 1,191.00
Processing Fees - Recycled Water				

	Fee Name	Fee Type	Notes	Fee/Deposit
	System Pressure Check	each	[2]	\$ 332.00
	1-4 units residential and commercial > 9,400 s.f.	per project	[2],[5]	\$ 553.00
	All others	per project	[2],[5]	\$ 1,103.00
	Utilities Department Fees			
	Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.	per hour	[2]	\$ 179.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.
- [3] Set per CA Health and Safety Code 1169149(a)(1)
- [4] Total fee will reflect actual consultant billings
- [5] Staff cost is in addition to actual consultant billings
- [6] Actual cost is calculated based on cost per gallon to treat the added discharge, plus the city processing fee.

	Fee Name	Fee Type	Notes	Fee/Deposit
Utility Meter Installation Fees				
	The following language is based on Carlsbad Municipal Water District Ordinance 45: Where a single family residential water meter is required to be 1" due to a fire sprinkler requirement, the Connection Fee, SDCWA System Capacity Charge and the Water Treatment Capacity Charge will be based on the size of the meter necessary to meet the water use requirements, not the actual meter size of 1". These fees are in addition to the Potable & Recycled Water Connection Fees and SDCWA Fee.			
	Potable Water (meter size, inches)			
	5/8" Ultrasonic	per	[1]	\$ 469.00
	Fire Protection – 5/8" Ultrasonic	per	[1]	\$ 469.00
	3/4" Ultrasonic	per	[1]	\$ 465.00
	1" Ultrasonic	per	[1]	\$ 595.00
	1-1/2" Ultrasonic	per	[1]	\$ 723.00
	1-1/2" Turbo	per	[1]	\$ 877.00
	2" Ultrasonic	per	[1]	\$ 1,027.00
	2" Turbo	per	[1]	\$ 1,081.00
	3" Ultrasonic	per	[1]	Actual Cost
	4" Ultrasonic	per	[1]	Actual Cost
	6" Ultrasonic	per	[1]	Actual Cost
	8" Ultrasonic	per	[1]	Actual Cost
	10" Ultrasonic	per	[1]	Actual Cost
	12" Ultrasonic	per	[1]	Actual Cost
	Recycled Water (meter size, inches)			
	5/8" Ultrasonic	per	[1]	\$ 469.00
	Fire Protection – 5/8" Ultrasonic	per	[1]	\$ 469.00
	3/4" Ultrasonic	per	[1]	\$ 465.00
	1" Ultrasonic	per	[1]	\$ 595.00
	1-1/2" Turbo	per	[1]	\$ 877.00
	2" Turbo	per	[1]	\$ 1,081.00
	3" Ultrasonic	per	[1]	Actual Cost
	4" Ultrasonic	per	[1]	Actual Cost
	6" Ultrasonic	per	[1]	Actual Cost
	8" Ultrasonic	per	[1]	Actual Cost
	10" Ultrasonic	per	[1]	Actual Cost
	12" Ultrasonic	per	[1]	Actual Cost

	Fee Name	Fee Type	Notes	Fee/Deposit
Utility Potable and Recycled Water Connection Fees (meter size, inches)				
These fees are in addition to the Meter Installation Fees and SDCWA Fees.				
Ultrasonic				
	5/8"	each	[1]	\$ 5,733.00
	3/4"	each	[1]	\$ 8,173.00
	1"	each	[1]	\$ 12,899.00
	1-1/2"	each	[1]	\$ 24,366.00
	2"	each	[1]	\$ 36,694.00
	3"	each	[1]	\$ 62,079.00
	4"	each	[1]	\$ 96,568.00
	6"	each	[1]	\$ 179,341.00
	8"	each	[1]	\$ 211,967.00
Turbo (All Irrigation Meters)				
	1-1/2"	each	[1]	\$ 28,605.00
	2"	each	[1]	\$ 45,865.00
	3"	each	[1]	\$ 96,568.00
	4"	each	[1]	\$ 275,910.00
	6"	each	[1]	\$ 551,808.00
	8"	each	[1]	\$ 772,797.00

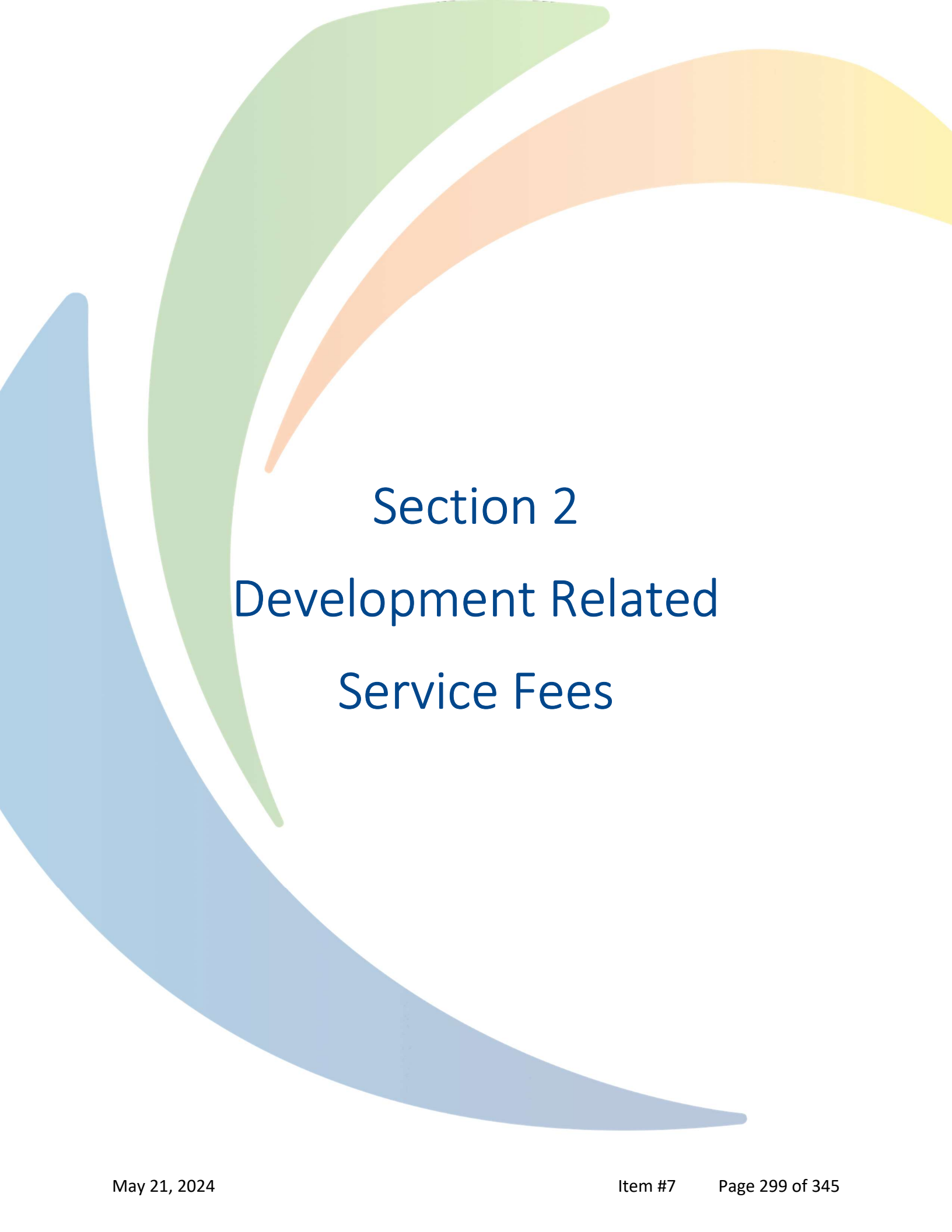
[Notes]

[1] Set per City policy

	Fee Name	Fee Type	Notes	Fee/Deposit
San Diego County Water Authority (SDCWA) Fees				
	The following language is based on Carlsbad Municipal Water District Ordinance 45: Where a single family residential water meter is required to be 1" due to a fire sprinkler requirement, the Connection Fee, SDCWA System Capacity Charge and the Water Treatment Capacity Charge will be based on the size of the meter necessary to meet the water use requirements, not the actual meter size of 1".			
	SDCWA System Capacity Charge (meter size, inches)			
	Fire Protection	per	[1]	Based on size of meter
	5/8" Displacement	per	[1]	\$ 5,700.00
	3/4" Displacement	per	[1]	\$ 5,700.00
	1" Displacement	per	[1]	\$ 9,120.00
	1-1/2" Displacement	per	[1]	\$ 17,100.00
	1-1/2" Turbo	per	[1]	\$ 17,100.00
	2" Displacement	per	[1]	\$ 29,640.00
	2" Turbo	per	[1]	\$ 29,640.00
	3"	per	[1]	\$ 54,720.00
	4"	per	[1]	\$ 93,480.00
	6"	per	[1]	\$ 171,000.00
	8"	per	[1]	\$ 296,400.00
	10"	per	[1]	\$ 444,600.00
	12"	per	[1]	\$ 752,400.00
	Water Treatment Capacity Charge (meter size, inches)			
	Fire Protection	per	[1]	Based on size of meter
	5/8" Displacement	per	[1]	\$ 159.00
	3/4" Displacement	per	[1]	\$ 159.00
	1" Displacement	per	[1]	\$ 254.00
	1-1/2" Displacement	per	[1]	\$ 477.00
	1-1/2" Turbo	per	[1]	\$ 477.00
	2" Displacement	per	[1]	\$ 827.00
	2" Turbo	per	[1]	\$ 827.00
	3"	per	[1]	\$ 1,526.00
	4"	per	[1]	\$ 2,608.00
	6"	per	[1]	\$ 4,770.00
	8"	per	[1]	\$ 8,268.00
	10"	per	[1]	\$ 12,402.00
	12"	per	[1]	\$ 20,988.00

[Notes]

- [1] These fees are set by San Diego County Water Authority, effective January 1, 2023, and are in addition to the Meter Installation Fees and Potable and Reclaimed Connection Fees. The Water Authority left these fees unchanged for 2024.



Section 2

Development Related Service Fees

	Fee Name	Fee Type	Notes	Fee/Deposit
Planning Department Fees				
	Agricultural Mitigation Fee	per net converted acre	[1]	\$ 10,000.00
	Amendments and Revisions to Approved Projects	flat	[1]	50% of Current Application Fee
	Appeals to Planning Commission/City Council		[2]	\$ 930.00
	Building Plan Review			
	Minor Projects, per permit	each	[3]	\$ 107.00
	Major Projects, per permit	each	[4]	\$ 324.00
	City Planner Determination	each	[1]	\$ 1,047.00
	Coastal Development Permit (CDP)			
	2 - 4 unit or lot subdivision/Multifamily Project	per permit	[2]	\$ 6,699.00
	5 or more units or lot subdivision/Multifamily Project	per permit	[2]	\$ 12,072.00
	Emergency	flat	[2]	\$ 2,352.00
	Exemption	flat	[2]	\$ 347.00
	Minor Permit	flat	[2]	\$ 3,131.00
	Non-Residential + 10 cents per sq. ft.	flat	[2]	\$ 3,297.00
	Single Family Home	flat	[2]	\$ 4,388.00
	Single Family Home w/bluff	per permit	[2]	\$ 6,699.00
	Conditional Use Permit (CUP)			
	Within Biological Habitat Preserve	flat	[2]	\$ 2,863.00
	Minor	flat	[2]	\$ 2,984.00
	Regular	flat	[2]	\$ 11,170.00
	Daycare Permit (7 - 14 Children)	flat	[2]	\$ 299.00
	Environmental Impact Assessment (EIA)			
	Initial Study - NEGATIVE DECLARATION	base fee (flat)	[2]	\$ 2,984.00
	Initial Study - MITIGATED NEG DEC	base fee (flat)	[2]	\$ 6,027.00
	Initial Study – checklist for streamlining or within the scope determinations	base fee (flat)	[2]	\$ 2,508.00
	Initial Study – addendum for MNDs or NDs (city processing fee plus actual cost)	base fee (flat)	[2]	\$ 3,449.00
	Environmental Impact Report (EIR)			
	Addendum			
	First 20 hours of project planner	base fee (flat)	[2]	\$ 4,642.00
	>20 hours of project planner	per hour	[2]	\$ 130.00
	Focused/Supplemental (requiring a public hearing)			
	First 120 hours of project planner and 20 hours of project engineer	base fee (flat)	[2]	\$ 20,196.00
	>120 project planner hours and >20 project engineer hours	per hour	[2]	\$ 300.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	FULL EIR			
	First 180 hours of project planner and 40 hours of project engineer	base fee (flat)	[2]	\$ 31,140.00
	>180 project planner hours and >40 project engineer hours	per hour	[2]	\$ 300.00
	Fish & Game Fee			
	Environmental Impact Report (EIR)	flat	[5]	\$ 4,101.25
	Environmental Document pursuant to a Certified Regulatory Program (CRP)	flat	[5]	\$ 1,427.25
	Negative Declaration (ND)/Mitigated Negative Declaration (MND)	flat	[5]	\$ 2,966.75
	Extensions to projects in process	flat	[1]	25% of current fee
	General Plan Amendment	deposit	[2]	\$ 16,186.00
	Habitat Management Plan (HMP)			
	Amendment to Plan Document - Major - first 60 hours of project planner	base fee (flat)	[2]	\$ 8,975.00
	>60 hours of project planner	per hour	[2]	\$ 130.00
	Amendment to Plan Document - Minor	flat	[2]	\$ 5,133.00
	Permit - Major -first 40 hours of project planner	base fee (flat)	[2]	\$ 6,543.00
	>40 hours or project planner	per hour	[2]	\$ 130.00
	Permit - Minor - first 20 hours of project planner	base fee (flat)	[2]	\$ 772.00
	>20 hours of project planner	per hour	[2]	\$ 130.00
	Permit - MINOR W/MINISTERIAL PERMIT	flat	[2]	\$ 686.00
	Hillside Development Permit - Major - first 40 hours of project planner	base fee (flat)	[2]	\$ 6,939.00
	Hillside Development Permit - Minor - first 20 hours of project planner	base fee (flat)	[2]	\$ 1,772.00
	Historic Preservation Permit			
	Local Register Application	each	[2]	\$ 1,964.00
	Mills Act Application	each	[2]	\$ 4,211.00
	Concurrent Local Register and Mills Act Applications	each	[2]	\$ 4,823.00
	Third Party Technical Report Review - Contractor Cost	each	[2]	Actual Cost
	Mills Act Inspections	each	[2]	No Fee
	Inspection - Additional Planning	per hour	[2]	\$ 130.00
	Inspection - Overtime per hour	per hour	[2]	\$ 148.00
	Landscape Plan Check/Inspection Fees			
	City Processing Fee	per project	[2]	\$ 389.00
	Contractor Cost	per project	[1]	Actual Cost
	Local Coastal Plan - Amendment	flat	[2]	\$ 12,792.00
	Local Facilities Management Fees - as established by Council	deposit	[1]	Actual Cost
	Local Facilities Management Plan/Amendment - Fee + deposit in minimum increments of \$5,000	deposit	[1]	\$ 10,000.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Master Plan			
	Master Plan - Pre-Filing Submittal	flat	[1]	\$ 9,477.00
	First 200 hours of project planner and 100 hours of project engineer	base fee (flat)	[2]	\$ 44,331.00
	>200 project planner hours and >100 project engineer hours	per hour	[2]	\$ 381.00
	Major Amendment			
	First 100 hours of project planner and 40 hours of project engineer	base fee (flat)	[2]	\$ 21,100.00
	>100 project planner hours and >40 project engineer hours	per hour	[2]	\$ 355.00
	Minor Amendment			
	First 30 hours of project planner and 7 hours of project engineer	base fee (flat)	[2]	\$ 4,005.00
	>30 project planner hours and >7 project engineer hours	per hour	[2]	\$ 355.00
	Non-Conforming Construction Permit	flat	[2]	\$ 969.00
	Notice Fee (+ postage)	flat	[1]	Actual Cost
	Plan Consistency Determination		[2]	\$ 1,008.00
	Planned Development (residential/non-residential) - 5 or more lots/units - Major Subdivision	per project	[2]	\$ 16,454.00
	Planned Development (residential/non-residential) - 4 or fewer lots/units	per project	[2]	\$ 7,953.00
	Planning Commission Agenda and Minutes (+ postage)	per page	[1]	Copy Charge
	Planning Commission Determination-other	flat	[2]	\$ 2,788.00
	Postage (All)	flat	[1]	Current Postage Rate x Number of labels
	Precise Development Plan	flat	[2]	\$ 16,114.00
	Preliminary Plan Review - Major (Other)	flat	[2]	\$ 1,008.00
	Preliminary Plan Review - Minor (SFD)	flat	[2]	\$ 283.00
	Re-Recording or Cancellation of an Instrument on Real Property (city processing fee, plus actual cost)	each	[1]	\$ 228.00
	Reversion to Acreage (Consistent with city payroll records charged against a \$3,100 deposit)			
	First 25 hours of project planner and 20 hours of project engineer	base fee (flat)	[2]	\$ 5,627.00
	Satellite Antenna Permit	flat	[2]	\$ 598.00
	Short-Term Vacation Rental Permit Application Fee	per application	[2]	\$ 220.00
	Sign Program			
	Sign Permit (including non-commercial)	flat	[2]	\$ 72.00
	Sign Program	flat	[2]	\$ 1,503.00
	Modified Minor Sign Program	flat	[2]	\$ 996.00
	Modified Regular Sign Program	flat	[2]	\$ 2,685.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Site Development Plan			
	Minor - Village Area Request for a Parking Option	flat	[2]	\$ 638.00
	Minor - Residential, less than or equal to 4 units/lots or as required per CMC/PLAN	flat	[2]	\$ 5,566.00
	Major - 5 or more units/lots or as required per CMC/PLAN	flat	[2]	\$ 19,965.00
	Special Use Permit - Other	flat	[2]	\$ 6,338.00
	Special Use Permit - Floodplain	flat	[2]	\$ 5,951.00
	Specific Plan			
	Base Fee			
	First 200 hours of project planner and 60 hours of project engineer	base fee (flat)	[2]	\$ 41,176.00
	>200 project planner hours and >60 project engineer hours	per hour	[2]	\$ 355.00
	Amendment - Major			
	First 180 hours of project planner and 30 hours of project engineer	base fee (flat)	[2]	\$ 31,760.00
	>180 project planner hours and >30 project engineer hours	per hour	[2]	\$ 355.00
	Amendment - Minor			
	First 20 hours of project planner and 7 hours of project engineer	base fee (flat)	[2]	\$ 3,918.00
	>20 project planner hours and >7 project engineer hours	per hour	[2]	\$ 355.00
	Street Name Change	flat	[2]	\$ 2,354.00
	Tentative Maps			
	Tentative Parcel Map - Minor Subdivision - 0- 4 Lots/Units	flat	[2]	\$ 6,860.00
	Tentative Tract Map - 5 - 49 units/lots	flat	[2]	\$ 14,074.00
	Tentative Tract Map - 50 + units/lots	flat	[2]	\$ 20,026.00
	Tentative Tract Map Litigation Stay	flat	[1]	25% of current fee
	Third Party Review			
	Processing Fee	per project	[2]	\$ 799.00
	Consultant Cost	per project	[1]	Actual Cost
	Variance	flat	[2]	\$ 5,146.00
	Variance - Minor	flat	[2]	\$ 1,070.00
	Village Area			
	Village Area Review - Administrative	flat	[2]	\$ 586.00
	Village Area Review - Major - Plus Noticing Costs	flat	[2]	\$ 4,145.00
	Village Area Review - Minor - Plus Noticing Costs	flat	[2]	\$ 2,261.00
	Village Area - Parking In Lieu Fee	each	[1]	\$ 11,240.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Wireless Communication Third Party Review	flat	[1]	Actual Cost
	Zone Change	flat	[2]	\$ 12,586.00
	Zone Code Compliance Letter	flat	[2]	\$ 164.00
	Research Fee	per hour	[2]	\$ 164.00
	Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.	per hour	[2]	\$ 117.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.
- [3] Minor: residential new/remodel, commercial/industrial tenant improvement
- [4] Major: Commercial/Industrial new
- [5] Set by Department of Fish and Wildlife. Fish & Game fees are additional to the EIA/EIR fees. Includes \$50.00 County Clerk processing fee. Updated with new fees effective Jan. 1, 2024.

	Fee Name	Fee Type	Notes	Fee/Deposit
Engineering Department Fees				
	Adjustment Plat	per project	[2]	\$ 1,834.00
	Building Plan Review			
	Minor Projects, per permit	each	[3]	\$ 204.00
	Major Projects, per permit	each	[4]	\$ 638.00
	Certificate			
	Certificate of Compliance	each	[2]	\$ 1,488.00
	Certificate of Compliance In Lieu of Parcel Map	each	[2]	\$ 4,104.00
	Certificate of Correction	each	[2]	\$ 1,156.00
	Construction Change Review - Major			
	Base Fee	per project	[2]	\$ 976.00
	Plus fee per sheet	per sheet	[2]	\$ 378.00
	Construction Change Review - Minor			
	Base Fee	per project	[2]	\$ 693.00
	Plus fee per sheet	per sheet	[2]	\$ 313.00
	Developer Agreements - Deposit \$10,000 increments (Consistent with city payroll records + overhead)	deposit	[1]	Actual Cost
	Easement Document Processing and Recording	per project	[2]	\$ 1,635.00
	Encroachment Agreement Processing	per project	[2]	\$ 511.00
	Grading Permit Investigation Fee (Consistent with city payroll records + overhead)	deposit	[1]	Actual Cost
	Grading Plan Check Fees (cubic yard)			
	0 - 100 CY	flat	[2]	\$ 2,023.00
	101 CY	flat	[2]	\$ 2,700.00
	each additional 100 CY up to 1,000	each	[2]	\$ 170.00
	1,001 CY	flat	[2]	\$ 4,717.00
	each additional 1,000 CY up to 10,000	each	[2]	\$ 234.00
	10,001	flat	[2]	\$ 6,923.00
	each additional 10,000 CY up to 100,000	each	[2]	\$ 333.00
	100,001	flat	[2]	\$ 9,912.00
	each additional 10,000 CY up to 200,000	each	[2]	\$ 382.00
	200,001	flat	[2]	\$ 14,435.00
	each additional 100,000 CY up to 400,000	each	[2]	\$ 826.00
	400,001	flat	[2]	\$ 16,104.00
	each additional 100,000 CY up to 1,000,000	each	[2]	\$ 574.00
	1,000,001	flat	[2]	\$ 19,600.00
	each additional 100,000 CY	each	[2]	\$ 1,887.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Grading Permit Fees (cubic yard)			
	0 - 100 CY	flat	[2],[4],[5]	\$ 2,675.00
	101 CY	flat	[2],[4],[5]	\$ 2,681.00
	each additional 100 CY up to 1,000	each	[2],[4],[5]	\$ 208.00
	1,001 CY	flat	[2],[4],[5]	\$ 4,605.00
	each additional 1,000 CY up to 10,000	each	[2],[4],[5]	\$ 209.00
	10,001	flat	[2],[4],[5]	\$ 6,539.00
	each additional 10,000 CY up to 100,000	each	[2],[4],[5]	\$ 328.00
	100,001	flat	[2],[4],[5]	\$ 9,597.00
	each additional 10,000 CY up to 200,000	each	[2],[4],[5]	\$ 189.00
	200,001	flat	[2],[4],[5]	\$ 11,685.00
	each additional 100,000 CY up to 400,000	each	[2],[4],[5]	\$ 209.00
	400,001	flat	[2],[4],[5]	\$ 17,627.00
	each additional 100,000 CY up to 1,000,000	each	[2],[4],[5]	\$ 1,791.00
	1,000,001	flat	[2],[4],[5]	\$ 28,892.00
	each additional 100,00 CY	each	[2],[4],[5]	\$ 2,768.00
	Improvement Plan Review Fee			
	\$0 - \$20,000	flat	[2]	\$ 3,461.00
	\$20,001	flat	[2]	\$ 4,853.00
	each additional \$10,000 up to \$50,000	each	[2]	\$ 426.00
	\$50,001	flat	[2]	\$ 6,273.00
	each additional \$10,000 up to \$100,000	each	[2]	\$ 461.00
	\$100,001	flat	[2]	\$ 8,686.00
	each additional \$10,000 up to \$250,000	each	[2]	\$ 426.00
	\$250,001	flat	[2]	\$ 17,817.00
	each additional \$10,000 up to \$500,000	each	[2]	\$ 214.00
	\$500,001	flat	[2]	\$ 23,566.00
	each additional \$10,000 up to \$1,000,000	each	[2]	\$ 116.00
	\$1,000,001	flat	[2]	\$ 29,771.00
	each additional \$10,000	each	[2]	\$ 277.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Improvement Inspection			
	\$0 - \$20,000	flat	[2]	\$ 1,732.00
	\$20,001	flat	[2]	\$ 3,029.00
	each additional \$10,000 up to \$50,000	each	[2]	\$ 473.00
	\$50,001	flat	[2]	\$ 5,016.00
	each additional \$10,000 up to \$100,000	each	[2]	\$ 251.00
	\$100,001	flat	[2]	\$ 6,327.00
	each additional \$10,000 up to \$250,000	each	[2]	\$ 195.00
	\$250,001	flat	[2]	\$ 9,402.00
	each additional \$10,000 up to \$500,000	each	[2]	\$ 205.00
	\$500,001	flat	[2]	\$ 14,436.00
	each additional \$10,000 up to \$1,000,000	each	[2]	\$ 133.00
	\$1,000,001	flat	[2]	\$ 22,135.00
	each additional \$10,000	each	[2]	\$ 206.00
	Mapping Fees			
	Final Tract Map - Major Subdivision			
	Base Fee	per project	[2]	\$ 11,424.00
	additional acre	per acre	[2]	\$ 125.00
	Parcel Map - Minor Subdivision	per project	[2]	\$ 5,411.00
	Neighborhood Improvement Agreements	each	[2]	\$ 224.00
	Oversize Load Permit - 1 trip	each	[6]	\$ 16.00
	Oversize Load Permit - Annual/Per Year	each	[6]	\$ 90.00
	Quitclaim of Easement	each	[2]	\$ 976.00
	Reapportionment Fees for 1911 Act Assessment Districts	each	[1]	Actual Cost
	Retaining Wall Plan Check Fees			
	Retaining Wall Plan Check Valuation			
	\$0 - \$50,000	flat	[2]	\$ 519.00
	\$50,001 - \$250,000	flat	[2]	\$ 2,407.00
	\$250,000+	flat	[2]	\$ 4,239.00
	Reversion to Acreage	deposit	[2]	\$ 4,033.00
	Right-of-Way Permit			
	Minor - Non-Construction	each	[2]	\$ 244.00
	Minor - Construction	each	[2]	\$ 570.00
	Telecommunications (WCF/Broadband)			
	City Processing Fee - single telecommunications application	each	[1]	\$ 344.00
	City Processing Fee - batched applications (for each 10 telecommunications nodes)	each	[1]	\$ 1,033.00
	City Processing Fee - concurrent microtrenching (up to 50 linear feet)	each	[1]	\$ 128.00
	Utility			
	City Processing Fee	each	[2]	\$ 401.00
	Inspector's Time	hourly	[2]	\$ 151.00
	Utility (by contract)	each	[2]	\$ 1,155.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Use - Initial Permit			
	Curb Cafe	each	[2]	\$ 584.00
	Outdoor Display	each	[2]	\$ 244.00
	Sidewalk Café	each	[2]	\$ 584.00
	Use - Annual Renewal			
	Curb Cafe	each	[2]	\$ 244.00
	Outdoor Display	each	[2]	\$ 244.00
	Sidewalk Café	each	[2]	\$ 244.00
	Village Area - Curb Café (max of two parking spaces)	per space/ per year	[2]	\$ 1,200.00
	Secured Agreement Processing - Extension	each	[2]	\$ 405.00
	Secured Agreement Processing - Replacement, plus improvement plan revision fees if required	each	[2]	\$ 714.00
	Segregation of Assessments - 1- 4 lots (Consistent with city payroll records + overhead, consultant cost and recording fee. Also see Streets and Highways Code Section 8760-8769)	deposit	[1]	Actual Cost
	Segregation of Assessments - 5 lots or more - fee + \$20 per lot (Consistent with city payroll records + overhead, consultant cost and recording fee. Also see Streets and Highways Code Section 8760-8769)	deposit	[1]	Actual Cost
	Storm Water Pollution Prevention Plan (SWPPP) Fees			
	Plan Review Fee			
	Tier 1	per site	[2]	\$ 85.00
	Tier 2	per site	[2]	\$ 401.00
	Tier 3	one acre or less	[2]	\$ 917.00
	Tier 3 - Supplemental Fee	per acre	[2]	\$ 147.00
	Inspection Fee			
	Tier 1	per site	[2]	\$ 302.00
	Tier 2	per site	[2]	\$ 5,469.00
	Tier 3	one acre or less	[2]	\$ 6,488.00
	Tier 3 - Supplemental Fee	per acre	[2]	\$ 1,346.00
	Storm Water Quality Management Plan (SWQMP) Fees			
	Plan Review - Base Fee	each	[2]	\$ 1,415.00
	Plan Review - For each subsequent acre or portion thereof over one half acre	per acre	[2]	\$ 115.00
	Plan Review - Trash Capture Only	each	[2]	\$ 1,650.00
	Inspection Fee - Base Fee	each	[2]	\$ 879.00
	Inspection Fee - For each subsequent acre or portion thereof over one half acre	per acre	[2]	\$ 617.00
	Street Vacation - Street/Public Service Easement Vacation - Regular	each	[2]	\$ 4,761.00
	Street Vacation - Street/Public Service Easement Vacation - Summary	each	[2]	\$ 2,051.00
	Third Party Review			
	Processing Fee	per project	[2]	\$ 356.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Consultant Cost	per project	[1]	Actual Cost
	Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.	per hour	[2]	\$ 229.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.
- [3] Minor: residential new/remodel, commercial/industrial tenant improvement
- [4] Major: Commercial/Industrial new
- [5] Quantities are calculated by using the greater of cut/fill, plus remedial work. Plan checks extending more than 24 months may be assessed an additional fee of 25% of the current plan check fee.
- [6] Minor grading plan check fees are 50% of standard plan check fees. Qualifying for minor grading plan check is subject to City Engineer approval per CMC 15.16.062.
- [7] Maximum limit set by CA Vehicle Code 35795(b)(1)

	Fee Name	Fee Type	Notes	Fee/Deposit
Building Department Fees				
New Construction, Additions, and Major Remodels				
			[1]	
	Commercial/Industrial Uses - Structural (All newly constructed or added space for non-residential occupancies classified as CBC Group A, B, E, F, H, I, M, or other commercial occupancies not specifically addressed elsewhere in this Fee Schedule)			
	0 - 500 sq. ft.	flat	[2]	\$ 1,235.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.39
	5,000 sq. ft.	flat	[2]	\$ 2,977.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.52
	10,000 sq. ft.	flat	[2]	\$ 5,575.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.05
	50,000 sq. ft.	flat	[2]	\$ 7,634.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.11
	100,000 sq. ft.	flat	[2]	\$ 13,557.00
	additional sq. ft.	each	[2]	\$ 0.13
	Commercial Residential and Multifamily Residential Uses - (All newly constructed or added space for residential occupancies classified as CBC Group R (except R-3), or other residential occupancies not specifically addressed elsewhere in this Fee Schedule)			
	0 - 500 sq. ft.	flat	[2]	\$ 1,171.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.65
	5,000 sq. ft.	flat	[2]	\$ 4,086.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.64
	10,000 sq. ft.	flat	[2]	\$ 7,286.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.06
	50,000 sq. ft.	flat	[2]	\$ 9,661.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.17
	100,000 sq. ft.	flat	[2]	\$ 17,865.00
	additional sq. ft.	each	[2]	\$ 0.18
	Low and Moderate Hazard Storage - (All newly constructed or added space for storage occupancies classified as CBC Group S, or other storage occupancies not specifically addressed elsewhere in this Fee Schedule)			
	0 - 500 sq. ft.	flat	[2]	\$ 1,110.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.39
	5,000 sq. ft.	flat	[2]	\$ 2,863.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.26
	10,000 sq. ft.	flat	[2]	\$ 4,151.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.03
	50,000 sq. ft.	flat	[2]	\$ 5,349.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.01
	100,000 sq. ft.	flat	[2]	\$ 5,846.00
	additional sq. ft.	each	[2]	\$ 0.06

	Fee Name	Fee Type	Notes	Fee/Deposit
	Attached Accessory and Utility Uses - (All newly constructed, added or structurally remodeled space for utility and accessory occupancies classified as CBC Group U, or other utility and accessory occupancies not specifically addressed elsewhere in this Fee Schedule)			
	0 - 200 sq. ft.	flat	[2]	\$ 585.00
	additional sq. ft. up to 399	each	[2]	\$ 2.00
	400 sq. ft.	flat	[2]	\$ 906.00
	additional sq. ft. up to 599	each	[2]	\$ 0.73
	600 sq. ft.	flat	[2]	\$ 1,053.00
	additional sq. ft. up to 999	each	[2]	\$ 0.36
	1,000 sq. ft.	flat	[2]	\$ 1,198.00
	additional sq. ft. up to 2,999	each	[2]	\$ 0.18
	3,000 sq. ft.	flat	[2]	\$ 1,550.00
	additional sq. ft.	each	[2]	\$ 0.52
	Detached Accessory and Utility Uses - (All newly constructed, added, or structurally remodeled space for utility and accessory occupancies/uses not specifically addressed elsewhere in this Fee Schedule)			
	0 - 200 sq. ft.	flat	[2]	\$ 585.00
	additional sq. ft. up to 399	each	[2]	\$ 2.00
	400 sq. ft.	flat	[2]	\$ 906.00
	additional sq. ft. up to 599	each	[2]	\$ 0.73
	600 sq. ft.	flat	[2]	\$ 1,053.00
	additional sq. ft. up to 999	each	[2]	\$ 0.36
	1,000 sq. ft.	flat	[2]	\$ 1,198.00
	additional sq. ft. up to 2,999	each	[2]	\$ 0.18
	3,000 sq. ft.	flat	[2]	\$ 1,550.00
	additional sq. ft.	each	[2]	\$ 0.52
	Shell Buildings for all Commercial/Industrial Uses - (The enclosure for all newly constructed or added space for non-residential occupancies classified as CBC Group A, B, E, F, H, I, M, or other commercial occupancies not specifically addressed elsewhere in this Fee Schedule where the interior is not completed or occupiable)			
	0 - 500 sq. ft.	flat	[2]	\$ 965.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.26
	5,000 sq. ft.	flat	[2]	\$ 2,105.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.30
	10,000 sq. ft.	flat	[2]	\$ 3,625.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.02
	50,000 sq. ft.	flat	[2]	\$ 4,793.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.01
	100,000 sq. ft.	flat	[2]	\$ 5,379.00
	additional sq. ft.	each	[2]	\$ 0.05

	Fee Name	Fee Type	Notes	Fee/Deposit
	Commercial/Industrial Tenant Improvement - Structural - (Structurally remodeled space for non-residential occupancies classified as CBC Group A, B, E, F, H, I, M, or other commercial occupancies not specifically addressed elsewhere in this Fee Schedule where the structure is not altered)			
	0 - 500 sq. ft.	flat	[2]	\$ 848.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.24
	5,000 sq. ft.	flat	[2]	\$ 1,930.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.10
	10,000 sq. ft.	flat	[2]	\$ 2,455.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.06
	50,000 sq. ft.	flat	[2]	\$ 4,970.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.05
	100,000 sq. ft.	flat	[2]	\$ 7,570.00
	additional sq. ft.	each	[2]	\$ 0.07
	Commercial/Industrial Tenant Improvement - Non-structural - (Non- structurally remodeled space for non-residential occupancies classified as CBC Group A, B, E, F, H, I, M, or other commercial occupancies not specifically addressed elsewhere in this Fee Schedule where the structure is not altered)			
	0 - 500 sq. ft.	flat	[2]	\$ 766.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.23
	5,000 sq. ft.	flat	[2]	\$ 1,812.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.08
	10,000 sq. ft.	flat	[2]	\$ 2,221.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.05
	50,000 sq. ft.	flat	[2]	\$ 4,413.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.04
	100,000 sq. ft.	flat	[2]	\$ 6,635.00
	additional sq. ft.	each	[2]	\$ 0.06
	Commercial Residential and Multifamily Residential Remodels - Structural - (Structurally remodeled space for residential occupancies classified as CBC Group R (except R-3), or other residential occupancies not specifically addressed elsewhere in this Fee Schedule)			
	0 - 500 sq. ft.	flat	[2]	\$ 906.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.50
	5,000 sq. ft.	flat	[2]	\$ 3,421.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.40
	10,000 sq. ft.	flat	[2]	\$ 5,416.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.08
	50,000 sq. ft.	flat	[2]	\$ 8,552.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.10
	100,000 sq. ft.	flat	[2]	\$ 13,747.00
	additional sq. ft.	each	[2]	\$ 0.13

	Fee Name	Fee Type	Notes	Fee/Deposit
	Commercial Residential and Multifamily Residential Remodels - Non Structural - (Non-Structurally remodeled space for residential occupancies classified as CBC Group R (except R-3), or other residential occupancies not specifically addressed elsewhere in this Fee Schedule)			
	0 - 500 sq. ft.	flat	[2]	\$ 982.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.32
	5,000 sq. ft.	flat	[2]	\$ 2,408.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.49
	10,000 sq. ft.	flat	[2]	\$ 4,815.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.07
	50,000 sq. ft.	flat	[2]	\$ 7,666.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.10
	100,000 sq. ft.	flat	[2]	\$ 12,734.00
	additional sq. ft.	each	[2]	\$ 0.12
	Single Family Dwellings and Duplexes - (All newly constructed or added space for residential occupancies classified as CBC Group R-3, including custom builds and model homes for tract master plans, or other similar residential occupancies not specifically addressed elsewhere in this Fee Schedule)			
	0 - 1,000 sq. ft.	flat	[2]	\$ 1,374.00
	additional sq. ft. up to 2,499	each	[2]	\$ 0.49
	2,500 sq. ft.	flat	[2]	\$ 2,105.00
	additional sq. ft. up to 3,999	each	[2]	\$ 0.31
	4,000 sq. ft.	flat	[2]	\$ 2,572.00
	additional sq. ft. up to 5,999	each	[2]	\$ 0.29
	6,000 sq. ft.	flat	[2]	\$ 3,157.00
	additional sq. ft. up to 7,999	each	[2]	\$ 0.32
	8,000 sq. ft.	flat	[2]	\$ 3,799.00
	additional sq. ft.	each	[2]	\$ 0.48
	Duplicate Floor Plan Review - Single Family Dwellings and Duplexes			
	0 - 1,000 sq. ft.	flat	[2]	\$ 1,147.00
	additional sq. ft. up to 2,499	each	[2]	\$ 0.29
	2,500 sq. ft.	flat	[2]	\$ 1,579.00
	additional sq. ft. up to 3,999	each	[2]	\$ 0.15
	4,000 sq. ft.	flat	[2]	\$ 1,812.00
	additional sq. ft. up to 5,999	each	[2]	\$ 0.24
	6,000 sq. ft.	flat	[2]	\$ 2,280.00
	additional sq. ft. up to 7,999	each	[2]	\$ 0.21
	8,000 sq. ft.	flat	[2]	\$ 2,689.00
	additional sq. ft.	each	[2]	\$ 0.34

	Fee Name	Fee Type	Notes	Fee/Deposit
	Duplicate Floor Plan Review - Attached or Detached Accessory and Utility Uses			
	0 - 200 sq. ft.	flat	[2]	\$ 556.00
	additional sq. ft. up to 399	each	[2]	\$ 0.88
	400 sq. ft.	flat	[2]	\$ 731.00
	additional sq. ft. up to 599	each	[2]	\$ 0.29
	600 sq. ft.	flat	[2]	\$ 788.00
	additional sq. ft. up to 999	each	[2]	\$ 0.52
	1,000 sq. ft.	flat	[2]	\$ 994.00
	additional sq. ft. up to 2,999	each	[2]	\$ 0.17
	3,000 sq. ft.	flat	[2]	\$ 1,315.00
	additional sq. ft.	each	[2]	\$ 0.43
	Site Improvements - This includes substantial development of private parking lots which are processed separate of the structure and include any combination of the following: Underground utilities, parking lot lighting, accessible path of travel analysis, grading, drainage and compliance with the City's parking and driveway standards.			
	0 - 500 sq. ft.	flat	[2]	\$ 467.00
	additional sq. ft. up to 4,999	each	[2]	\$ 0.14
	5,000 sq. ft.	flat	[2]	\$ 1,139.00
	additional sq. ft. up to 9,999	each	[2]	\$ 0.07
	10,000 sq. ft.	flat	[2]	\$ 1,520.00
	additional sq. ft. up to 49,999	each	[2]	\$ 0.01
	50,000 sq. ft.	flat	[2]	\$ 1,754.00
	additional sq. ft. up to 99,999	each	[2]	\$ 0.01
	100,000 sq. ft.	flat	[2]	\$ 2,221.00
	additional sq. ft.	each	[2]	\$ 0.02

[Notes]

- [1] Valuation based on current valuation multiplier published by the San Diego Chapter of the International Code Council. CBC 109.3 Building permit valuations.
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.

	Fee Name	Fee Type	Notes	Fee/Deposit
Building Department Fees				
Minor/Miscellaneous Residential & Commercial Improvements				
			[3]	
	Above Ground Storage Tank	per permit	[2]	\$ 275.00
	Cell Site			
	Radio over 30 ft. high	each	[2]	\$ 765.00
	Dish, 10 ft. dia. w/decoder	each	[2]	\$ 506.00
	Equipment Enclosure	each	[2]	\$ 1,156.00
	Awning or Canopy	per permit	[2]	\$ 289.00
	Bollards up to 4pcs	per permit	[2]	\$ 362.00
	Certificate of Occupancy	per permit	[2]	\$ 21.00
	Decks / Balcony			
	Repair	each	[2]	\$ 119.00
	New/Replace	each	[2]	\$ 325.00
	Demolition of Building			
	Commercial	each	[2]	\$ 370.00
	Residential	each	[2]	\$ 650.00
	Fence or Freestanding Wall up to 100'	each	[2]	\$ 650.00
	Fire Damage Repair - Residential - Minor	per permit	[2]	\$ 257.00
	Fireplace Repair/Replace	per permit	[2]	\$ 488.00
	Foundation Repair			
	Commercial	each	[2]	\$ 542.00
	Residential	each	[2]	\$ 542.00
	Greenhouse	per permit	[2]	\$ 542.00
	Manufactured House / Building			
	Commercial	per permit	[2]	\$ 345.00
	Residential	per permit	[2]	\$ 204.00
	Mobile Home (Within a park, per current edition of Title 25, published by California Division of Housing and Community Development.)	per permit	[2],[7]	\$ 462.00
	Partition/ Wall - Interior/Non-Structural <100'	per permit	[2]	\$ 190.00
	Patio			
	Frame with Cover	each	[2]	\$ 119.00
	Frame with Cover & Walls	each	[2]	\$ 650.00
	Screen or Plastic Walls	each	[2]	\$ 488.00
	Plastering Outside	per permit	[2]	\$ 135.00
	Remodel - Residential			
	Kitchen/Bath	each	[2]	\$ 414.00
	Other - up to 500 sq. ft.	each	[2]	\$ 569.00
	Other - above 500 sq. ft.	per 100 sq. ft.	[2]	\$ 0.40
	Repairs - Miscellaneous			
	Commercial	each	[2]	\$ 433.00
	Residential	each	[2]	\$ 102.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Retaining Wall			
	Non-Engineered - City Standard	per permit	[2]	\$ 158.00
	Reroofing			
	Commercial	per permit	[2]	\$ 314.00
	Residential	per permit	[2]	\$ 87.00
	Roof Structure Repair / Reinforcement			
	Commercial	each	[2]	\$ 299.00
	Residential	each	[2]	\$ 299.00
	Saunas (Steam)	per permit	[2]	\$ 325.00
	Sign			
	Wall - Illuminated	per permit	[2]	\$ 164.00
	Wall - Non-Illuminated	per permit	[2]	\$ 164.00
	Pole	per permit	[2]	\$ 362.00
	Monument	per permit	[2]	\$ 164.00
	Skylight			
	Commercial	each	[2]	\$ 362.00
	Residential	each	[2]	\$ 362.00
	Solar - SolarApp+ Residential	per permit	[1]	\$ 183.00
	Solar - Residential (Up to 15 kW)	per permit	[2],[4]	\$ 307.00
	Per kW above 15kW	per kW	[2],[4]	\$ 15.00
	Add Residential Battery Back-up	per permit	[2],[4]	\$ 210.00
	Add Residential Panel Upgrade	per permit	[2],[4]	\$ 245.00
	Add Reverse Tilt System/ Ground Mount	per permit	[2],[4]	\$ 315.00
	Solar - Commercial (Up to 50 kW)	per permit	[2],[4]	\$ 629.00
	Per kW between 50kW - 250kW	per kW	[2],[4]	\$ 7.00
	Per kW above 250kW	per kW	[2],[4]	\$ 5.00
	Spray Booth Install / Clean Room	per permit	[2]	\$ 293.00
	Stairs			
	New/Replace First Story	each	[2]	\$ 447.00
	Additional Story	each	[2]	\$ 366.00
	Repair	each	[2]	\$ 447.00
	Siding			
	Stucco	each	[2]	\$ 149.00
	Stone/Brick Veneer	each	[2]	\$ 204.00
	Storage Racks			
	<8 ft, first 100 lf	per permit	[2]	\$ 469.00
	each add'l. 100 lf	each	[2]	\$ 87.00
	>8 ft, first 100 lf	per permit	[2]	\$ 506.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	>8 ft, ea. Add'l 100 lf	each	[2]	\$ 231.00
	Swimming Pool			
	Commercial	per permit	[2]	\$ 320.00
	Residential	per permit	[2]	\$ 270.00
	Temporary Seating or Bleachers Install	per permit	[2]	\$ 204.00
	Trash Enclosure Install	per permit	[2]	\$ 283.00
	Windows / Door			
	Commercial	each	[2]	\$ 325.00
	Residential	each	[2]	\$ 122.00
	Other Inspections (Per Hour)			
	Inspections outside of normal business hours (minimum charge: two hours)	per hour	[2]	\$ 156.00
	Re-inspection fees	per hour	[2]	\$ 156.00
	Inspections for which no fee is specifically indicated (minimum charge: one half-hour)	per hour	[2]	\$ 156.00
	Special third party, multiple or recurring inspections (city processing fee per permit plus actual cost)	flat	[2]	\$ 541.00
	Additional plan review required by changes, additions or revisions to approved plans (minimum charge: one half-hour)	per hour	[2]	\$ 146.00
	Other Building Fees			
	Appeal of Building Official Decision	per permit	[1]	\$ 1,527.00
	Building Permit Revision, Fee + Third Party Hourly Charge	per hour	[2]	Actual Cost
	Building Plan Check Fee (8% discount on repetitive plan checks)	each	[2],[5]	Actual Cost
	Green Building Standards Plan Check and Inspection	each	[2]	Actual Cost
	Green Building State Standards Fee (SB1473)	each	[1]	\$1.00 per every \$25,000 in building valuation or fraction thereof (minimum fee \$1.00)
	Strong Motion Instrumentation Fee (SMIP) and Seismic Hazard Mapping Fee - Residential	each	[1]	Pass through from State: \$13.00 per \$100,000 valuation (minimum \$0.50 fee)
	Strong Motion Instrumentation Fee (SMIP) and Seismic Hazard Mapping Fee - Commercial	each	[1]	Pass through from State: \$28.00 per \$100,000 valuation (minimum \$0.50 fee)

	Fee Name	Fee Type	Notes	Fee/Deposit
	Penalty for Commencing Work Before Permit Issuance	each	[6]	Double the permit fee
	Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.	per hour	[2]	\$ 144.00

[Notes]

- [1] Set per City policy
- [2] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.
- [3] Valuation based on current valuation multiplier published by the San Diego Chapter of the International Code Council. CBC 109.3 Building permit valuations.
- [4] Limited to maximum amounts set by AB 1414.
- [5] Plan check fee based on 65% of the current building permit fee and is due upon initial submittal
- [6] CMC 18.20.010 and CMC 18.04.010
- [7] Limited to maximum amounts consistent with Sections 1017, 1020.1 and 1020.7 of Title 25 of the California Code of Regulations.

	Fee Name	Fee Type	Notes	Fee/Deposit
Building Department Fees				
Plumbing, Mechanical, and Electrical Permits - Not Associated with a Building Permit				
	Simple Single or Combination Permits (see list of simple items)	per permit	[1]	\$ 228.00
	Water Heater Only	per permit	[1]	\$ 133.00
Complex Mechanical Permits				
	FAU less than 100,000 Btu/h	per permit	[1]	\$ 569.00
	FAU greater than 100,000 Btu/h	per permit	[1]	\$ 731.00
	Floor furnace (including vent)	per permit	[1]	\$ 406.00
	Suspended, wall, or floor-mounted heaters	per permit	[1]	\$ 325.00
	Appliance vents not included in an appliance permit	per permit	[1]	\$ 650.00
	Boiler up to 100,000 Btu/h	per permit	[1]	\$ 772.00
	Boiler 100,000 Btu/h to 500,000 Btu/h	per permit	[1]	\$ 325.00
	Compressor up to 3 HP	per permit	[1]	\$ 366.00
	Compressor up to 3 HP to 15 HP	per permit	[1]	\$ 382.00
	Other Complex Mechanical	per permit	[1]	\$ 488.00
Complex Electrical Permits				
	Commercial Appliance	per permit	[1]	\$ 325.00
	Power Apparatus	per permit	[1]	\$ 325.00
	Motor not over 1 HP	each	[1]	\$ 325.00
	Motor over 1 HP and not over 10 HP	each	[1]	\$ 325.00
	Motor over 10 HP and not over 50 HP	each	[1]	\$ 325.00
	Motor over 50 HP and not over 100 HP	each	[1]	\$ 366.00
	Motor over 100 HP	each	[1]	\$ 406.00
	Generator not over 1 KW	each	[1]	\$ 325.00
	Generator over 1 KW and not over 10 KW	each	[1]	\$ 366.00
	Generator over 10 KW and not over 50 KW	each	[1]	\$ 488.00
	Generator over 50 KW and not over 100 KW	each	[1]	\$ 488.00
	Generator over 100 KW	each	[1]	\$ 569.00
	Transformer not over 1 KVA	each	[1]	\$ 406.00
	Transformer over 1 KVA and not over 10 KVA	each	[1]	\$ 406.00
	Transformer over 10 KVA and not over 50 KVA	each	[1]	\$ 447.00
	Transformer over 50 KVA and not over 100 KVA	each	[1]	\$ 488.00
	Transformer over 100 KVA	each	[1]	\$ 488.00
	Services of 600 volts or less and over 400 amperes to 1000 amperes in rating	each	[1]	\$ 488.00
	Services over 600 volts or over 1000 amperes in rating	each	[1]	\$ 650.00
	Other Complex Electrical	each	[1]	\$ 488.00
Complex Plumbing Permits				
	Fire Suppression System/Commercial Hood	per permit	[1]	\$ 691.00
	Onsite Sewer 6" & Over	per permit	[1]	\$ 447.00
	Onsite Water 6" & Over	per permit	[1]	\$ 447.00
	Onsite Storm Drain 6" & Over	per permit	[1]	\$ 447.00

	Fee Name	Fee Type	Notes	Fee/Deposit
	Utilities (private - main) city processing fee	per permit	[1]	\$ 902.00
	Utilities (private - main) plans examiner fee	per permit	[1]	Actual Cost
	Other Complex Plumbing	per permit	[1]	\$ 488.00

[Notes]

[1] Set per 2021 - Cost of Service Study and Fee Schedule Update. Indexed to West Region Urban CPI.

Fee Name

Simple Single or Combination Permits List

Simple Mechanical Items:

Addition to each heating appliance, refrigeration unit, cooling unit, absorption unit, or each heating, cooling, absorption, or evaporative cooling system.

HVAC change out - existing dwelling

Air-handling unit under 10,000 CFM

Evaporative cooler

Ventilation fan connected to a single duct

Hood and duct system

Duct systems

Miscellaneous mechanical (wall furnace, condensing units, gas outlet/gas test, etc.)

Other simple mechanical

Simple Electrical Items:

Receptacle, switch, and lighting outlets

Lighting fixtures

Pole or platform-mounted lighting fixtures

Theatrical-type lighting fixtures or assemblies

Appliances not exceeding one horsepower (HP), kilowatt (KW), or kilovolt-ampere (KVA), in rating

Busways

Trolley and plug-in-type busways - each 100 feet or fraction thereof

Signs, outline lighting, or marquees supplied from one branch circuit

Services of 600 volts or less and not over 200 amperes in rating

Miscellaneous apparatus, conduits, and conductors

Portable generators less than 10,000 W

Temporary power panel/service

Temporary power pole

Other simple electrical

Simple Plumbing Items:

Plumbing fixtures

Building sewer

Rainwater systems

Water heater

Industrial waste pretreatment interceptor

Water piping and/or water treating equipment

Repair or alteration of drainage or vent piping

Backflow devices

Atmospheric-type vacuum breakers

Gas test

Gas outlets

Residential remodel/repairs

Other simple plumbing



Section 3

Development Impact Fees

Boundary of Bridge and Thoroughfare District No. 2 (Aviara Parkway - Pointsettia Lane)

- | | |
|--|---|
|  Exempt From Fee Area |  Fee Paid by Agreement |
|  Fee Previously Paid |  Local Facility Management Zones |
|  Fee Area |  Fee Boundary Area |

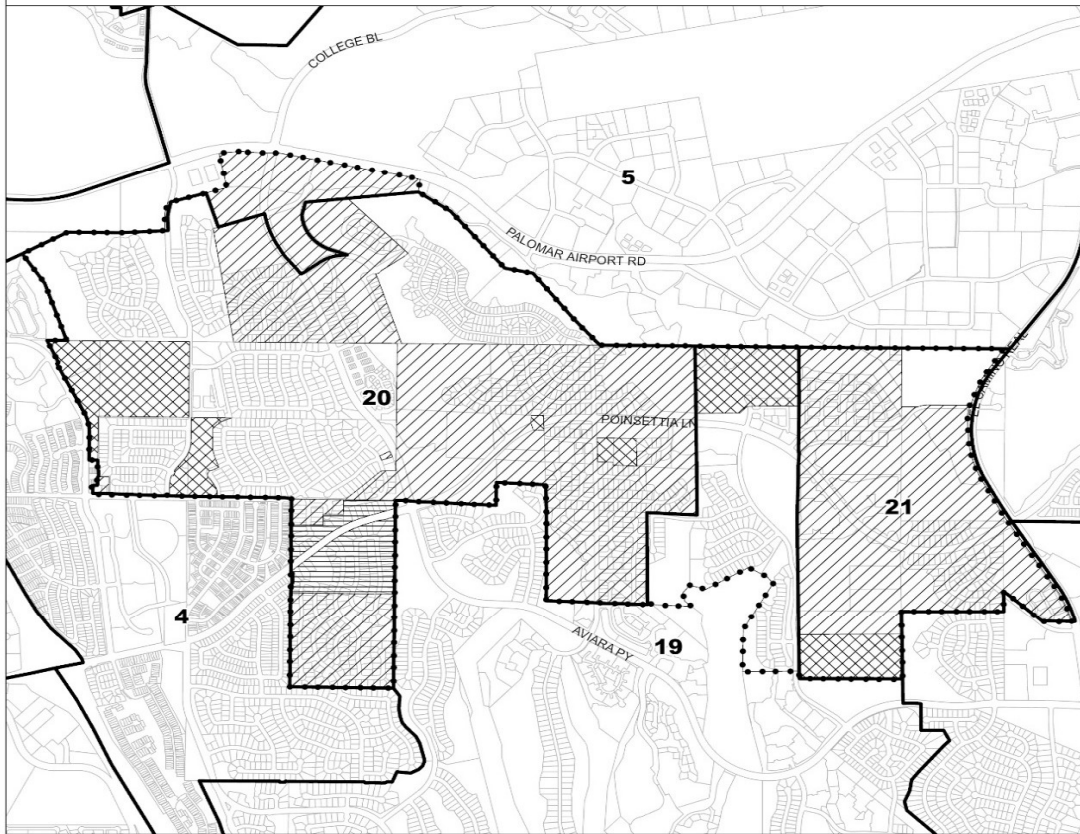
Fee Schedule:

Zone 5 - \$ 421 / ADT *

Zone 20 - \$ 2,182 / ADT *

Zone 21 - \$ 1,761 / ADT *

*Average Daily Trips (ADT) per SANDAG
Vehicular Traffic Generation Rates

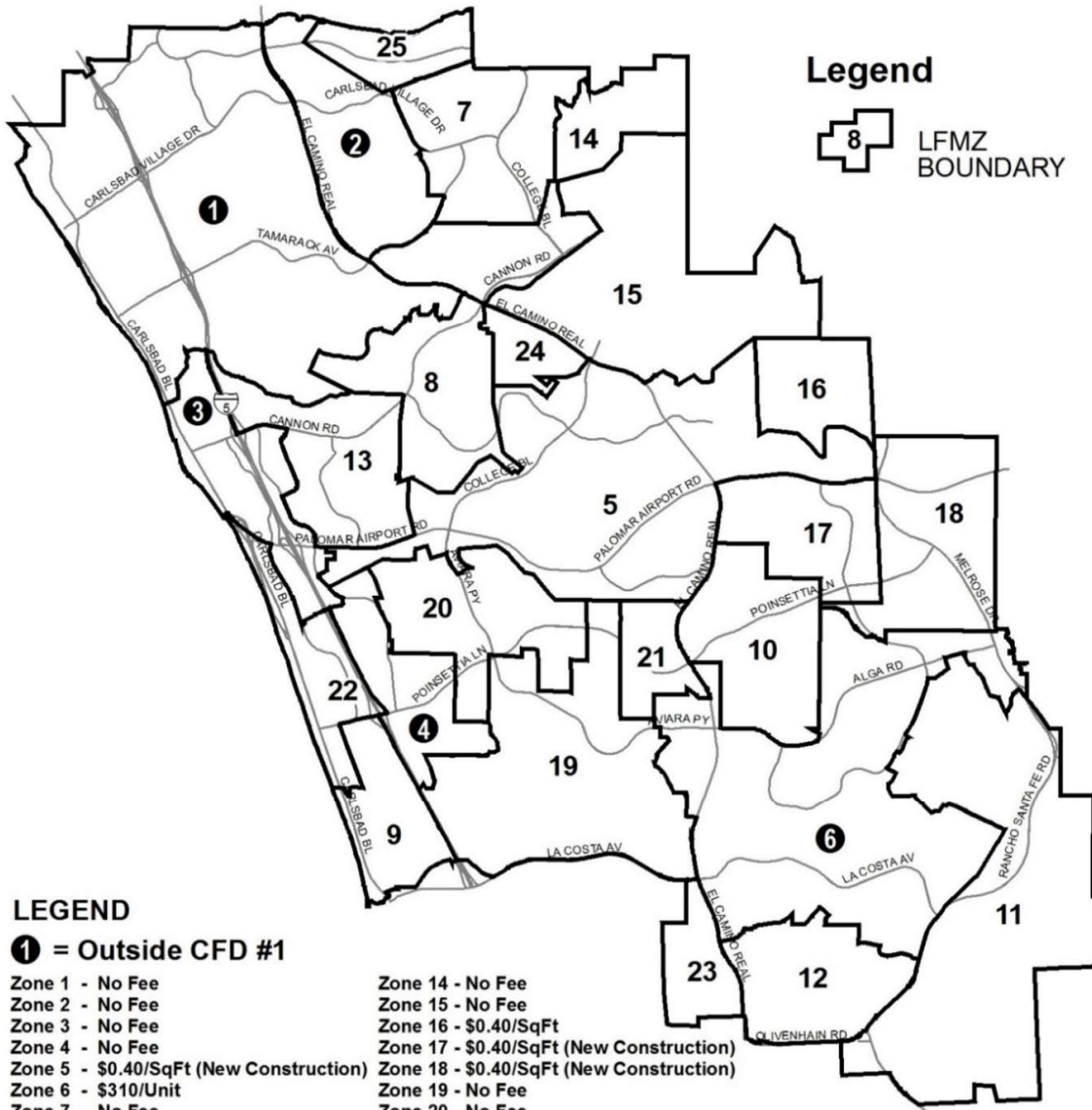


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City of Carlsbad Local Facilities Management Zones (LFMZ)



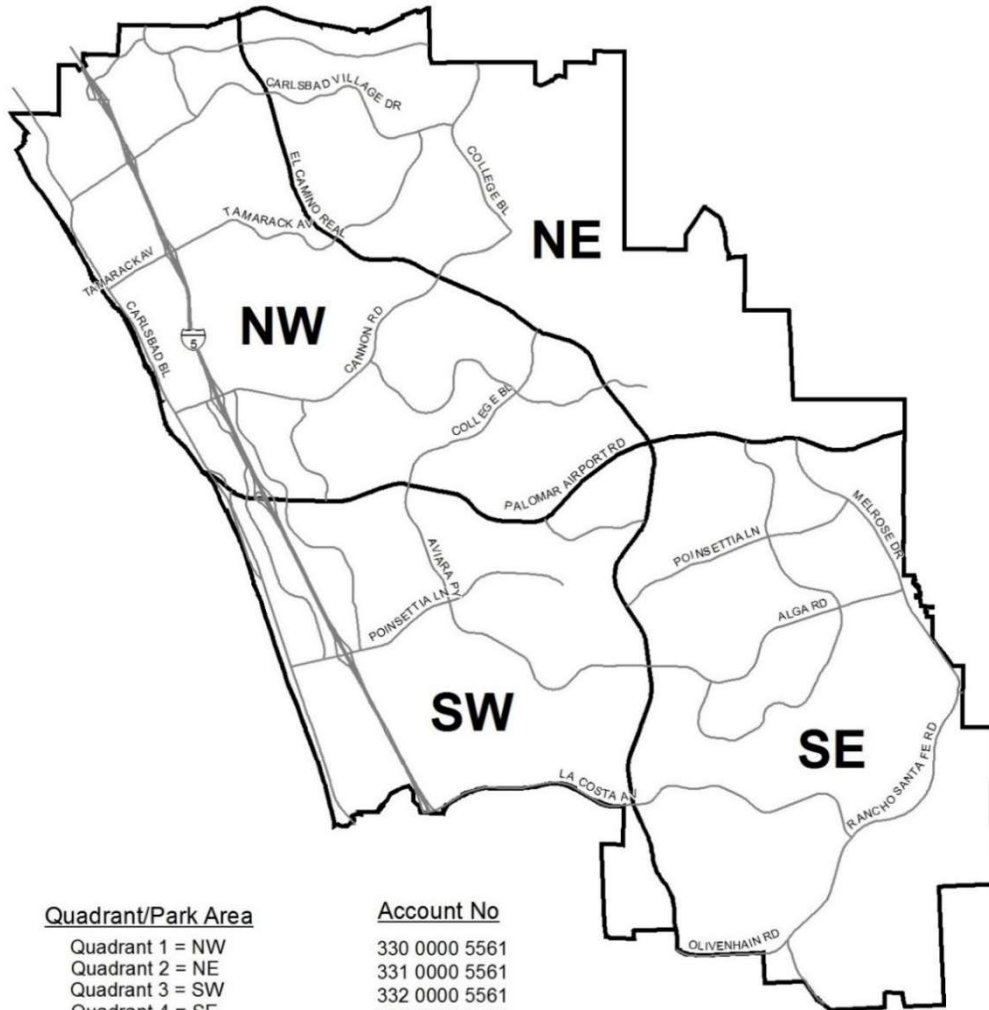
LEGEND

① = Outside CFD #1

- | | |
|---|--|
| Zone 1 - No Fee | Zone 14 - No Fee |
| Zone 2 - No Fee | Zone 15 - No Fee |
| Zone 3 - No Fee | Zone 16 - \$0.40/SqFt |
| Zone 4 - No Fee | Zone 17 - \$0.40/SqFt (New Construction) |
| Zone 5 - \$0.40/SqFt (New Construction) | Zone 18 - \$0.40/SqFt (New Construction) |
| Zone 6 - \$310/Unit | Zone 19 - No Fee |
| Zone 7 - No Fee | Zone 20 - No Fee |
| Zone 8 - No Fee | Zone 21 - No Fee |
| Zone 9 - No Fee | Zone 22 - No Fee |
| Zone 10 - No Fee | Zone 23 - No Fee |
| Zone 11 - No Fee | Zone 24 - No Fee |
| Zone 12 - No Fee | Zone 25 - No Fee |
| Zone 13 - \$0.40/SqFt | |

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Park Districts

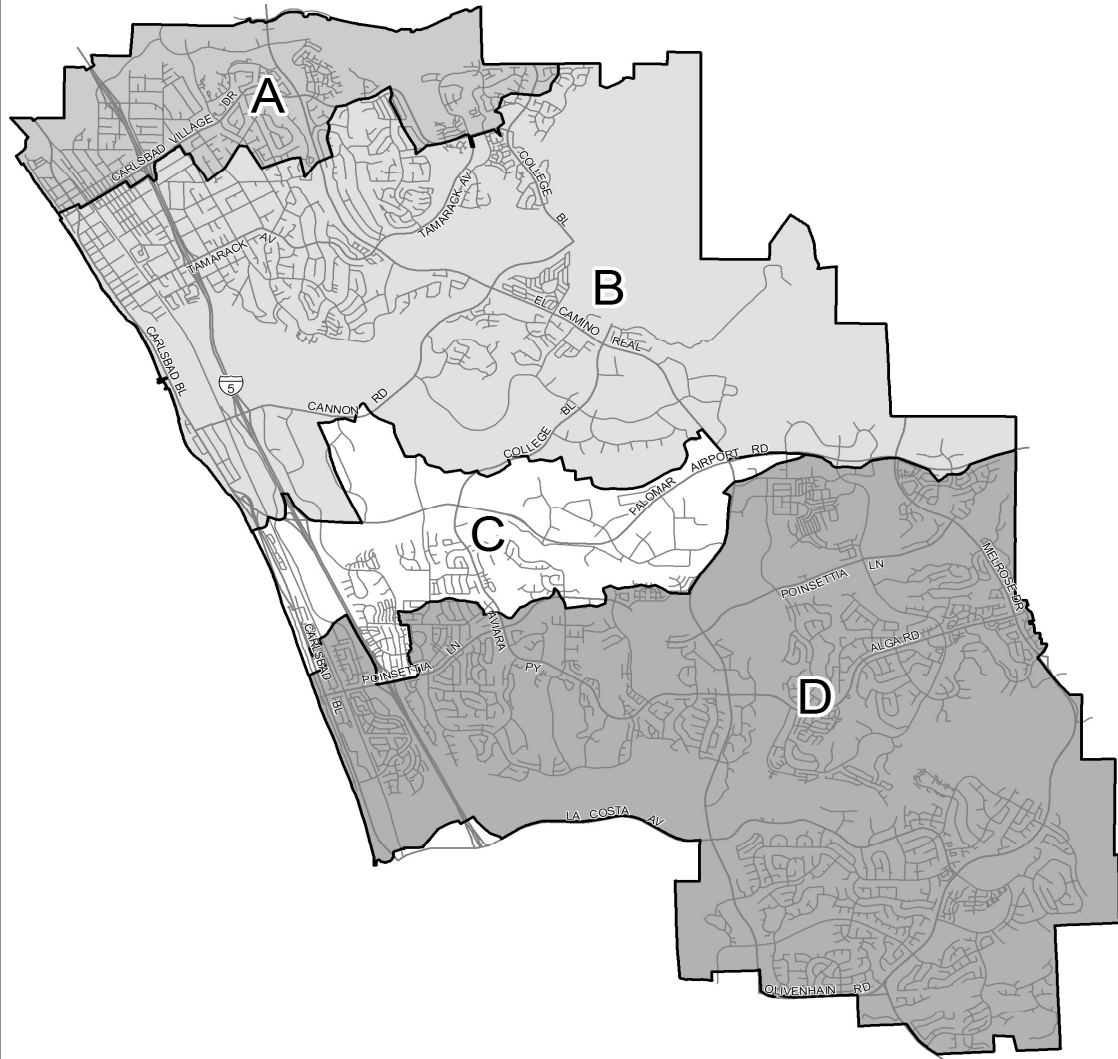


Quadrant/Park Area	Account No
Quadrant 1 = NW	330 0000 5561
Quadrant 2 = NE	331 0000 5561
Quadrant 3 = SW	332 0000 5561
Quadrant 4 = SE	333 0000 5561

Fee Applicable to Residential Subdivisions Only:	NE, SE, SW	NW
	(per unit)	(per unit)
Single Family Detached & Duplex (0-lot line or attached wall)	5,728	7,649
Attached Residential (4 units or less)	4,804	6,414
Attached Residential (more than 4 units)	4,636	6,190
Mobile Homes	3,696	4,934

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Planned Local Drainage Fee Areas

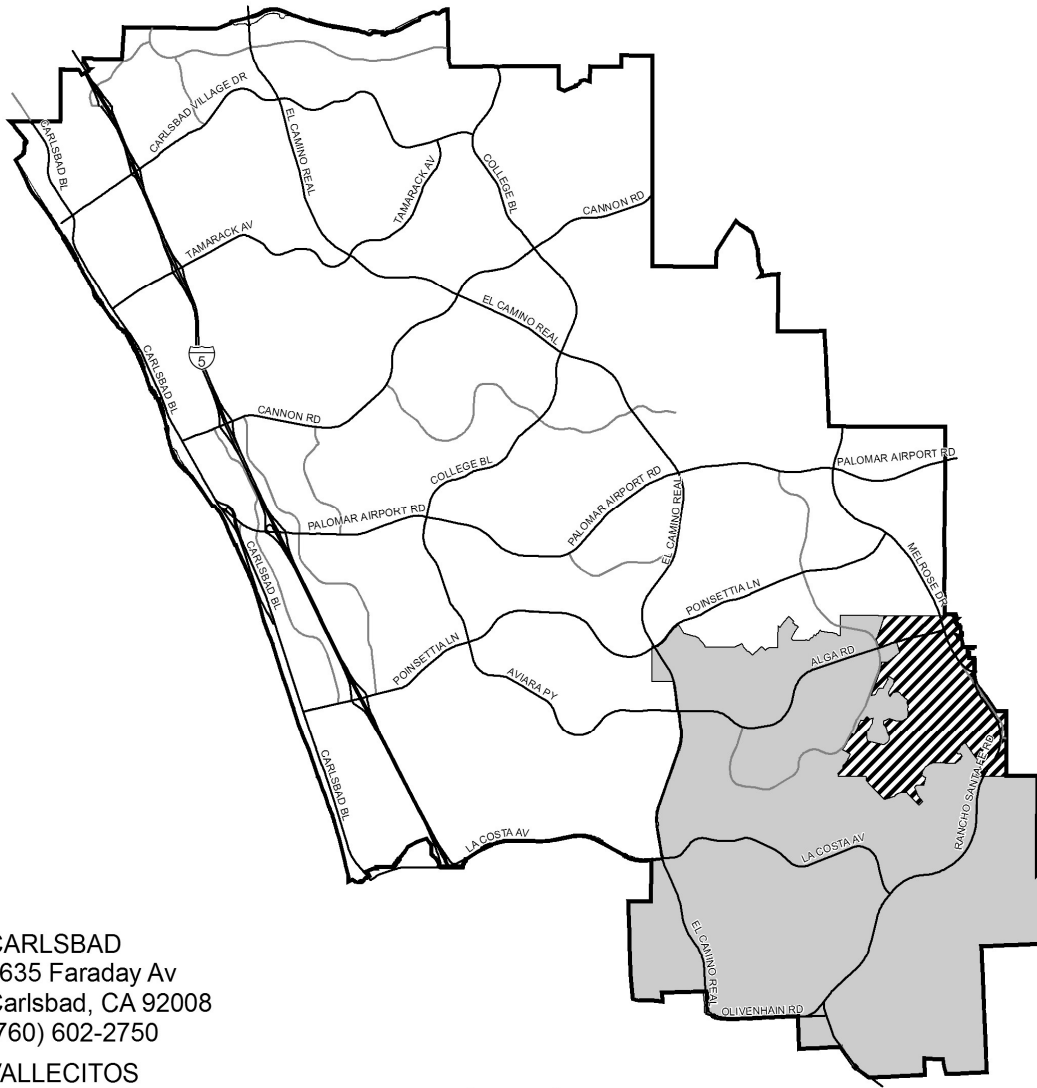


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Fee Name	Fee Type	Notes	Fee Level/Deposit
Planned Local Drainage Area Fees (PLDA)			
PLDA A, Low Runoff	per acre		\$ 8,736.00
PLDA B, Low Runoff	per acre		\$ 3,266.00
PLDA C, Low Runoff	per acre		\$ 3,169.00
PLDA D, Low Runoff	per acre		\$ 3,005.00
PLDA A, Medium Runoff	per acre		\$ 17,372.00
PLDA B, Medium Runoff	per acre		\$ 6,294.00
PLDA C, Medium Runoff	per acre		\$ 4,483.00
PLDA D, Medium Runoff	per acre		\$ 4,916.00
PLDA A, High Runoff	per acre		\$ 37,855.00
PLDA B, High Runoff	per acre		\$ 14,148.00
PLDA C, High Runoff	per acre		\$ 13,736.00
PLDA D, High Runoff	per acre		\$ 13,025.00

General Plan Land Use Designation	PLDA FEE CATEGORY		
	Low Runoff Potential	Medium Runoff Potential	High Runoff Potential
CF		◆	
GC			◆
L			◆
O			◆
OS	◆		
P		◆	
PI			◆
PI/O			◆
R			◆
R1.5	◆		
R4	◆		
R8		◆	
R15		◆	
R15/L		◆	
R15/O		◆	
R15/VC		◆	
R23		◆	
R30		◆	
OK-TC			◆
VC			◆
VC/OS			◆
V			◆

Sewer Districts





CARLSBAD
 1635 Faraday Av
 Carlsbad, CA 92008
 (760) 602-2750

VALLECITOS
 201 Vallecitos de Oro
 San Marcos, CA 92069
 (760) 744-0460

LEUCADIA
 1960 La Costa Av
 Carlsbad, CA 92009
 (760) 753-0155

Legend

Sewer Service Area

-  CARLSBAD
-  VALLECITOS
-  LEUCADIA

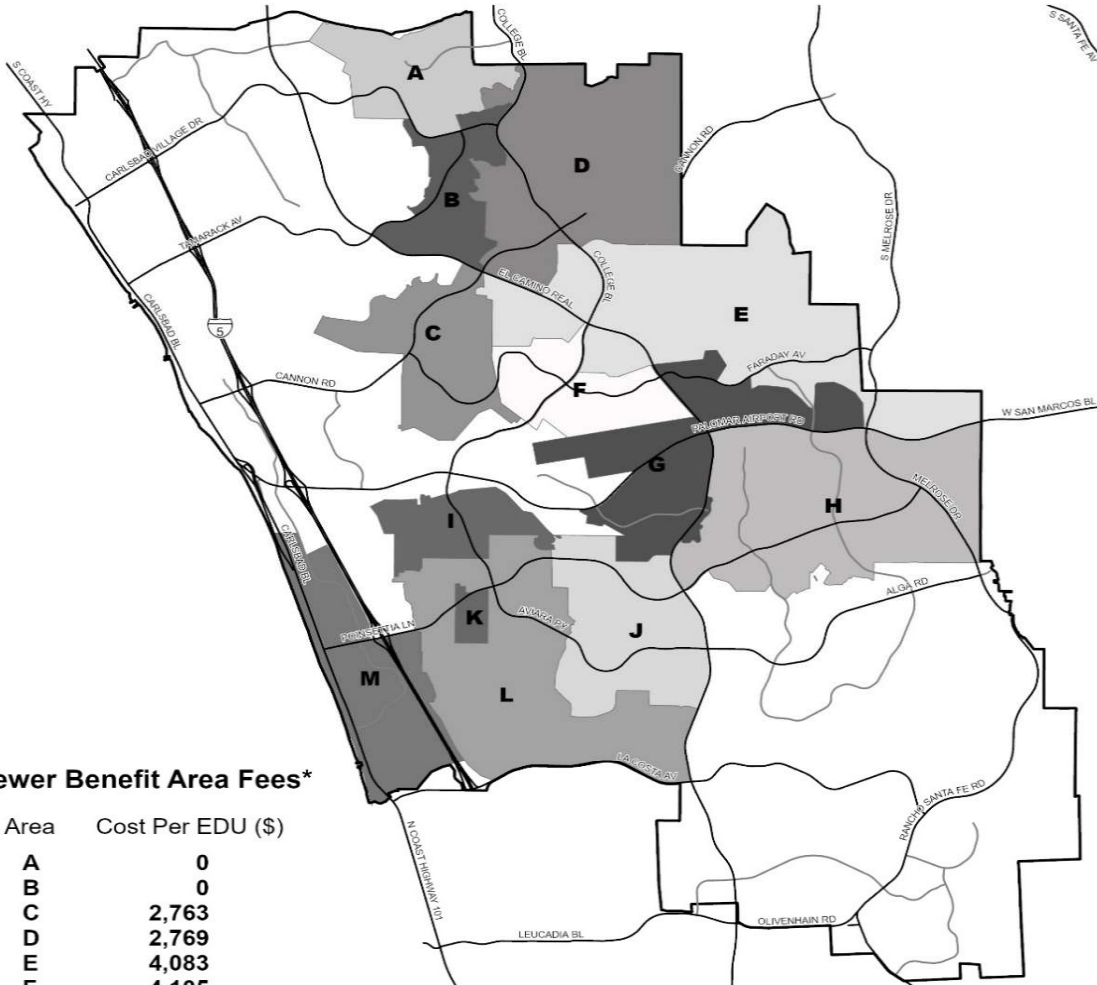
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Sewer Fees

Sewer Connection Fees*

General Capacity Fee of \$1,074 per EDU for
All Areas Plus Sewer Benefit Fees Shown Below

*CMC 13.10.020(C) shall be used to determine
Equivalent Dwelling Units (EDU).



Sewer Benefit Area Fees*

Area	Cost Per EDU (\$)
A	0
B	0
C	2,763
D	2,769
E	4,083
F	4,105
G	0
H	1,204
I	0
J	0
K	0
L	0
M	0

Legend

- A, B, C Sewer Benefit Area
 - Sewer Benefit Area Boundary
- Previous Sewer Benefit Areas I and K are now in L.

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	Fee Name	Fee Type	Notes	Fee/Deposit
Affordable Housing Credit				
	Cassia Heights (Southeast and Southwest quadrants)	per unit	[1]	\$ 78,409.00
	Tavarua Senior Affordable Apartments (Northwest quadrant)	per unit	[1]	\$ 116,043.00
Affordable Housing Impact Fee				
	Affordable Housing Impact Fee	per unit	[1]	\$ 2,925.00
	Affordable Housing In-Lieu Fee (per single-family market rate unit on single-family lot)	per unit	[2]	\$ 10,040.00
	Affordable Housing In-Lieu Fee (residential development projects proposing two to six units), per sq. ft. of net building area per unit	per sq. ft.	[2]	\$ 18.00
Habitat Mitigation Fees, Per Acre				
	Type D - Coastal Sage Scrub	per acre	[1]	\$ 39,381.00
	Type E - Non-Native Grassland	per acre	[1]	\$ 19,692.00
	Type F - Agricultural Land, Disturbed Land, Eucalyptus Woodland	per acre	[1]	\$ 3,938.00
Public Facilities and Community Facilities District Fees				
	Public Facilities Fee - inside CFD	per project	[1]	1.82% of building permit valuation
	Public Facilities Fee - outside CFD	per project	[1]	3.5% of building permit valuation
	Community Facilities District #1 Fees		[1]	Please see current information packet
Traffic Impact Fees				
	Apartment (Inside of CFD 1)	per ADT	[1]	\$ 463.00
	Apartment (Outside of CFD 1)	per ADT	[1]	\$ 544.00
	Commercial/Industrial Cost Per Trip (Inside CFD)	per ADT	[1]	\$ 184.00
	Commercial/Industrial Cost Per Trip (Outside of CFD)	per ADT	[1]	\$ 217.00
	Condominium (Inside of CFD 1)	per ADT	[1]	\$ 463.00
	Condominium (Outside of CFD 1)	per ADT	[1]	\$ 544.00
	Single Family (Inside of CFD 1)	per ADT	[1]	\$ 463.00
	Single Family (Outside of CFD 1)	per ADT	[1]	\$ 544.00

[Notes]

- [1] Set per City policy
- [2] Updated via City Council Resolution; effective April 1, 2022.

TEN-YEAR MAJOR ASSET REPLACEMENT SCHEDULE, FISCAL YEARS 2026-35

Department	Equipment Type	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35
Fire	Furniture (misc.)	23,000	50,000				27,000				
Fire	Plymovent Vehicle Exhaust Extraction System	350,000									
Fire	EKG Monitors		760,000								
Fire	Extrication equipment			70,000				70,000			70,000
Fire	Trench rescue equipment							100,000			
Fire	Mechanical CPR devices							150,000			
Fire	Emergency Medical Services (EMS) powerlift gurneys							800,000			
Fire	800 mHz (megahertz) radios - mobile/base station								52,000		
Fire	VHF (very high frequency) radios - portable								250,000		
Fire	800 mHz (megahertz) radios - portable								825,000		
Fire	PPE extractors/drying cabinets									180,000	
Fire	Self-Contained Breathing Apparatus (SCBA) compressors									300,000	
Library & Cultural Arts	Funding for Public Art Maintenance	165,000									
Parks & Recreation	Irrigation Controller Replacement in Medians (12.5% of Total Need)	112,000									
Parks & Recreation	Fencing, Chase	139,900									
Parks & Recreation	Sport Light Controller, Laguna Riviera	160,000									
Parks & Recreation	Lighting Controllers, Aviara	160,000									
Parks & Recreation	Sport Light Controllers, Aviara	160,000									
Parks & Recreation	Gazebo, Holiday Park	200,000									
Parks & Recreation	Scoreboards, Chase	225,000									
Parks & Recreation	Backstops, Poinsettia	240,000									
Parks & Recreation	Fencing Black Chainlink, Alga Norte	526,600									
Parks & Recreation	Irrigation Controller Replacement in Medians (12.5% of Total Need)		112,000								
Parks & Recreation	Irrigation Controller Replacement in Medians (12.5% of Total Need)		112,000								
Parks & Recreation	Gazebo, Magee	200,000									
Parks & Recreation	Sport Light Controller, Calavera	240,000									
Parks & Recreation	Parking Lot Asphalt/Striping, Magee		110,448								
Parks & Recreation	Irrigation Controller Replacement in Medians (12.5% of Total Need)		112,000								
Parks & Recreation	Lochinvar High Efficiency Competition pool heaters, Alga Norte		220,760								
Parks & Recreation	Score Boards, Alga Norte		225,000								
Parks & Recreation	Fencing, Calavera		288,250								
Parks & Recreation	Beach Access Infrastructure replacement (50% of Total Need)			107,875							
Parks & Recreation	Irrigation Controller Replacement in Medians (12.5% of Total Need)			112,000							
Parks & Recreation	Parking Lot Asphalt/Striping, Tamarack/Frazeo Seawall			300,258							
Parks & Recreation	Fencing, Poinsettia			574,300							
Parks & Recreation	Fabric Shade Covers - Picnic Areas, Calavera			100,000							
Parks & Recreation	Beach Access Infrastructure replacement (50% of Total Need)			107,875							
Parks & Recreation	Irrigation Controller Replacement in Medians (12.5% of Total Need)			112,000							
Parks & Recreation	Safety Lighting, Aviara			120,000							
Parks & Recreation	Stairways, La Costa Canyon			125,000							
Parks & Recreation	Fencing (Galvanized Chainlink), Aviara			129,500							
Parks & Recreation	Fencing, Stagecoach			377,180							
Parks & Recreation	Fencing (Vinyl Chainlink), Aviara			389,680							
Parks & Recreation	Irrigation Controller Replacement in Medians (12.5% of Total Need)			112,000							
Parks & Recreation	Irrigation Controller Replacement in Medians (12.5% of Total Need)							112,000			
Parks & Recreation	Fencing, Levante								147,840		
Parks & Recreation	Shade Covers, Pine									200,000	

TEN-YEAR MAJOR ASSET REPLACEMENT SCHEDULE, FISCAL YEARS 2026-35

Department	Equipment Type	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	FY 30-31	FY 31-32	FY 32-33	FY 33-34	FY 34-35
Parks & Recreation	Fountain, Streetscapes										
Parks & Recreation	Shade Covers, Leo Carrillo Ranch								200,000		
Police	Radios	3,000,000								100,000	
Police	License Plate Readers		1,850,000								
Police	Handguns - Patrol			138,000							
Police	Tasers			781,000							
Police	Trimble Forensics Traffic Scene Processing						100,000				
Police	Ballistic Helmets & Plate Carriers								237,000		
Police	E-Cite Printers									106,000	
Total		2,461,500	3,714,000	3,566,458	2,083,433	1,461,235	139,000	1,332,000	1,911,840	686,000	70,000

Notes:

- 1) Includes major equipment over \$100,000 in individual or collective value.
- 2) Does not include any items included in the Fleet or Information Technology Replacement Funds, or the Capital Improvement or Strategic Digital Transformation Investment Programs.

To the members of the:
 CITY COUNCIL
 Date 1-18-24 CA CC
 CM ACM DCM (3)

Council Memorandum

January 18, 2024

To: Honorable Mayor Blackburn and Members of the City Council
From: Scott Chadwick, City Manager
Re: **Overview of the Fiscal Year 2024-25 Budget Process, Timeline and Proposed Position Reductions (Districts – All)**

Consistent with the City Council's desire to reduce ongoing spending due to the forecasted General Fund structural budget deficit and to demonstrate the most prudent use of city resources, staff has prepared this memorandum about the planning and development of the fiscal year 2024-25 budget. Included in this memorandum are:

- An overview of the city's current economic outlook.
- A budget planning calendar.
- Direction provided to departments as they prepare their proposed budgets.
- A new approach that will better align the Capital Improvement Program with the City Council's 5-year Strategic Plan, while increasing transparency and City Council involvement in project timing and funding.
- An overview of the process to propose projects for the Strategic Digital Transformation Investment Program.
- A plan to eliminate the equivalent of 12 full-time positions from the city's workforce in the fiscal year 2024-25 budget, which goes into effect July 1, 2024.

Background

The City Council sets the overall policy direction for the City of Carlsbad and helps staff prioritize programs, projects and services to support that direction. Public input plays a critical role in setting both the long-range policy direction of the city and decisions about day-to-day spending. The City Council adopted a 5-Year Strategic Plan in 2022, which guides the city and serves as a road map during the budget process by identifying specific, measurable objectives to be achieved during the five-year timeframe. The city's budget, in turn, serves as a financial plan and guiding tool to support the city's mission, including City Council's policy priorities.

The fiscal year 2024-25 budget will preserve the city's continued fiscal sustainability by maintaining its critical core services, achieving its goals and priorities, and being mindful of the economic outlook. While administrative leadership's direction for the fiscal year 2024-25 budget cycle will not require a mandated budget reduction by each department, it will continue the expectation that staff incorporate opportunities to do business more efficiently and focus on spending areas that can be reduced with little to no impact on the community. These continued efforts are in response to the city's anticipated structural deficit, in which the city's expenditures

City Manager's Office

1200 Carlsbad Village Drive | Carlsbad, CA 92008 | 442-339-2820 t
 May 21, 2024

are projected to grow at a faster rate than its revenues. The city is in a much better position today than it was even a year ago—in part due to an enhanced revenue outlook and recent efforts by city staff to reduce ongoing costs—nonetheless, the General Fund is projecting an annual deficit beginning in fiscal year 2028-29. It is imperative this year's budget reflect every effort reasonably possible to address this structural deficit.

The COVID-19 pandemic and the negative economic impact it had on many of the city's revenue sources peaked during fiscal year 2020-21 and 2021-22. In response to future economic uncertainty at that time, the adopted budgets in fiscal year 2022-23 and 2023-24 included reductions of nearly 2% and 3%, respectively. 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 healthy surplus. The combined impact of these budget reduction efforts and larger-than-anticipated surplus 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.

Since 2021, the city has dealt with unprecedented inflationary increases, reaching a regional high of 8.3% in May 2022. The Federal Reserve responded by increasing target interest rates over the last couple of years. While inflation has begun to decline, regional inflation was still at 5.2% as of November 2023. The Federal Reserve is expected to begin reducing target rates in 2024, and inflation will likely remain a concern the city will continue to manage.

In addition to managing inflation's impact to the city's budget, aging infrastructure is another challenge that is neither new nor unique to the City of Carlsbad. As the city continues its transition from "growth and development" to "maintenance," the operating costs necessary to fund infrastructure maintenance and replacement continues to grow and represent a significant pressure on the General Fund's resources.

Pension funding also continues to have a significant impact on the city's budget. CalPERS' volatile investment performance, particularly over the last two years, has significantly increased the city's costs. The city has taken great steps toward mitigating the long-term risks and associated costs by prefunding and establishing a Section 115 Trust; however, the annual required contributions still represent a significant portion of the city's expenditure budget.

Discussion

The city's annual comprehensive budget document includes three sections: Operating Budget, Capital Improvement Program and Strategic Digital Transformation Investment Program. A summary of the fiscal year 2024-25 process to create each of these three budgets, as well as priorities and changes planned for the upcoming fiscal year, are presented below.

Operating Budget

The Operating Budget is designed to provide funding for all ongoing city operations, one-time, non-capital projects and work efforts, general support of the city, and the City Council’s strategic policy goals and work plans. The Operating Budget funds ongoing operating and maintenance costs and provides for appropriate and strategic levels of replacement funding. City staff strive to ensure that, when preparing the annual budget, one-time revenues are only used to cover one-time costs, and ongoing costs are not greater than ongoing revenues.

Before the city’s Operating Budget is presented to the City Council for adoption, city staff in all departments prepare individual budgets for their functional areas. The table below depicts the key phases and dates in the creation and adoption of the city’s Operating Budget. This schedule is subject to change as staff move along in the budget process.

Table 1: Operating Budget calendar for fiscal year 2024-25

Date	Task
Jan. 3	City staff hold Operating Budget kickoff meeting – participants include executive leadership and department budget preparers.
Feb. 1	Special City Council Meeting: Departmental Operations Presentation
Feb. 6	Strategic Plan Update at City Council Meeting.
Feb. 9	Departments submit their requested budgets to the Finance Department budget team.
Feb. 9 – March 20	The Finance Department budget team reviews and evaluates departments’ budget submissions.
Feb. 23	Departments complete narrative sections highlighting services, priorities, accomplishments and budget changes, which are included in the published budget book.
March 15	Departments update their portions of city’s master fee schedule.
March 20-28	Representatives from each department present their budget submissions in meetings with the City Manager, Assistant City Manager and Finance Department budget team.
March 28 – May 21	City leadership makes key funding decisions based on City Council priorities, regulatory requirements, forecast data, and other supporting data. The Finance Department budget team prepares the preliminary budget document.
May 21	City staff present the preliminary budget to the City Council.
May 23	City staff hold a community budget workshop.
June 18	The City Council holds a Public Hearing and considers the annual budget for adoption.

Department budget submissions

There are many components that city staff across all operating departments must complete in their initial budget submissions. Some key activities include, but are not limited to, the following:

- Review full-time and part-time employee allocations for accuracy and opportunities for reductions or reorganizations to enhance efficiency.
- Review base maintenance and operations budgets. The base budget consists of the prior year adopted budget for maintenance and operations, excluding any one-time supplemental budget granted in the prior year and interdepartmental chargebacks, which are calculated separately. Departments have discretion to change how their maintenance and operations budgets are utilized in the upcoming fiscal year, as long as the total requested budget stays within their allocated base.
- Consider supplemental budget needs. As mentioned previously in this memorandum, for the fiscal year 2024-25 budget, the city will strive to achieve continued fiscal sustainability by maintaining its critical core services, achieving its goals and priorities and being mindful of the economic outlook. **As such, the upcoming year's budget preparation does not include a process for departments to request additional funding.** However, city administrative leadership will consider crucial budget needs if they relate to the city's response to a changing regulatory environment, new laws, cost increases for existing essential services and other needs.
- Calculate the interdepartmental chargebacks that will be allocated citywide for costs such as those related to information technology, fleet, workers' compensation, risk management and other miscellaneous administration. City staff from these areas will work with other departments to determine needs for the upcoming fiscal year before calculating chargebacks. The fleet and information technology calculations also include budgeting for capital outlay for planned replacements, such as vehicles and computers that have reached the end of their useful lives.
- Estimate revenue for the upcoming year. Some departments have specific sources of revenue, such as recreation fees. The Finance Department manages general city revenue collected, while city staff budget for revenue that is department specific.

After departments' requested budgets are submitted and reviewed, an integral part of the budget preparation process takes place when department staff meet individually with the City Manager, Assistant City Manager and Finance Department budget team to present their proposed budgets for the upcoming year. During these meetings, department staff justify their requested budgets, which may include presentation of data and analysis to support proposed spending, year-over-year spending trends and information on how programmatic efforts support the city's 5-Year Strategic Plan. The discussions during these meetings help to ensure that executive leadership has thoroughly evaluated requested budgets and planned efforts for the upcoming year, in order to make decisions on the preliminary budget that will be presented to the City Council for consideration.

Capital Improvement Program

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

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

The timeline for developing the upcoming fiscal year's CIP is dictated in Administrative Order No. 50, Capital Improvement Program – Project initiation, Prioritization, Budgeting and Adoption Procedure. City staff may submit proposed new CIP projects in December for the upcoming fiscal year. Project requests are evaluated initially by the CIP Steering Committee Meeting in January and again in April. This evaluation includes project prioritization and scoring, followed by the determination of project timing as forecasted funds are available. Based on funding availability and priority level, proposed CIP projects are then incorporated into the preliminary CIP Budget.

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

Changes to the CIP Process

City staff have made changes to the CIP process for fiscal year 2024-25 to accomplish the following:

- Increase transparency around how projects are selected for inclusion, project timing and funding status.
- Demonstrate stronger alignment to the City Council's 5-Year Strategic Plan.
- Establish more realistic expectations for project cost estimates and delivery.
- Continue to comply with Government Finance Officers Association and SANDAG reporting requirements.

These changes include:

- A stronger focus on the next five fiscal years, while remaining a 15-year planning document.

- Introducing four project categories to clearly communicate the project's purpose. These include (1) strategic plan, (2) critical need, (3) maintenance, and (4) closeout.
- Budgeting based on project phase. This means rather than budgeting for the entire cost of a project well in advance of when the project is scheduled to begin, City Council will be asked to consider appropriating money phase by phase. Phases include: scoping, conceptual design, final design and construction.

For example, as part of the annual budget process, city staff will request appropriations for a new project, starting with initial scoping. This typically involves early planning work and a feasibility analysis. When that work is completed, staff will return to City Council to request appropriation for conceptual design. When that is done, staff will return to City Council to request funding for final design, and so on.

These changes will provide the City Council with a greater ability to direct the pace and funding of major projects, while increasing transparency around projects that are planned and underway.

Strategic Digital Transformation Investment Program

The Strategic Digital Transformation Investment Program, or SDTIP, is a comprehensive approach to planning for and funding digital transformation efforts throughout the city. The purpose of this program is to provide for an annual investment strategy, not a commitment for spending, that outlines a five-year expenditure plan for future digital transformation and technology projects and the corresponding revenues necessary to pay for them.

The timeline for developing the upcoming fiscal year's technology budget is dictated in Administrative Order No. 89, Strategic Digital Transformation Investment Program – Project initiation, Prioritization, Budgeting and Adoption Procedure. Similar to the CIP, staff are invited to submit proposed new projects annually in December. Projects are then evaluated initially in January and again in April by the city's executive leadership, which assigns a priority level and funding strategy. Priority projects are then added to the preliminary SDTIP Budget. Although budget estimates are included for the total project cost, staff request authorization for funding only the amount needed each budget year. This authorization comes when the City Council approves the annual budget.

Positions Recommended for Elimination in the Proposed FY 2024-25 Budget

In response to City Council feedback requesting staff identify additional ways to contain ongoing operational costs within the organization, staff conducted a review of staffing levels, workload and existing vacancies in an effort to find new opportunities for savings. As a result, staff have identified 12 full-time equivalent positions that will be recommended for elimination as part of the fiscal year 2024-25 budget, beginning July 1, 2024. The 12 positions that would sunset June 30, 2024, include nine vacant full-time, two currently filled part-time positions and two currently filled full-time positions.

When considering a reduction in workforce, our goal is to reduce to the extent possible any negative effects on the service we deliver to the community. The anticipated impacts of eliminating the positions along with the cost savings are identified below.

1. Management Analyst – Office of the City Manager (Vacant)

The primary function of this position is to prepare and monitor the budget for the City Manager and City Council offices, perform data analysis, assist with special events, prepare Administrative Orders for City Manager consideration and triage requests for action that were directed to the City Manager's Office. This position became vacant in December 2023. The duties of the position have been delegated to the Executive Assistant to the City Manager, Legislative & Constituent Services Director and Intergovernmental Affairs Director. The potential impacts of this position remaining vacant is the increased workload assigned to other staff in the office, which may result in a delay to the completion of special projects.

Savings: \$132,625

2. Senior Office Specialist – Office of the City Council (Vacant)

The primary function of this position is to coordinate City Council proclamation presentations, assist with special events and serve as the contact to the City Council when the Executive Assistant is not available. This position has been vacant since July 2023. Staff have found efficiencies and redistributed work that will allow this position to be eliminated while still supporting the City Council's clerical needs. The duties of the position have been redistributed to the Executive Assistant to the City Council and the Secretary/Receptionist in the City Manager's Office. Staff have not identified any negative impacts of this position remaining unfilled.

Savings: \$83,681

3. Deputy City Clerk – City Clerk (Vacant)

The primary function of this position is to prepare City Council agendas and minutes; serve as Clerk for the Legislative Subcommittee and Economic Subcommittee: process recorded documents, claims, bonds, agreements and contracts; provide notarization services; and maintain Form 700 filings for city consultants. This position became vacant in December 2023. The duties of the position have been delegated to the Senior Deputy City Clerk and Deputy City Clerk. The potential impacts of this position remaining vacant include potential delays in preparation of City Council meeting minutes, responding to City Council inquiries, and processing of contracts, agreements, bond releases and recorded documents. In addition, City Clerk's Office staff will no longer be able to perform quality control on all board, commission and committee meeting materials that are prepared by staff in departments with commissions.

Savings: \$94,346

4. Lead Librarian – Library & Cultural Arts (Vacant)

The primary function of this position is to support public services at the Carlsbad City Library on Dove Lane. This position became vacant in November 2023 due to a promotion of an employee to Senior Librarian. Management of full-time and part-time employees, including training, mentoring and payroll, previously handled by the Lead Librarian will be delegated to a Senior Librarian. A librarian or part-time librarian would assume the workload at the public service desks. The potential impacts of this position remaining vacant include reduced public programs. The city currently has three other Lead Librarians and those positions are currently filled.

Savings: \$111,742

5. Production Technician – Library & Cultural Arts (Vacant)

This was a new position approved as part of the fiscal year 2023-24 budget that has remained unfilled since approval of the budget. The primary function of this position was to coordinate audio-visual, technical and front-of-house support in the Schulman Auditorium, Cannon Art Gallery, Gowland Meeting Room and Community Room. Job responsibilities are currently managed by one Production Technician who accrues about \$10,000 in unbudgeted overtime. Without a second Production Technician, the plan is to distribute some of the work to library staff at a comparable job classification level. Without a second Production Technician, program offerings and rentals in the Schulman Auditorium may need to be reduced.

Savings: \$80,957

6. Parks Maintenance Worker – Parks & Recreation (Vacant)

The primary function of this position is to perform general skilled trade work within parks, beach accesses and trails. Work includes general repairs and replacements of assets (e.g., broken or worn park/beach access/streetscape amenities, such as benches and trash receptacles). This position became vacant in December 2023. The duties of the position will be performed by a combination of other Park Maintenance Workers and contracts for outside services. Repairs and replacement of assets, painting/graffiti abatement, and trail surface refurbishment will be routinely reviewed and prioritized.

Savings: \$89,371

7. Associate Engineer – Community Development (Vacant)

The primary function of this position is to perform grading and improvement plan checks and discretionary permit reviews. This position became vacant in May 2023. The duties of the position will be distributed to the three existing senior engineering positions within the Land Development Engineering Division of Community Development without a significant service level impact.

Savings: \$50,239

8. Business Systems Specialist – Information Technology (Vacant)

The primary function of this position is to implement and support public safety technology, develop requirements, and gather and analyze data for operational reports. The position became vacant in May 2023. The duties of the position have and will continue to be absorbed by existing Information Technology staff. Low priority projects may be delayed.

Savings: \$135,382

9. Senior Environmental Specialist – Environmental Sustainability (Vacant)

The primary function of this position is to supervise staff and coordinate environmental sustainability programs to ensure compliance with regulatory requirements of SB 1383. This position became vacant in September 2023. The duties and responsibilities of the position will be reassigned to the Senior Program Manager. Because this program is now in its second year of implementation, minimal service level impacts are expected.

Savings: \$131,959

10. Chief Innovation Officer – Innovation & Economic Development

The Innovation and Economic Development Department is led by a Chief Innovation Officer (CIO). The position directs city process improvements, data governance and economic development. Potential impacts of eliminating this position may include diminished representation, advice and counsel on cross-departmental leadership groups and diminished opportunities within city departments to advance innovative concepts and technology. Necessary responsibilities of the position will be absorbed by existing staff within the Innovation and Economic Development Department. In addition, the Senior Program Manager and the Economic Development Manager will report directly to the Deputy City Manager, Administrative Services. The Data Services Manager, Strategic Plan Analyst and five Geographic Information Services positions will report to the Information Technology Director.

Savings: \$280,893

11. Senior Program Manager for Diversity, Equity & Inclusion (DEI) – Human Resources

This position was created as part of the fiscal year 2021-22 budget, and the primary function and intent of the position was to develop, implement and lead a diversity, equity and inclusion program including the review of current practices and policies to support the city's DEI Work Plan and maintain knowledge of diversity best practices. Staff has determined that management and implementation of the DEI related work can be delegated to other staff in the Human Resources Department now that the DEI program has been operationalized throughout the organization.

Savings: \$155,785

12. Administrative Assistant – Administrative Services (Part-time)

The primary function of this position is to perform administrative work within the Administrative Services Branch. This position reports to the Deputy City Manager in Administrative Services. Work includes processing accounts payable batches, purchase order processing, contract routing, credit card statements and various other administrative work for the department. This position is also responsible for the preparation of Carlsbad Tourism Business Improvement District (CTBID) agendas, attending and preparing minutes for the CTBID quarterly board meetings. This position will become vacant January 22, 2024. The duties of the position will be distributed among the relative departments within Administrative Services with minimal service level impacts.

Savings: \$31,733

Hourly Professional – Communications & Engagement (Part-time)

The primary function of this position is to promote awareness of and participation in city programs, services and events, primarily focused on community services. Because the Communication & Engagement Department has taken advantage of several new technologies to streamline both its operations and how it communicates with the public, this position could be eliminated while continuing to meet the city's core communication and engagement needs. Parks, recreation, library and cultural arts programs would continue to be supported by the Communication & Engagement Department; however, some non-essential communication efforts may be scaled back as needed.

Savings: \$30,167

Fiscal Impact of Proposed Position Eliminations

General Fund savings resulting from the elimination of these positions is estimated at \$1.11M in fiscal year 2024-25. General Fund cumulative compounded savings at year five is anticipated to be \$6.63 million. Non-General Fund savings is estimated at year five to be \$1.61 million, for a combined compounded savings at year five of \$8.25 million.

Comprehensive Annual Budget

City staff will bring forward a preliminary version of all three budget programs described above in the fiscal year 2024-25 comprehensive budget at a regular City Council meeting in May 2024. City staff will also hold a Community Budget Workshop in May 2024 and communicate the feedback received to the City Council in a Council Memorandum. The City Council will receive the final comprehensive budget in June 2024 for adoption. Following budget adoption, city staff will prepare the fiscal year 2024-25 budget book and make it available to the public by September 2024.

Next Steps

A special City Council meeting will be held on February 1, 2024, which will include a presentation on departmental operations, current budgets, staffing and services. The purpose of this

presentation is to inform the City Council as they prepare to make decisions about the 5-Year Strategic Plan and its priorities for the upcoming fiscal year. Following the regular City Council meeting on February 6, 2024, when the 5-Year Strategic Plan will be discussed, staff will incorporate input received from the City Council into the annual budget process and resulting preliminary budget, which will be presented at the regular City Council meeting currently scheduled for May 21, 2024.

cc: Cindie McMahon, City Attorney
Geoff Patnoe, Assistant City Manager
Mickey Williams, Police Chief
Michael Calderwood, Fire Chief
Laura Rocha, Deputy City Manager, Administrative Services
Gary Barberio, Deputy City Manager, Community Services
Paz Gomez, Deputy City Manager, Public Works
Zach Korach, Finance Director
Sheila Cobian, Legislative and Constituent Services Director

From: [MaryAnn White](#)
To: [City Clerk](#)
Subject: Budget input
Date: Thursday, May 9, 2024 6:07:27 PM

Can you please reach out to the State Parks of California and ask for help with Ponto Beach. It is such an eyesore with all of the rocks - our once beautiful beach! Other cities right next to Carlsbad are dredging sand and finding creative ways to keep sand on the beach. The wall of rocks is unsafe, it blocks access to the ocean, it has changed the entire vibe of Ponto Beach, and the city needs to reach out and get the State to help us out on this one.

CAUTION: Do not open attachments or click on links unless you recognize the sender and know the content is safe.

From: [Gary Huttenmaier](#)
To: [City Clerk](#)
Subject: Budget input
Date: Friday, May 10, 2024 1:49:59 PM

It would be nice to know how Carlsbad is spending money on its homeless programs. And if these programs will need to be budgeted only for the next few years or are projected to go on forever.

Thank you,
Gary Huttenmaier

Sent from my iPhone

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