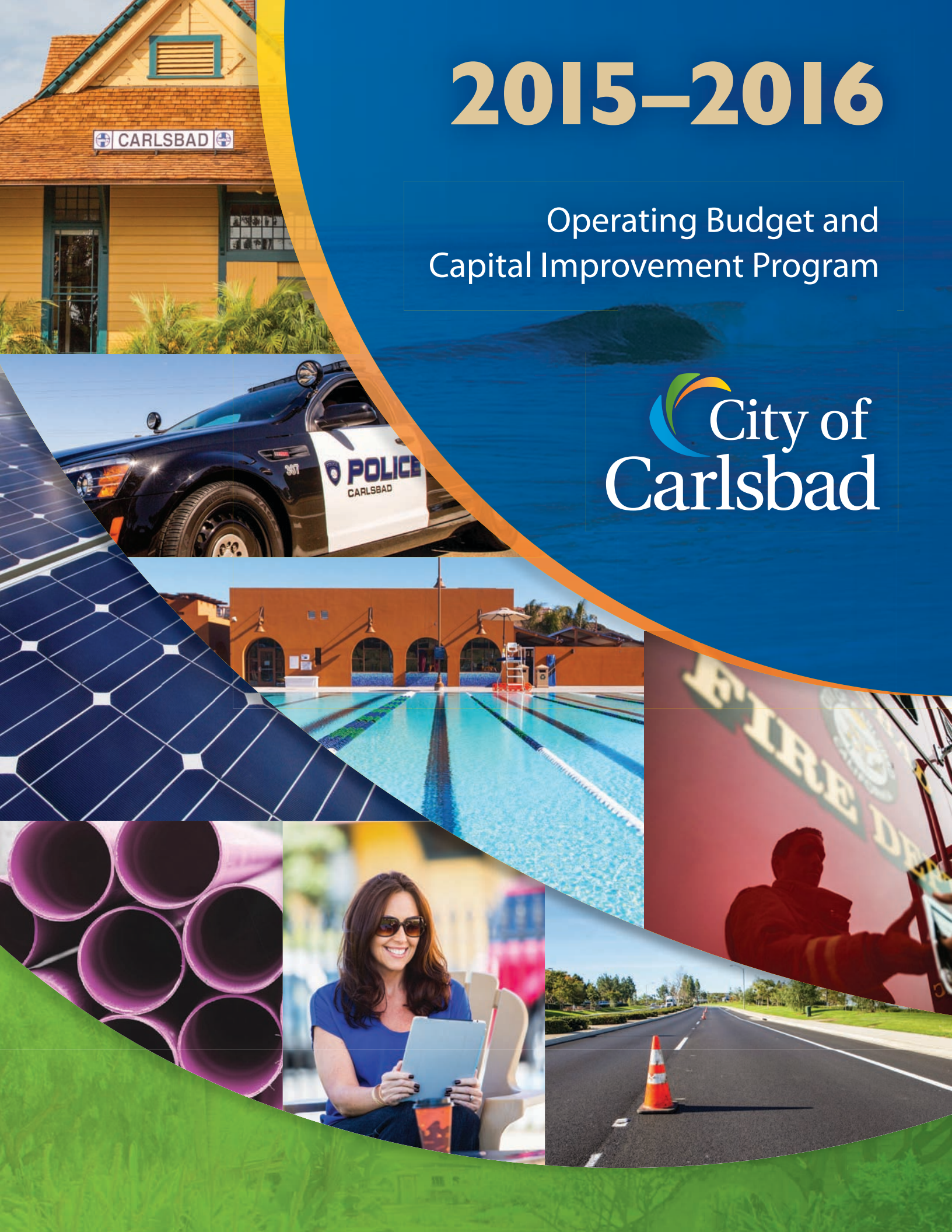


2015–2016

Operating Budget and
Capital Improvement Program



City of
Carlsbad





City of Carlsbad 2015-16 Operating Budget and Capital Improvement Program

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CITY OF CARLSBAD, CALIFORNIA 2015-2016 BUDGET

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READER'S GUIDE TO THE BUDGET

This budget document has been designed to provide the public concise and readable information about the City of Carlsbad's 2015-16 budget. The budget is separated into three major sections: the Overview, the Operating Budget, and the Capital Improvement Program.

Overview

The beginning of the budget document contains the City Manager's transmittal letter and overview information. The overview information will provide summary data to the reader for the Operating Budget and the Capital Improvement Program, as well as information on personnel allocations, debt management issues and the budget process.

Operating Budget

The Operating Budget section has seven tabbed sections. The first section provides a summary of the Operating Budget and the remaining six sections provide detailed budget information for six main functional areas. The summary section begins with a budget overview, including revenue assumptions, information on the policies used to develop the budget, and an overview of expenditures. The overview is followed by tables providing detailed information on fund balances, revenues and expenditures. The following six sections are separated by functional area, which are Policy and Leadership, Administrative Services, Community Development, Community Services, Public Safety, and Public Works. Within these broad categories, the budget is organized on a department, or program group, basis. Summaries, financial and descriptive, are included for departments containing more than one program. The summary page is followed by detailed information for each program. Some departments consist of one program only, and thus only one page is included for them. For each summary and program, a financial history and the 2015-16 budget figures are presented. If applicable, narrative statements are also included describing program activities, associated workload measures or performance objectives, key achievements for 2014-15 and key goals for 2015-16.

Capital Improvement Program

The Capital Improvement Program (CIP) is located in the back of the budget document. An overview of the CIP provides general information about the process used in preparing the budget for capital projects and describes how development information is used to project future revenues that fund these projects. In addition, major CIP projects are highlighted and discussed. The next section contains summary revenue and expenditure tables, by funding source, and a detailed project expenditure schedule listing the cost and timing of each future and current CIP project. Following this schedule are fund summary pages, which list the revenues and expenditures by fund, thus providing cash flow information and annual projected fund balances for each Capital Improvement Program fund.

Appendices

The Appendices contain a detailed listing of the 2015-16 Planned Major Capital Outlay items by department. An Out-of-State Travel Detail is presented next. The last section of the Appendices provides information on accounting systems and budgetary control, the adopted Resolutions for the budget including the Gann Limit, a glossary, and a list of acronyms.



**Carlsbad City Council
Fiscal Year 2015-16
Strategic Goals**



City Council continues to clarify and pursue the vision of Carlsbad that reflects the pride and quality of life.

City of Carlsbad provides exceptional, top quality services on a daily basis by proactively listening, engaging and responding to its residents.

- **Balanced community development:** Be a city that connects community, place and spirit, through balanced and economically sustainable land uses.
- **Resident connection and partnership:** Be a city that embraces community connectivity through the effective use of technological and interpersonal mediums.
- **Communication:** Ensure that community members, council and staff are well informed, continuing to be a more responsive government while providing a high level of citizen confidence in its government.
- **Economic Development:** Strengthen the city's strong and diverse economy, supporting local businesses, attracting new businesses in targeted industries and solidifying the city's position as a key employment hub.
- **Environmental management:** An environmentally sensitive community by focusing on conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.
- **Financial health:** Pursue and implement proactive strategies that support sustainable economic health and manage city resources effectively.
- **Learning, culture and arts:** Promote and support continuous learning, cultural opportunities and the arts within the community and the city organization.
- **Parks, open spaces and trails:** Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the general plan and growth management standards.
- **Safe community:** Maintain a safe and secure community through collaborative partnerships. Public safety providers support high standards, deliver protection of life and property and encourage community involvement in prevention and preparedness efforts.
- **Transportation and circulation:** Provide and support a safe and efficient transportation system that moves people, services and goods throughout the city.
- **Water:** Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

ABOUT THE CITY OF CARLSBAD

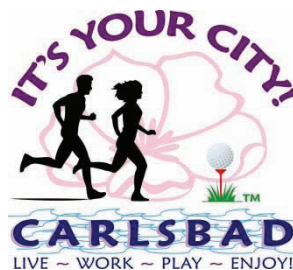
The City of Carlsbad is a unique coastal community located 35 miles north of the City of San Diego and surrounded by mountains, lagoons, and the Pacific Ocean. The city is governed by a five-member City Council under the Council/Manager form of government. Although the “village” dates back more than 100 years, Carlsbad incorporated in 1952 as a General Law city, and in 2008 became a Charter city. Currently, the city is over 90 percent developed and is expected to grow from a population of about 110,000 to 120,000 once its 39 square miles are built out. Industries in the area include a major regional shopping center; a specialty outlet center; 37 hotels offering over 4,000 rooms for tourist lodging; over 20 auto dealers; high technology, multimedia and biomedical businesses; electronics, golf apparel and equipment manufacturers; several business and light industry parks; and numerous land developers building single and multi-family housing in a variety of community settings.



The city provides the full range of services normally associated with a municipality including police, fire, parks and recreation, library and cultural arts, planning and zoning, building and engineering, various maintenance services, and administration. The city provides water services through the Carlsbad Municipal Water District, a subsidiary district of the city. The City Council serves as the Board of Directors for the Carlsbad Municipal Water District. Solid waste collection is provided through a franchise agreement with a local refuse collection service.

In addition to the usual city services, Carlsbad offers a wide variety of programs to help local residents and businesses. The city’s Housing Authority administers federal housing assistance to 600 low-income households in Carlsbad. Older Carlsbad residents receive assistance through the city’s senior citizen programs.

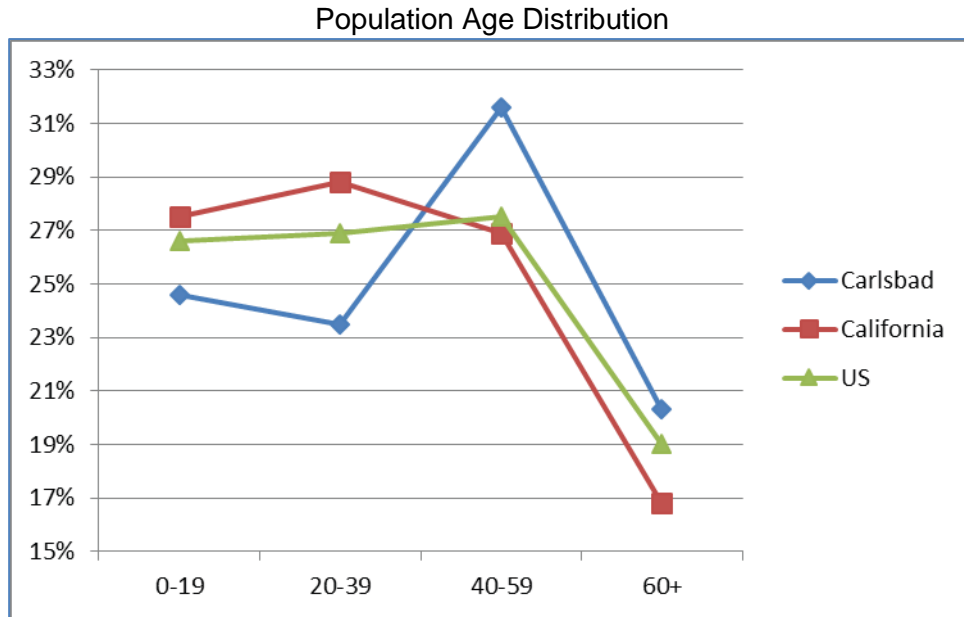
School programs and facilities are provided by four different school districts located within the city boundaries. The City Council has no direct control over these school districts; however, the Council recognizes the importance of quality school facilities and programs to Carlsbad’s residents. Thus, the Council and staff work with the school districts on a regular basis.



ABOUT THE CITY OF CARLSBAD

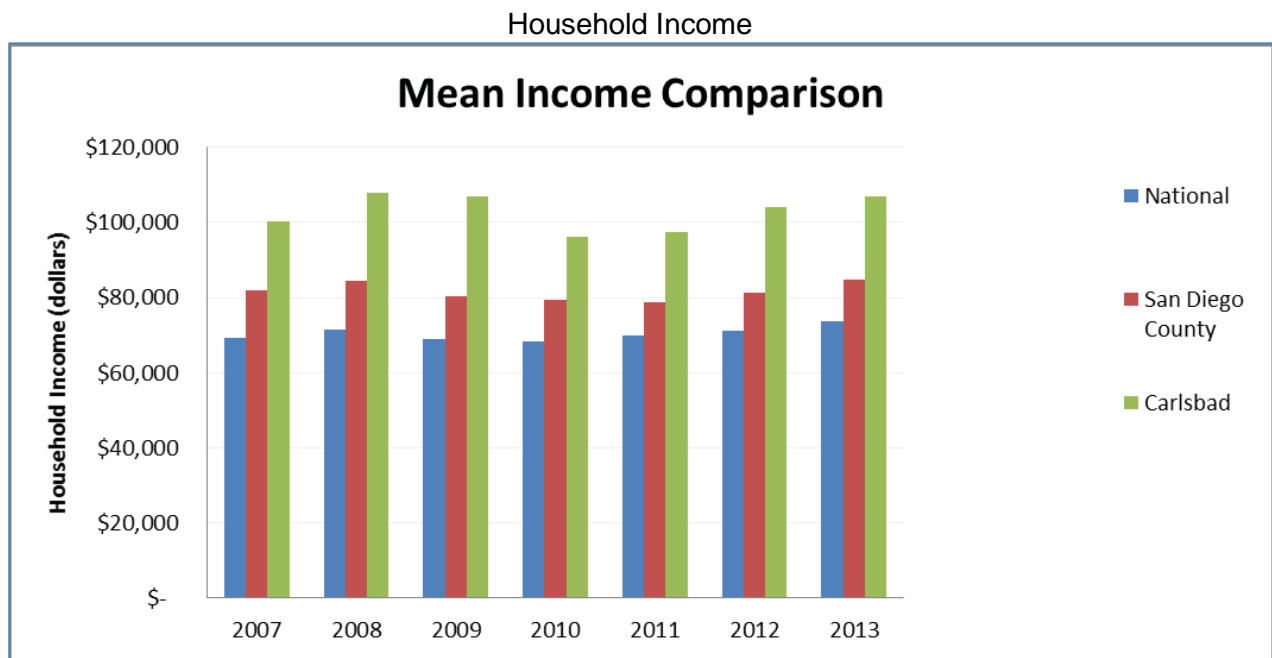
Demographic and Economic Data

When comparing the percentage age distribution of the City of Carlsbad's population versus the State of California and the United States, Carlsbad's population has fewer people in the 0–40 age group, and a higher number of people in the 40+ age group.

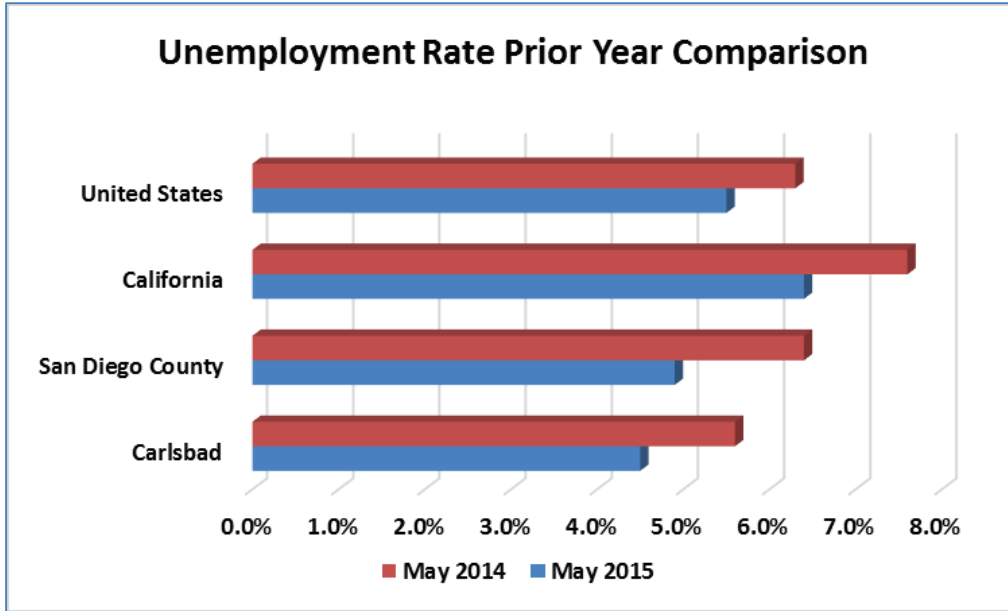


Source: US Census Bureau

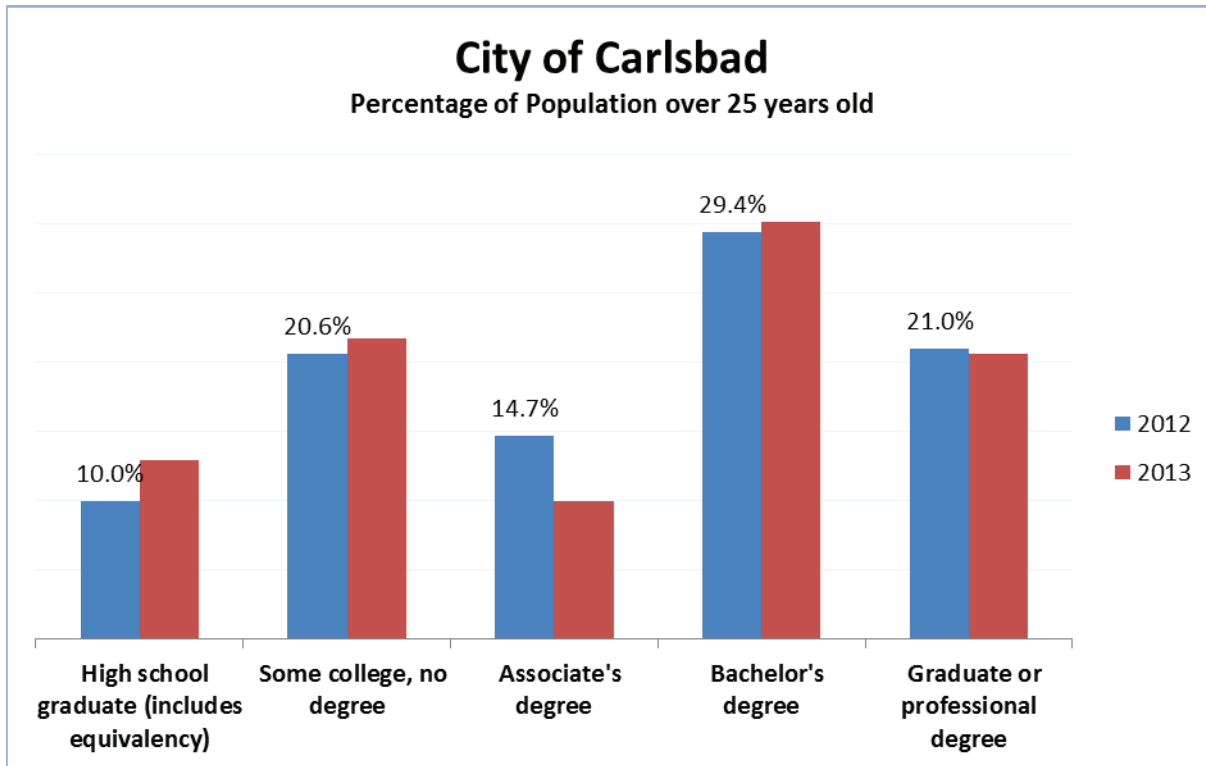
Carlsbad's median and mean household income are substantially higher than the nation, state, and county income levels.



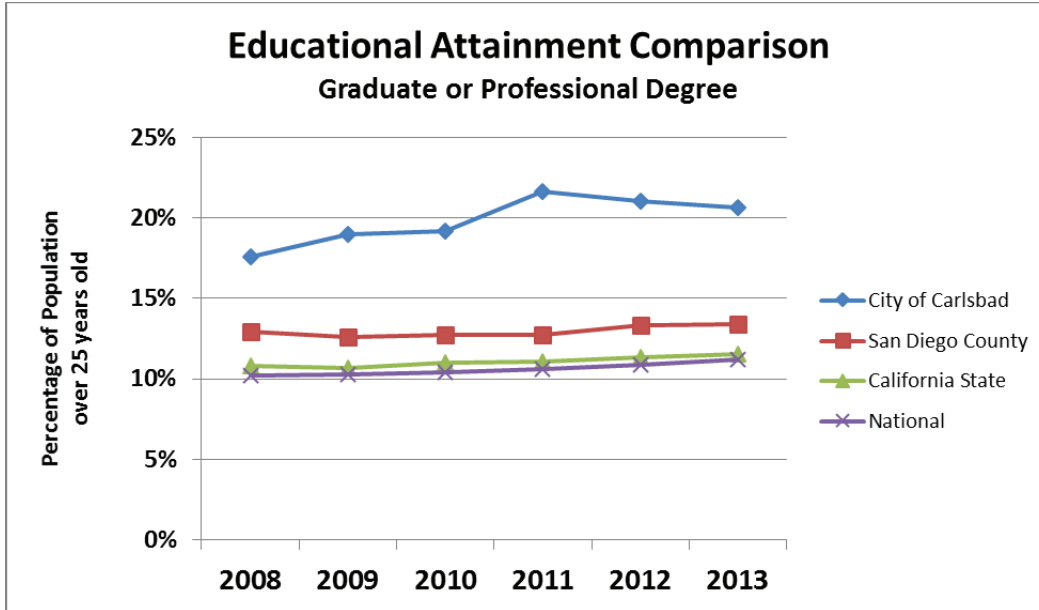
Source: US Census Bureau



Source: State of California Employment Development Department and US Bureau of Labor Statistics

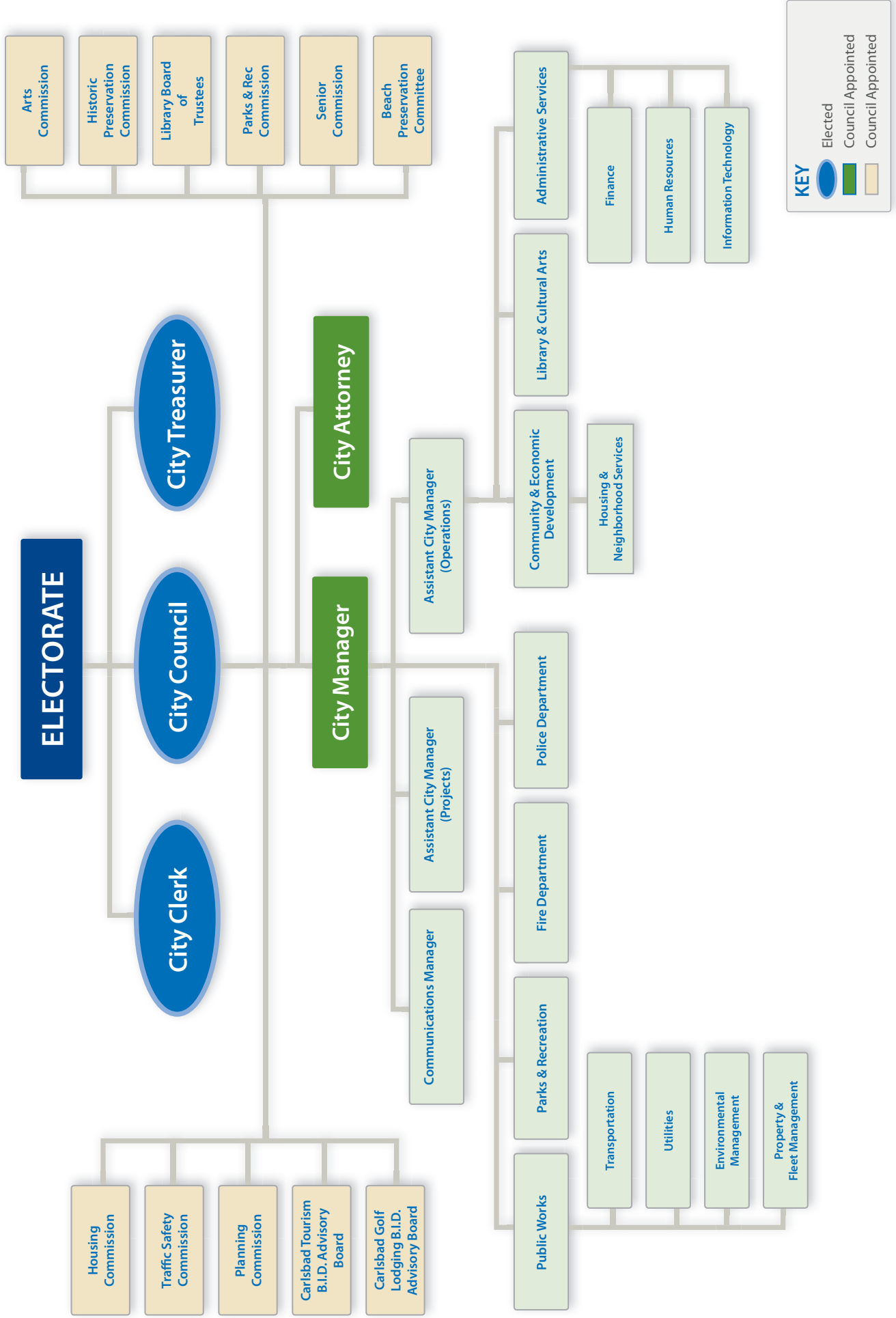


Source: US Census Bureau



Source: US Census Bureau

Organization Chart



KEY

- Elected
- Council Appointed
- Council Appointed





To the Honorable Mayor and City Council:

2015-16 BUDGET TRANSMITTAL

I am pleased to submit the Fiscal Year 2015-16 Operating Budget and Capital Improvement Program for the City of Carlsbad. The combined budget totals \$313.6 million in expenditures and projected revenues of \$290.1 million. Expenditures exceed revenues because of the timing of receipts for capital projects. About 23 percent of the total budget, or \$73.5 million, is dedicated to capital improvement projects (CIP), with the remaining \$240.0 million going towards daily operations of city functions. This budget serves to align our plans for services, programs, and capital projects with the strategic goals and vision outlined by our community and City Council.

As the national, state, and local economic pictures improve, Carlsbad will continue to benefit from a vibrant and diversified economic base. We have seen marked improvements in property values and permit activity has increased over the past year. Going forward, we forecast increasing revenue from tourism, in the form of transient occupancy (hotel) tax and sales tax. The city has over 4,000 hotel rooms, which continue to experience high occupancy and rising daily room rates. About a quarter of our sales tax revenue comes from the sale of new automobiles, and Car Country Carlsbad and other auto dealers continues to perform well. The retail sector, which makes up a little over a third of the city's sales tax, also continues to perform well, bolstered by locations such as the Forum and the Carlsbad Premium Outlets. Increasing city revenues are allocated in the budget to pursue community goals and continue to improve the Carlsbad experience.

Citywide revenues are expected to increase by \$1 million in the coming fiscal year, which is a combination of increasing General Fund revenues and decreases in Enterprises and Internal Services. General Fund revenues are forecast to grow by \$3.7 million, an increase of almost 4 percent over last year. Three major revenue sources make up 80 percent of the General Fund – property tax, sales tax, and transient occupancy tax (hotel tax). Property tax is expected to grow by 4 percent in FY 2015-16 to \$56.6 million. Sales tax will increase by more than 5 percent, as we continue to benefit from a strong base and recent additions, such as La Costa Town Square. Transient occupancy tax, or hotel tax, is expected to increase by 6 percent, as Carlsbad continues to benefit from low vacancy, high room rates, and recent additions, such as the LegoLand Hotel.

The city's budget remains structurally balanced and provides additional resources in key areas. Additional personnel were added in key areas of focus, including engineers for capital projects and a Code Compliance Specialist. A Real Estate Manager classification was also developed to address the city's strategic use of surplus property. The budget also includes funding to improve our public safety radio network, the Regional Communication System (RCS). The budget also includes a Coastal Commission pilot program that will allow us to get increased staff support on key projects and a Community Cultural Plan.

Overall, the city's total Operating Budget for FY 2015-16 has increased by \$12.7 million, or 5.6 percent, from the previous year. The General Fund budget increased by \$10.6 million, or about 8.5 percent, compared to the previous year. There is a net addition of 10 full-time equivalent positions, however, 3.75 of these are limited in term to one year to assist in succession planning.

City enterprises, including the Water and Wastewater Funds, increased budgets by \$1.5 million, or a little over 2 percent, primarily due to the increasing cost of purchased water. Internal service funds, which provide support services to city departments, decreased by about 2 percent. General Liability and Vehicle Replacement saw increases in annual operating costs, offset by decreasing budgets in Self-Insured benefits and Information Technology. The FY 2015-16 budget includes increased personnel costs resulting from labor negotiations and increasing maintenance and operations (M&O) costs associated with increases in commodities, supplies, and contracts.

The Adopted Budget provides an additional \$73.5 million in the city's Capital Improvement Program, which brings total programmed expenditures to \$277.5 million for hundreds of capital projects that will build or improve the city's roads, parks, water and sewer infrastructure and civic facilities. Some of the more significant projects for the coming year include major renovation and refurbishment at the Cole and Dove libraries and expansion of Carlsbad's water recycling facility.

Although economic conditions are expected to continue improving in the coming years, the city maintains fiscal policies and practices to mitigate the effects of unforeseen threats to our financial health. This year, the city's AAA credit rating was reaffirmed, which reflects our adherence to strategies that preserve our fiscal strength, including adequate funding for our reserves and providing resources for aging infrastructure.

In maintaining fiscal stability for the city, the City Council has adopted a responsible General Fund reserve policy, which ensures that adequate resources are available to mitigate cash needs that may result from unforeseen events, such as emergencies or natural disasters. The reserve policy sets a minimum General Fund reserve level of 30 percent of General Fund operating expenditures and a target of 40 to 50 percent of the General Fund operating expenditures, which has been exceeded. The city took an additional step, this year, to provide a tool that will allow us to weather economic downturns. In this budget, \$10 million is assigned as an Economic Uncertainty Reserve, which can be used to shore up revenue shortfalls during normal recessions.

The FY 2015-16 budget continues to provide funding for the maintenance and replacement of aging infrastructure, including facilities, streets, sidewalks, and drainage. As in past years, Council approved a contribution of 6.5 percent of forecast General Fund revenues to the Infrastructure Replacement Fund, adding almost \$9 million.

I would like to express my appreciation to the City Council for providing the vision and guidance that balance the attainment of community goals with our long-term fiscal health. I would also like to acknowledge the dedication and cooperation of our city staff, who worked to align resources with the goals and values of our community and produce an operating budget and capital improvement program that pave the way for continued success and maintaining the high service levels that have become the hallmark of our city. The City of Carlsbad is well-positioned to maintain an excellent quality of life for our residents and a strong economic base for local businesses for years to come.

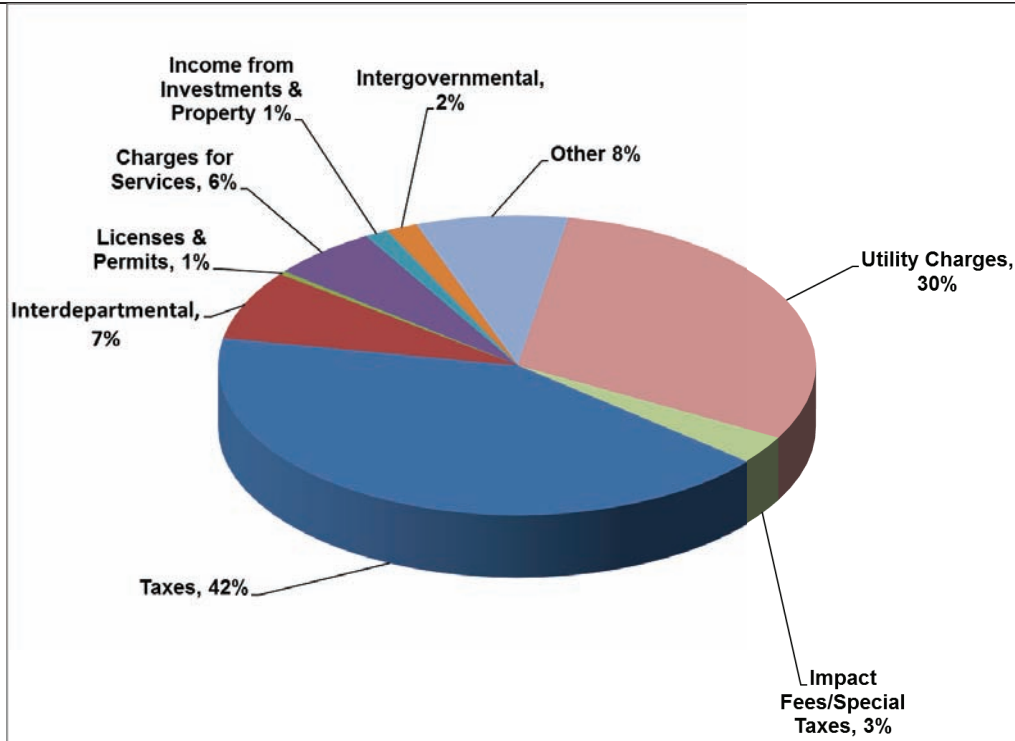


Kathryn B. Dodson, PhD
Interim City Manager

CITY OF CARLSBAD BUDGET HIGHLIGHTS FISCAL YEAR 2015-16

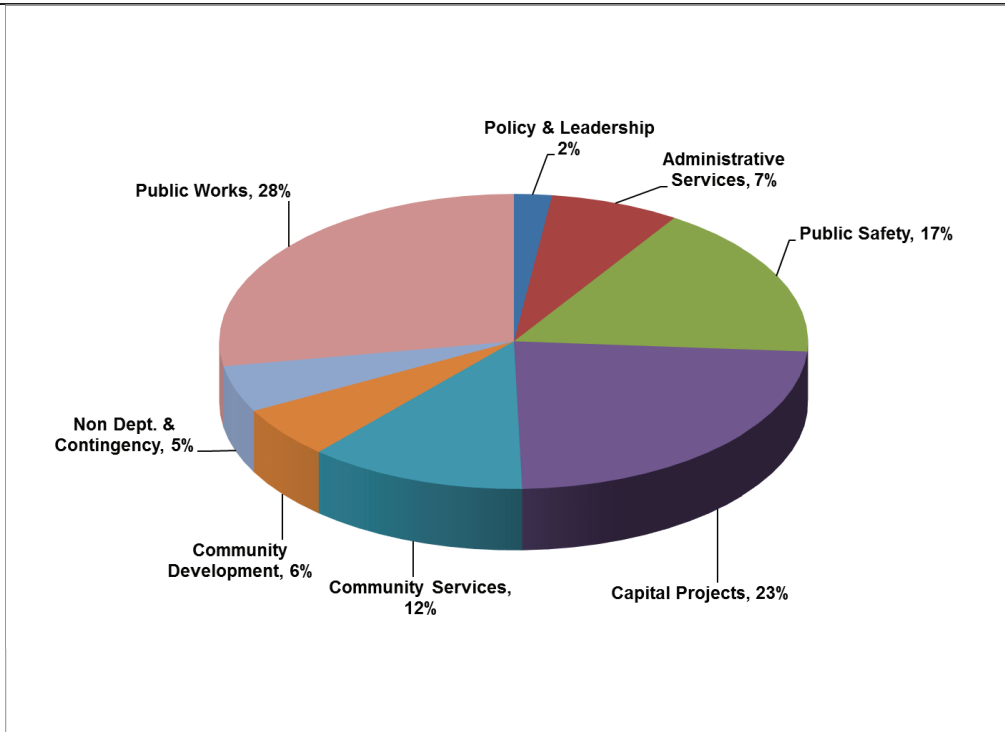
WHERE THE MONEY COMES FROM...

ESTIMATED REVENUES \$290.1 MILLION



WHERE THE MONEY GOES...

ADOPTED BUDGET \$313.6 MILLION



CITY OF CARLSBAD BUDGET HIGHLIGHTS

The city's budget is comprised of two pieces, the Operating Budget and the Capital Improvement Program Budget (CIP). The CIP provides the funds to build the parks, roads, buildings, and other infrastructure of the city, while the Operating Budget provides the money to staff and operate the facilities and infrastructure, as well as provide important services to the citizens and visitors of Carlsbad. The operating budget totals \$240.1 million and is expected to generate \$244.9 million in revenues. The CIP contains the current year budget allocation of \$73.5 million and outlines approximately 240 future projects at a total cost of \$455 million. Capital revenues for Fiscal Year 2015-16 are estimated at \$45.2 million. The capital projects include parks, civic facilities, as well as infrastructure needs anticipated for the future that are not expected to be constructed by developers.



The budget overview on the following pages will provide the reader with a good understanding of the budget process and the economic profile of the city, as well as providing a broad overview of the services and projects planned for the 2015-16 Fiscal Year. This section also addresses debt management, including a schedule of the outstanding bond issues. More detail on the city's numerous programs and projects can be found throughout the remainder of the document.

BUDGET PROCESS

At the beginning of each year, the City Council meets to develop goals that help city staff prioritize programs, projects and services, as well as the resources required to fund them. Based on this direction, along with input received at public workshops, city staff finalizes the overall city work plan and develops the proposed annual budget for the coming fiscal year. The City Council adopts the formal budget for all funds prior to the beginning of each fiscal year and may amend those budgets throughout the year, as necessary. The legal level of budgetary control is at the fund level and budgetary control is maintained through the city's accounting system. Expenditures may not exceed budgeted amounts at the fund level.

The Carlsbad City Council has set a vision to make Carlsbad a truly world class city by fulfilling the core values outlined in the community's vision of the future, with a particular emphasis in several strategic areas of focus.

City of Carlsbad Community Vision

- ***Small town feel, beach community character and connectedness***
Enhance Carlsbad's defining attributes—its small town feel and beach community character. Build on the city's culture of civic engagement, volunteerism and philanthropy.
- ***Open space and the natural environment***
Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.
- ***Access to recreation and active, healthy lifestyles***
Promote active lifestyles and community health by furthering access to trails, parks, beaches and other recreation opportunities.
- ***The local economy, business diversity and tourism***
Strengthen the city's strong and diverse economy and its position as an employment hub in north San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.

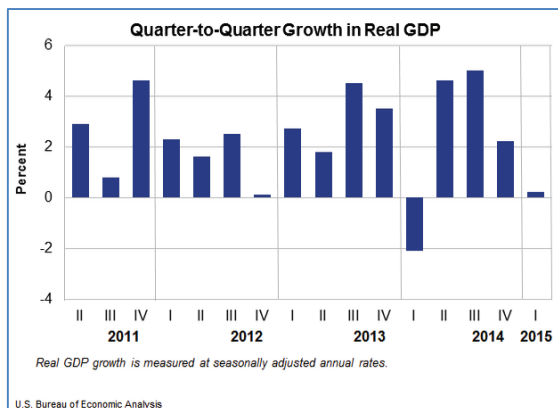
CITY OF CARLSBAD BUDGET HIGHLIGHTS

- ***Walking, biking, public transportation and connectivity***
Increase travel options through enhanced walking, bicycling and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.
- ***Sustainability***
Build on the city's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling and foods.
- ***History, the arts and cultural resources***
Emphasize the arts by promoting a multitude of events and productions year round. Cutting edge venues to host world class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.
- ***High quality education and community services***
Support quality, comprehensive education and lifelong learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.
- ***Neighborhood revitalization, community design and livability***
Revitalize neighborhoods and enhance citywide community design and livability. Promote a greater mix of uses citywide, more activities along the coastline and link density to public transportation. Revitalize the downtown Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.

In FY 2015-16, the city organization will continue to deliver excellent service to all of our constituents in a responsive and efficient manner and maintain our focus on retaining a highly trained, flexible and responsive staff. Given the importance of a strong local economy, the city will continue its work to create jobs by attracting talent to Carlsbad and helping existing business to thrive. In the coming year, the city is on track to complete its General Plan update, adapting city land use policies to address population and demographic trends while maintaining the city's high standards and quality of life. The city completed its parks and recreation needs assessment, charting a course for the future development of parks, community centers and recreational services. The upcoming year includes construction of several parks projects which address the needs assessment recommendations. Carlsbad streets will continue to evolve to accommodate and encourage all modes of transportation, not just cars. And, the city will maintain a strong focus on fostering the next generation of community leaders through programs, training and engagement opportunities at all levels of city government.

Carlsbad's operating budget is a tool that guides the achievement of Council's vision, goals, and priority projects for the city. The budget allocates resources to city programs in accordance with priorities established by residents and the Council. Thus, it is an integral part of making Carlsbad a wonderful community in which to live, work and play. In addition, the budget is fiscally conservative and balanced, and provides a blueprint to effectively sustain the community and essential city services far into the future.

ECONOMIC PROFILE



The **US economy** continues to expand in an unpredictable fashion. Growth in GDP in the first quarter of 2015 (advance estimate) is an anemic 0.2 percent, following growth of 2.2 percent in the last quarter of 2014. However, the two preceding quarter had growth of over 4 percent. While consumer spending in the US rose by 4.4 percent in the fourth quarter, the fastest pace since 2006, the strength of the dollar is creating a drag from net exports. National unemployment was stable at 5.5 percent in March, bolstered by strength in professional and business services, health care, and retail trade. However, the economy only added

126,000 jobs in March, which is relatively anemic when compared to an addition of 201,000 and 264,000 in January and February, respectively. Economists with the UCLA Anderson Forecast predict that the US economy will expand at a pace of 3 percent per year for the next two years and that payroll employment will increase by 250,000 jobs per month, bringing unemployment to 5 percent by the end of 2015. Economists continue to predict that the Federal Reserve will raise the Federal Funds rate, which is forecast to top 3 percent by the end of 2016.

At the national level, housing is showing continued strength. The US National Home Price Indices, prepared by S&P/Case-Shiller, show an increase of 5 percent when comparing February 2015 to the previous February, compared to 4.5 percent for the same year-over-year comparison in January. These positive year-over-year gains have continued over the past 34 months. David M. Blitzer, the Managing Director and Chairman of the Index Committee at S&P Dow Jones Indices, says, "Home prices continue to rise and outpace both inflation and wage gains." The effects of expected raises in mortgage interest rates remains to be seen.

As mentioned above, the prognosis for the national economy is positive. Housing construction is expected to accelerate in the next two years, spurred by growing employment, relaxed down payment requirements, and low mortgage interest rates. Defense spending is also forecasted to increase, given the global geopolitical climate. Moderating these positive effects will be expected increases in inflation and a decrease in capital spending associated with oil and gas production.

The **California economy** appears to have stabilized, despite some challenges arising from the recent labor dispute at West Coast ports and some slowing seen in the housing market. The employment picture remains positive, as evidenced by an unemployment rate of 6.7 percent in February, compared to 8.1 percent a year ago. According to the California Department of Finance, job growth in the state has grown for 44 consecutive months at an average addition of 37,000 jobs per month. Economists at UCLA expect the unemployment rate to drop to 5.1 percent by the end of 2017, converging with the national unemployment level.

Indicators of economic health, such as taxable sales, growth in personal income, and employment, all point to a relatively healthy economy. The housing market provides a more perplexing story for the state economy. According to CoreLogic DataQuick, the median price of a California home reached \$378,000 in January, up 6.5 percent from the previous year. The rate of growth in home prices seems to be abating and home sales also seem to be waning. Conversely, residential building permits indicate that development is increasing. In 2007, over 106,000 permits were issued and this fell to 33,000 in 2009. This year, that number expected to top 100,000 permits, indicating that developers believe that sufficient demand remains for new housing. This data indicates the effect of price searching, as buyers and sellers find the new equilibrium in the housing markets. The increase in prices on the coast have also spurred increased residential permitting in commuter communities, such as San Bernardino and

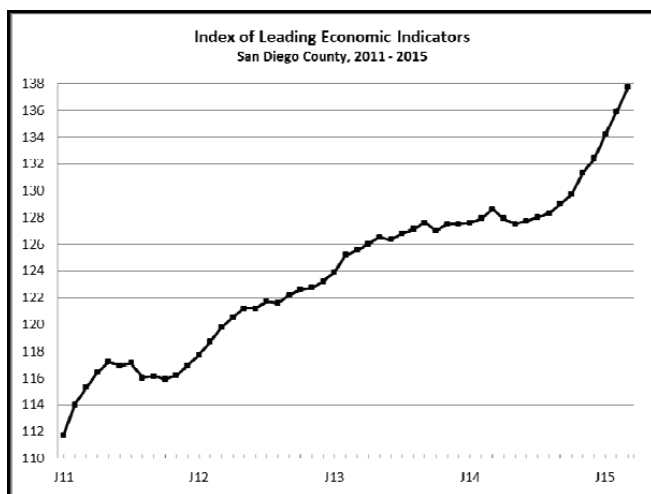
CITY OF CARLSBAD BUDGET HIGHLIGHTS

Riverside. Increasing personal income and employment should also increase household formation and provide demand for residential housing in the coming years.

The **San Diego County** economy continues to improve and, according to USD economist Alan Gin, is expected to see continued growth into the coming years. Unemployment in San Diego was at 5.1 percent in March, compared to 6.9 percent the previous March. One factor driving the optimistic outlook for San Diego is the significant increase in residential building permits. Single family residential permits increased by over 18 percent, compared to the first quarter of 2014. Marney Cox, the Chief Economist for the San Diego Association of Governments, sees residential permits increasing by 30 percent in 2015, along with an increase of 5 percent in taxable sales.

Home prices continue to increase in San Diego County, but at a slower pace. For example, the S&P Case-Shiller Index indicates a year-over-year increase of 4.7 percent in residential home prices, comparing February 2015 to the previous year. That same annual rate of change in February 2014 was 20 percent. Monthly appreciation from January to February 2015 was less than 1 percent, slightly lower than 2014. According to DataQuick, the median price for single family residences (SFR) is up 6.4 percent to \$500,000, measured from the quarter ending March 2015 to the same quarter in 2014.

The chart below reflects the historical trend in USD's Leading Economic Indicators. The index, which measure local stock prices, help wanted advertising, and other pertinent metrics, increased by 1.3 percent in March, the third consecutive month in which all six measures were positive.

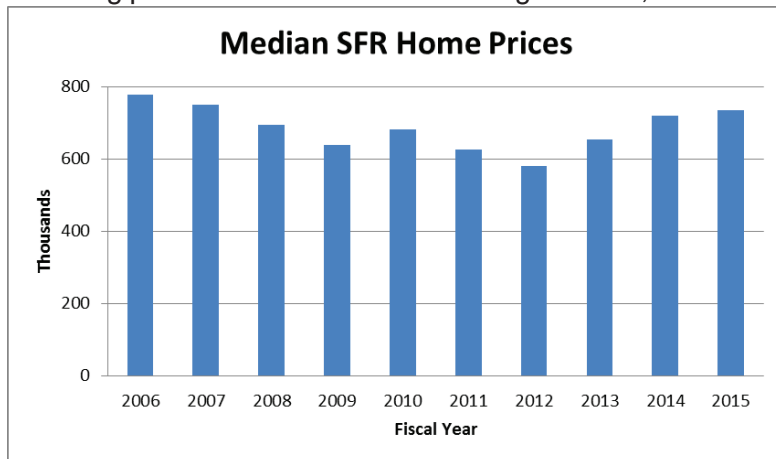


Carlsbad's economy is tied closely to that of the San Diego region. For FY 2014-15, property taxes increased by 8 percent compared to the prior year, as assessed values rose and temporary reductions in property tax bills expired. Transient Occupancy Tax (TOT), a gauge of local tourism activity, increased by approximately 3 percent, as occupancy and average daily rates (ADR) continue to improve. Sales tax revenues are projected to end FY 2014-15 with an increase of over 5 percent, as the city sees continued strength in auto sales and benefits from the addition of retail business. Overall, General Fund revenues are

projected to end the current fiscal year at \$134 million, an increase of over 4 percent compared to the prior year. In FY 2015-16, we forecast continued strength, as General Fund revenues are expected to increase by almost 3 percent.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

Housing prices in Carlsbad are following national, state and regional trends. Data on single family



residence (SFR) sales from DataQuick indicate that the median sales price increased to approximately \$734,000 in the first quarter of 2015, an increase of less than 2 percent compared to the same quarter in 2014. According to Movoto, inventory of units for sale have increased by 14 percent in Carlsbad, from 324 units in April 2014 to 370 units for sale, this April. Total assessed property values in the city are \$24.9 billion, an increase of 8.5 percent compared to

the prior fiscal year (FY 2013-14). According to recent growth projections prepared for the city, Carlsbad will add over 1,700 residential units over the next five fiscal years.

From 1992 to 2008, commercial and industrial development in Carlsbad averaged approximately 1.1 million square feet per year. As opportunities for new development diminish, commercial and industrial development is tapering off, falling to an average of approximately 169,000 square feet per year over the next five fiscal years. Large industrial and commercial developments in the next five years include Dos Colinas Retirement Community, the Floral Trade Center, and the expansion of the Viasat campus. Commercial office space vacancy has witnessed a decline over the past several years, falling from over 30 percent in the last quarter of 2009 to just under 17 percent in the first quarter of 2014. Industrial vacancy remains at 10 percent and retail vacancy for the first quarter of 2015 was 3 percent, according to data from CoStar.

Commercial development has brought much needed entertainment and shopping venues to citizens and visitors alike, as well as generating additional sales tax to help pay for city services. Carlsbad is home to Car Country Carlsbad – an auto mall; the Carlsbad Premium Outlets – a specialty outlet center; Plaza Camino Real – a regional shopping mall; a Costco center; and the Forum at Carlsbad – a commercial center with upscale retail shops, restaurants and other commercial uses. A new Lowe’s opened in fall 2013, and La Costa Town Square opened in FY 2014-15.

Development has also enhanced Carlsbad’s reputation as a destination resort for tourism. The city is host to a major family theme park, Legoland, and has two luxury resorts available for its visitors, the Park Hyatt at Aviara and the La Costa Resort & Spa. There are also a number of other quality hotels and motels in the city, with the most recent additions being the Hilton Oceanfront Resort & Spa (recently renamed Cape Rey Carlsbad, a Hilton Resort) and the Legoland California Resort.

The City of Carlsbad opened a municipal golf course in the summer of 2007 which has further enhanced the tourism attractions the city offers. The municipal golf course, The Crossings at Carlsbad, is an 18-hole, destination golf course set in the rolling hills and canyons of Carlsbad. With ocean views, high quality golf experience, a first class restaurant and clubhouse, and linkages to hiking trails, The Crossings at Carlsbad is a destination spot for golfers and non-golfers alike.

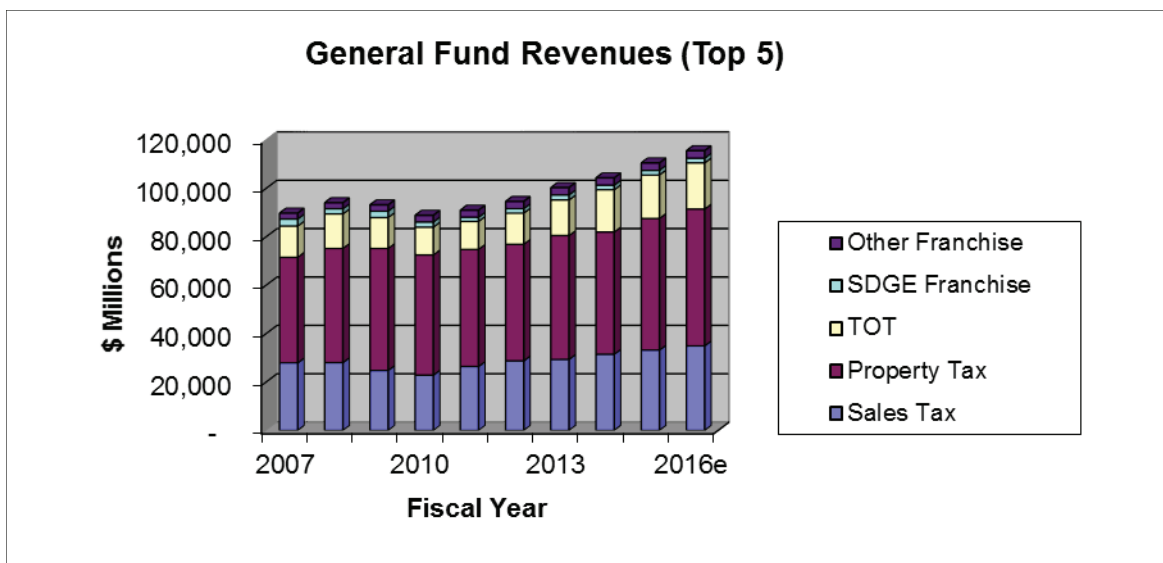
It is the Council’s goal to ensure that the city remains in good financial health, and there are a number of steps the city has taken to attain that goal. One of the steps is the Growth Management Plan. This plan was adopted by the citizens to ensure that all necessary public facilities were

CITY OF CARLSBAD BUDGET HIGHLIGHTS

constructed along with development. It also ensures that a financing plan is in place to pay for the facilities prior to the development of the property.

In addition to the Growth Management Plan, the city also prepares a long-term financial model for both the capital and operating needs of the city. With a growing city such as Carlsbad, it is imperative that we plan for the impacts of the economy, serving new development and operating new public facilities, and plan for capital needed to build them. Thus, the city prepares a ten-year operating forecast for the General Fund, and a 15-year Capital Improvement Program. As part of the Capital Improvement Program, the city annually calculates the amounts needed to pay for the various projects, and calculates the anticipated operating budget impacts. In this way, the city can anticipate the effects of development from both a capital and an operating perspective.

One important initiative the city has undertaken to ensure its financial health is the development of an Infrastructure Replacement Fund. With this fund, the city sets aside a portion of General Fund revenues on an annual basis for major maintenance and replacement of its infrastructure. Much of the city's infrastructure is relatively new; thus, the city is just now experiencing the impact of maintenance requirements. By setting aside funds now, the citizens of Carlsbad can be assured that the proper maintenance and replacement, as needed, will be performed on streets, parks and many facilities for which the city is responsible.



As national and local economic conditions begin to improve, Carlsbad is well positioned to reap the benefits of a diverse business composition. Over the past decade, the city has developed an economic base that attracts business, tourism, and retail consumers. The city hosts four regional shopping areas within its boundaries; an auto mall, a large regional mall, an outlet center, and a high-end retail center in the southern part of the city called The Forum. A strong tourism industry is served by Legoland and a host of resorts and hotels, as mentioned previously. All of these factors, combined with relatively stable property values, provide a strong revenue base to support the high level of city services for our residents. In FY 2015-16, the city is expected to generate \$110.6 million, or 80 percent of General Fund revenues, from three main sources: property taxes, sales taxes, and transient occupancy taxes (TOT).

Overall, for FY 2015-16, General Fund revenue is projected to increase by 2.8 percent from the previous year's estimates. Most major sources of tax revenue are expected to increase slightly in FY 2015-16, including property tax (4 percent increase), which is stabilizing following a year that saw growth of over 8 percent. Sales tax is expected to increase by 5.3 percent and TOT revenues are projected to increase by 6 percent as occupancy and average daily rates (ADR)

CITY OF CARLSBAD BUDGET HIGHLIGHTS

increase with the addition of new hotels, such as the Staybridge and Fairfield hotels. Home values continue to appreciate, however, following the national, state, and regional trends, grow at lower rates. Development related revenue items are forecast to decrease by 30 percent in FY 2015-16, as compared to the previous fiscal year, which witnessed high development activity.



State of California – In January, Governor Jerry Brown submitted a balanced budget to the California legislature. The passage of Proposition 30, which temporarily increases income tax rates and sales tax rates, is providing a respite from ongoing fiscal pressure in California, but the greatest hope for future state budgets is an improving economy.

The budget for FY 2015-16 is a tenuous balancing act, using projected revenues of \$113.4 billion to cover \$113.3 billion in expenditures. In November, voters approved Proposition 2, which sets aside additional revenues, primarily from capital gains, to address future economic downturns, instead of increasing ongoing expenditures. At the end of the year, this “rainy day” fund is projected to have a balance of \$2.8 billion. Still, the Governor’s budget message acknowledges the ongoing fiscal stress in the state, driven by rising costs from health care, wildfires, and mandates imposed on our prison system. Changes in federal immigration policy could increase future expenditures by hundreds of millions of dollars. The FY 2015-16 California budget projects that, indeed, the state will begin to spend more than it receives in revenues in 2018-19. Another sobering fiscal matter is the amount of liabilities attributable to employee pension and health care benefits. Total state debt and liabilities are \$227 billion, of which \$222.2 billion is for health and pension liabilities. Finally, the temporary quarter-cent sales tax expires in 2016, followed by the sunset of the temporary income tax increase in 2018.

California, as mentioned previously, continues to face sizable pension liabilities. Reforms enacted in 2012 increase cost sharing for employees, increase retirement ages for new employees, and reduced pension benefit formulas. Additionally, the governor signed a funding plan in 2014 that will address the \$74 billion shortfall in teacher pension liabilities over thirty years, similar to the plan enacted by CalPERS. General Fund expenditures in the proposed budget increased by 1.4 percent, down significantly from the 8.5 percent increase a year ago. The budget also addresses issues such as climate change and water management.

Looking Forward

In order to strategically address the future needs of the city and to ensure that we maintain a structurally balanced budget in the long term, the city prepares a ten-year financial forecast. Revenue projections are developed based on current and forecasted economic variables at the national, state, and local levels, and provide city leaders with some measurement of future capacity to support city programs and services. In recent years, revenue growth has become more difficult to project in the long-term, as we find ourselves in an economic climate that changes rapidly and unpredictably, and the forecast allows decision makers to adjust for these changes. The ten-year forecast is updated frequently to avoid potential pitfalls and to ensure that we identify and resolve fiscal challenges and continue to develop a balanced and responsible budget.

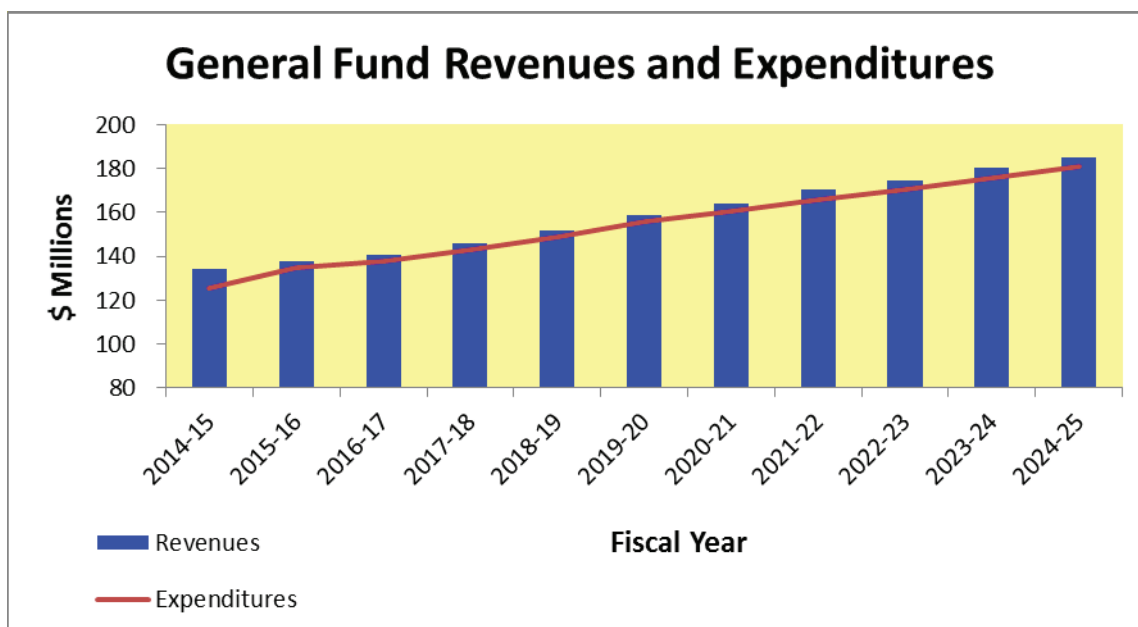
Over the past several years, the city has addressed the budgetary challenges brought on by the recent recession and taken deliberate measures to continue to allocate resources in a responsible manner, minimizing the impact to users of city services. These measures included a reduction in full-time and hourly full-time equivalent (FTE) positions, delaying the construction of non-essential capital projects, reducing the funding for capital outlay and priority projects, reducing and/or eliminating cost of living salary increases, requiring employees to pay a larger portion of their

CITY OF CARLSBAD BUDGET HIGHLIGHTS

retirement costs, using technology and other tools to create efficiencies, and reducing certain non-essential service levels with a minimal impact to the community.

The ability to anticipate changes in revenue sources and to balance those resources against the costs related to ongoing and future programs, services, and infrastructure requirements is critical to the financial health of the city. The city relies on the General Fund forecast to effectively manage fiscal resources and map a sustainable and responsible path for attaining the goals of the community. The tumultuous economic environment experienced in the past few years makes this long-term perspective even more important.

The forecast assumes limited growth in residential and commercial development over the next decade and captures the expected revenue impacts from major projects that are expected to be completed during the forecast period. Ongoing transfers to the Carlsbad Crossings Golf Course are expected to continue over the forecast period; however, the transfer is expected to decrease steadily over the ten-year forecast horizon. The operating costs of new city facilities projected in the Capital Improvement Program and supported by the General Fund, such as Alga Norte Park, are also captured in the forecast. Economic conditions at the national, state, and local level are expected to continue to improve at a modest rate and to provide a boost to most of our major sources of revenue. Home prices, which have been slumping for several years, are continuing to increase substantially and will begin to provide a boost to the city's property tax revenues in the following years. Overall, the outlook for General Fund revenues continues to be positive and revenues are expected to exceed ongoing operating costs over the period of the forecast.



The forecast assumes that General Fund revenues will increase by approximately three percent in FY 2015-16, as economic conditions continue to improve, bolstering revenues from the property taxes, sales taxes and TOT. To project the expenditures, all known changes in personnel and maintenance and operations costs are accounted for. However, the effects of future negotiations with employee bargaining units are not contemplated in the current ten-year forecast. The forecast also captures increases in operating costs associated with planned capital improvements, such as parks as civic facilities.

The forecast assumes that the city's cost for employee health care will increase by five percent, annually, over the life of the forecast. Pension plan costs continue to be a major driver of overall personnel costs for the city. CalPERS, the pension plan which funds city employee pension

CITY OF CARLSBAD BUDGET HIGHLIGHTS

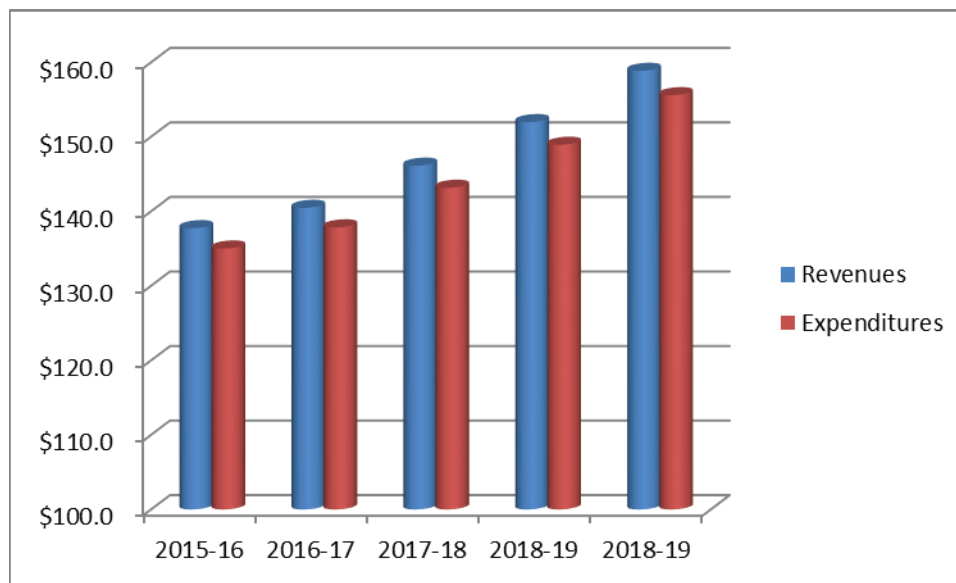
benefits, has recently decided to substantially increase required annual pension contributions from participating agencies in order to fully fund outstanding pension obligations within 30 years. This decision, coupled with new mortality assumptions (pensioners are living longer), will substantially increase personnel costs for the city and are contemplated in the current ten-year forecast. The cumulative effect of the five year ramp-up in pension costs will increase the General Fund's annual contribution by 35 percent from FY 2015-16 to FY 2019-20, after which costs stabilize and may even decrease. The forecast further assumes that no new positions are authorized after FY 2015-16, except those that may be related to the operating costs of new city facilities supported by the General Fund. Negotiated salary step increases and cost of living increases are included in personnel costs, in order to provide a conservative estimate of future costs. The contribution from the General Fund to the Infrastructure Replacement Fund is forecasted to remain at 6.5 percent of General Fund revenues. Finally, the forecast includes estimated operating costs for all capital projects in the timeframes shown in the Capital Improvement Program (CIP).

As indicated in the graph on the previous page, the General Fund is balanced for FY 2015-16 and revenues exceed expenses over the life of the forecast. Although the revenue forecast is optimistic, Carlsbad faces the same challenges that plague the national and state economies, including the unknown impact and duration of the current drought and rising health costs. Despite these threats, responsible fiduciary stewardship and planning have placed the city in a position to benefit from even modest improvements in the economic environment.

GENERAL FUND FIVE YEAR FORECAST					
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2018-19</u>
<u>REVENUES</u>					
Property Tax	\$ 56.6	\$ 58.4	\$ 61.2	\$ 63.3	\$ 65.9
Sales Tax	34.9	34.9	36.8	38.3	39.9
Transient Occupancy Tax	19.1	20.2	20.8	21.6	22.5
Franchise Taxes	5.1	5.1	5.2	5.3	5.4
Business License Tax	4.5	4.7	4.8	4.9	5.1
Development Revenues	1.7	1.3	1.1	1.4	2.2
All Other Revenues	15.9	15.9	16.3	17.1	18.0
Total	\$ 137.7	\$ 140.5	\$ 146.1	\$ 152.0	\$ 158.8
<u>EXPENDITURES</u>					
Personnel	\$ 82.2	\$ 85.4	\$ 89.2	\$ 93.2	\$ 97.5
Maintenance & Operations	39.5	38.7	39.9	41.3	43.2
Capital Outlay	-	0.4	0.4	0.5	0.5
Council Contingency	1.5	1.5	1.5	1.5	1.5
Transfers	12.1	12.1	12.5	12.8	13.2
Total	\$ 135.3	\$ 138.1	\$ 143.4	\$ 149.2	\$ 155.9
SURPLUS/(DEFICIT)	\$ 2.4	\$ 2.4	\$ 2.7	\$ 2.8	\$ 2.9

(In millions)

CITY OF CARLSBAD BUDGET HIGHLIGHTS



The **Appropriations Limitation** imposed by Proposition 4 and modified by Proposition 111 (Gann Limit) creates a restriction on the amount of revenue which can be appropriated in any fiscal year. The revenues which are subject to the limitation are those considered "proceeds of taxes." The basis for calculating the limit began in Fiscal Year 1978-79 and is increased based on population growth and inflation. Carlsbad's appropriation limit is in excess of three times the annual appropriation of proceeds of taxes subject to the limit. With such a large margin (approximately \$268 million), and in light of the city's ten year financial forecast, there is no time in the foreseeable future where Carlsbad's annual appropriation of tax proceeds would approach the limit. It is unlikely the Gann Limit will ever be reached in the future.

FINANCIAL POLICIES

The city has a number of financial policies to not only safeguard city assets, but also to assist in ensuring long-term financial stability.

LONG RANGE FINANCIAL PLANNING POLICIES

PURPOSE:

Financial planning uses forecasts to provide insight into future financial capacity so that strategies can be developed to achieve long-term sustainability in light of a government's service objectives and financial challenges.

A sound financial planning process assesses the long-term financial implications of current and future operating and capital budgets, providing decision-makers with the long-term fiscal impact of current policies and budget decisions. A good forecast recognizes the effects of economic cycles and differentiates between revenue associated with one-time activities and revenue derived as a result of base economic growth.

BACKGROUND:

Long-term financial planning is a best practice approved by GFOA's Executive Board. The best practice concepts related to long-term financial planning are as follows:

CITY OF CARLSBAD BUDGET HIGHLIGHTS

It allows the city to execute a long-range financial plan and supports the overall city strategic plan. It is a highly collaborative process that considers future scenarios and helps governments navigate challenges.

Financial forecasting is the process of projecting revenues and expenditures over a long-term period, using assumptions about economic conditions, future spending scenarios, and other salient variables.

Long-term financial planning is the process of aligning financial capacity with long-term service objectives.

GFOA recommends that all governments regularly engage in long-term financial planning that encompasses the following elements and essential steps:

- **Time Horizon.** A plan should look at least five to ten years into the future. Governments may elect to extend their planning horizon further if conditions warrant.
- **Scope.** A plan should consider all appropriated funds, but especially those funds that are used to account for the issues of top concern to elected officials and the community.
- **Frequency.** Governments should update long-term planning activities as needed in order to provide direction to the budget process, though not every element of the long-range plan must be repeated.
- **Content.** A plan should include an analysis of the financial environment, revenue and expenditure forecasts, debt position and affordability analysis, strategies for achieving and maintaining financial balance, and plan monitoring mechanisms, such as scorecard of key indicators of financial health.
- **Visibility.** The public and elected officials should be able to easily learn about the long-term financial prospects of the government and strategies for financial balance. Hence, governments should devise an effective means for communicating this information, through either separate plan documents or by integrating it with existing communication devices.

TEN-YEAR GENERAL FUND FINANCIAL FORECAST

- The Finance Department will prepare and maintain a ten-year financial forecast of revenues and expenditures for the General Fund.
- This tool will be used during the annual City Council goal setting and the development of the annual operating and capital budgets.
- The financial forecast will be updated at least twice each year, or more often if unexpected changes in economic conditions or other unforeseen circumstances warrant more frequent updates.
- The plan will include impacts and timing of new facilities, programs, and mandates.
- Any significant changes will be reported to the City Manager and City Council.

STRUCTURALLY BALANCED BUDGET

- The city shall adopt an annual budget in which ongoing revenues equal or exceed ongoing expenditures. If the long-range plan indicates periods where revenues may not equal or exceed forecasted expenditures, options to correct the imbalance will be presented for consideration.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- Unexpected one-time revenues shall not be used to fund ongoing expenditures.

PLAN MONITORING: MONTHLY FINANCIAL STATUS REPORT

- Each month after the close of the books, the Finance Director will prepare and distribute a Financial Status Report. The report will include, at a minimum, the following sections:
 - **General Fund Revenues** – to provide information about the more significant General Fund revenues, compared with the prior fiscal year, and compared with the current fiscal year projections. Significant one-time and/or unplanned revenues are discussed, as well as any other information considered helpful in understanding the financial position of the General Fund.
 - **General Fund Expenditures** – to provide information about General Fund expenditures, compared with the prior fiscal year, and compared with the current fiscal year projections. Significant one-time occurrences are explained, as well as any trends or other information considered helpful in understanding the financial position of the General Fund and the operations of the city. A table of expenditures by department is provided with a current year budget-to-actual comparison.
 - **City Council Contingency** – the annual adopted budget generally includes authorization to appropriate funds (Council Contingency) to be used at the Council's discretion. Expenditures from this account are one-time expenditures and for items expected to have a positive impact on the citizens and community of Carlsbad, such as:
 - Special Events
 - Community projects
 - Donations (usually for non-profit groups/organizations)
 - **Water and Wastewater Utility Operating Revenues and Expenditures** – to provide an overview of revenues and expenditures compared with prior year actuals and the current year budgeted amounts. Since these are enterprise funds, operating incomes/losses are discussed.

FIFTEEN-YEAR CAPITAL PROJECT FINANCIAL PLAN

- The Finance Department will prepare and maintain a fifteen-year financial plan for capital project development and construction (this plan will include all funds that have capital projects: such as the water and wastewater asset construction funds).
- The financial plan is updated at a minimum each fiscal year, or more often if unexpected changes in economic conditions or other unforeseen circumstances prompt more frequent updates.
- Annually in conjunction with the budget process, staff will review the proposed timing of the projects in the plan to make sure that resources are available and that the timing is appropriate.
- Any significant changes are reported to the City Manager and City Council.
- All known future revenues and expenditures are incorporated into the fifteen-year plan to create cash flows, and any foreseen shortfalls are reviewed.
- If there is not sufficient funding projected to pay for a planned project, the project is still shown in the project schedule, in the “unfunded” section. Staff will pursue funding options for the projects on the unfunded list.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- Operating impacts of completed capital construction facilities are incorporated into the General Fund ten-year financial forecast or the long-range financial plan of the funds affected, as soon as the timing is relatively certain.

TEN-YEAR WATER AND WASTEWATER OPERATING FUND FINANCIAL FORECAST

- The Utilities Department and Finance Department will jointly prepare and maintain a ten-year financial forecast of revenues and expenditures for the Water Operating Fund and the Wastewater Operating Fund.
- The financial forecast will be updated at least once a year as part of the annual budget process, or more often if unexpected changes in economic conditions or other unforeseen circumstances warrant more frequent updates.
- Utility rates and charges will be evaluated annually and increases (or decreases) will be recommended in order to meet the long-range financial objectives of each utility.
- Cost of Service study – The American Water Works Association (AWWA) recommends that water utilities' revenues from water service charges, user rates, and capital charges (impact fees and system development charges) should be sufficient to pay for:
 - Annual operation and maintenance expenses
 - Capital costs including debt service and other capital outlays
 - Adequate working capital and required reserves

A periodic cost of service study ensures that sufficient revenues are generated for the above expenses, and that rates and charges are equitably established. The Utilities Department and Finance Department will conduct a Water/Wastewater Cost of Service review at least once every five years or as necessary due to significant changes in system costs and/or system operations.

- Any significant changes will be reported to the City Manager and City Council.

OPERATING RESERVE POLICIES

PURPOSE:

To provide guidelines to the City Council and staff for establishing, maintaining and the annual review of a minimum and target reserve level for the General Fund and proprietary funds listed below.

BACKGROUND:

The city acts as a steward of public funds – one of the most significant responsibilities of the City Council, Boards, and managers. Adequate reserves are a necessary component of the city's overall financial management strategy and can help offset current and future risks.

The establishment and adherence to fiscal reserve policies enables the city to:

- protect the interest of the public and provide rate stabilization and funding, if needed
- address short-term temporary unplanned losses (revenue and expenditure)
- provide stability during economic cycles, allowing the organization to weather significant economic downturns

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- address unfunded mandates
- manage the consequences of outside agency actions that may result in revenue reductions
- address unexpected emergencies from natural disasters or catastrophic events caused by human activity
- address excessive liabilities or legal judgments against the organization
- provide continuity in service delivery

It is the policy of the City of Carlsbad to maintain reserve levels as noted in the following sections, for unforeseen events such as those listed above.

A review of all reserves listed below will occur as part of the annual budget process, and during the rate-setting process for the wastewater and water utility enterprises.

GENERAL FUND

The city has a reserve policy in place (Council Policy 74) which sets a minimum reserve at 30 percent of the General Fund Operating Expenditures and a target reserve of 40 to 50 percent unassigned fund balance of the General Fund Operating Expenditures. The reserve is calculated using the prior fiscal year's Adopted General Fund Budgeted Expenditures (including routine operating transfers and the Council Contingency).

ENTERPRISE FUNDS

- ***Wastewater Operating Fund***
 - The city will target a reserve funding level of 40 percent. The reserve amount is calculated by dividing unassigned fund balance by total budgeted operating expenses plus replacement transfers plus budgeted debt service payments.
 - The annual budget process and setting utility user rates and charges will be used to achieve and maintain the target reserve level.
- ***Water Operating Fund***
 - The city will target a reserve funding level of 40 percent. The reserve amount is calculated by dividing unassigned fund balance by total budgeted operating expenses plus replacement transfers plus budgeted debt service payments.
 - The annual budget process and setting utility user rates and charges will be used to achieve and maintain the target reserve level.

INTERNAL SERVICE FUNDS

- ***Worker's Compensation Fund***
 - The city will maintain a minimum reserve equal to the estimated outstanding claims as calculated by a third-party administrator. Additional reserve amounts may be set aside as deemed appropriate based on a third-party actuarial study completed at two year intervals.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- During the annual budget process, the target confidence level will be compared with the projected fund balance, and, if the projected fund balance is greater than or lesser than the target, a plan to adjust the fund balance will be considered, using:
 - Increasing revenues through interdepartmental charges
 - One-time cash contributions from those funds contributing to the shortfall
- ***Risk Management Fund (General Liability)***
 - The city will maintain a minimum reserve equal to the estimated outstanding claims as calculated by a third-party administrator. Additional reserve amounts may be set aside as deemed appropriate based on a third-party actuarial study completed at two year intervals.
 - During the annual budget process, the reserve level will be compared with the projected fund balance, and, if the projected fund balance is greater than or lesser than the target, a plan to adjust the fund balance will be considered, using:
 - Increasing revenues through interdepartmental charges
 - One-time cash contributions from those funds contributing to the shortfall
- ***Information Technology Asset Replacement Fund***
 - The city shall maintain a minimum reserve level defined as the amount of accumulated depreciation of IT capitalized assets based on the original cost of each capitalized asset, and up to a maximum reserve level defined as the accumulated depreciation based on the estimated replacement cost (calculated annually by the Information Technology Department) of each capitalized asset.
 - If, during the annual budget process, the fund does not have sufficient cash balances to achieve the minimum reserve level, a plan to increase cash balances will be proposed using:
 - Increasing revenues through interdepartmental charges
 - One-time cash contributions from those funds contributing to the shortfall
 - If, during the annual budget process, the fund has excess cash balances, a plan to decrease cash balances will be proposed using:
 - Decreasing revenues from interdepartmental charges
 - One-time refunds to those funds contributing to the excess
- ***Vehicle Asset Replacement Fund***
 - The city shall maintain a minimum reserve level defined as the amount of accumulated depreciation of capitalized Fleet assets based on the original cost of each capitalized asset, and up to a maximum reserve level defined as the accumulated depreciation based on the estimated replacement cost (calculated annually by the Public Works Department) of each capitalized asset.
 - If, during the annual budget process, the fund does not have sufficient cash balances to achieve the recommended reserve level, a plan to increase cash balances will be proposed using:

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- Increasing revenues through interdepartmental charges
- One-time cash contributions from those funds contributing to the shortfall
- If during the annual budget process the fund has excess cash balances, a plan to decrease cash balances will be proposed using:
 - Decreasing revenues from interdepartmental charges
 - One-time refunds to those funds contributing to the excess

GENERAL FUND ECONOMIC UNCERTAINTY ASSIGNMENT

In addition to the operating reserve, on June 30, 2015, the City Council set aside \$10 million from the General Fund unassigned fund balance to mitigate revenue losses should another recession occur. Unlike the General Fund reserve, these funds could be used for ongoing operating expenditures to ensure the continuation of services with minimal impact to the public.

INVESTMENT POLICY

The city has also established a formal Investment Policy. It is the policy of the City of Carlsbad to invest public funds not required for immediate day to day operations in safe, liquid and medium-term investments that shall yield an acceptable return while conforming to all California statutes. It is intended that the policy cover the investment activities of all contingency reserves and inactive cash under the direct authority of the city. Investments of the city and its component units will be made on a pooled basis; however, investments of bond proceeds will be held separately if required.

FINANCING OF PUBLIC IMPROVEMENTS

Council Policy 33 outlines the city's policies for financing public improvements, primarily to complete links in the city's traffic circulation system. Improvements generally include streets and highways, sewer lines, water lines, drainage facilities, and other improvements as authorized by law and which the City Council has determined are consistent with the policy.

The underlying principals behind the policy are:

- To protect the public interest;
- To ensure fairness in the application of the assessments, special taxes, or fees to current and future property owners;
- To ensure full disclosure to current and future property owners of the special district;
- To ensure the creditworthiness of any special district debt;
- To protect the city's credit rating and financial position;
- To ensure that the applicants for special district proceedings, other than city-initiated proceedings, pay all costs associated with the formation of any special district;
- To establish one policy regarding the requirements that must be met before the City Council will consider approving the financing of public improvements using special districts;
- To provide city staff, the residents of the city, and owners and developers of property located within the city with guidance in the application for and consideration of the establishment of special districts; and
- To incorporate the requirements of new legislation pertaining to the use of special districts.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

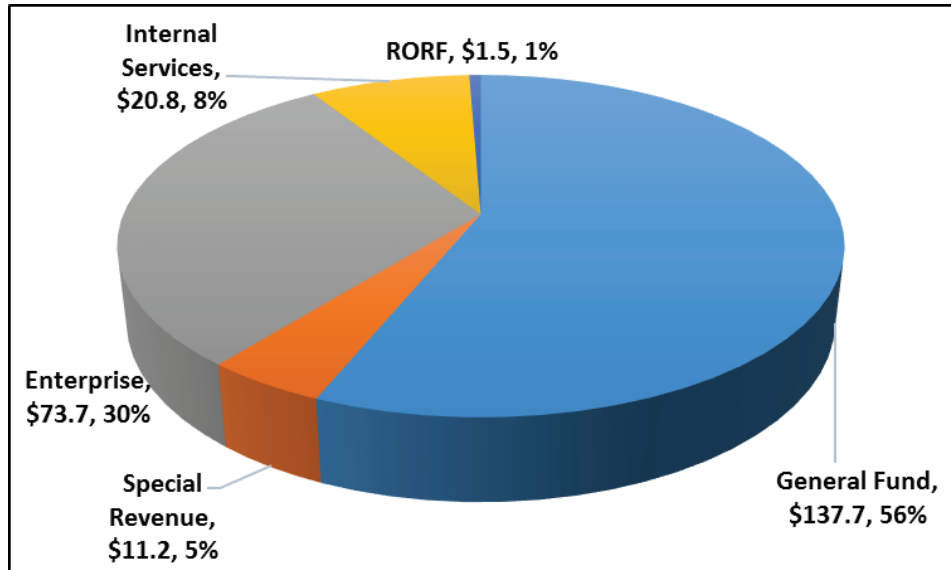
The policy provides the framework for use of Assessment Districts, Community Facilities Districts, and Bridge and Thoroughfare Districts. The public improvements must be located in the public rights-of-way dedicated or otherwise granted to the city or other public agency, and construction of the improvements must serve the public interest as well as the benefit conferred on the properties within the proposed financing districts. The Policy describes property owner requirements such as concurrence of a certain percent of property owners wishing to establish the special district, financial capability and stability of the property owners and proposed project, as well as the steps of the formation process.

OPERATING BUDGET

Revenue Projections

The city's operations are divided into various funds. Each fund has been established because of certain restrictions placed on the use of the resources received by that fund. Any unrestricted funds are placed in the General Fund. Estimated revenues for the city's five fund types are shown on the accompanying graph.

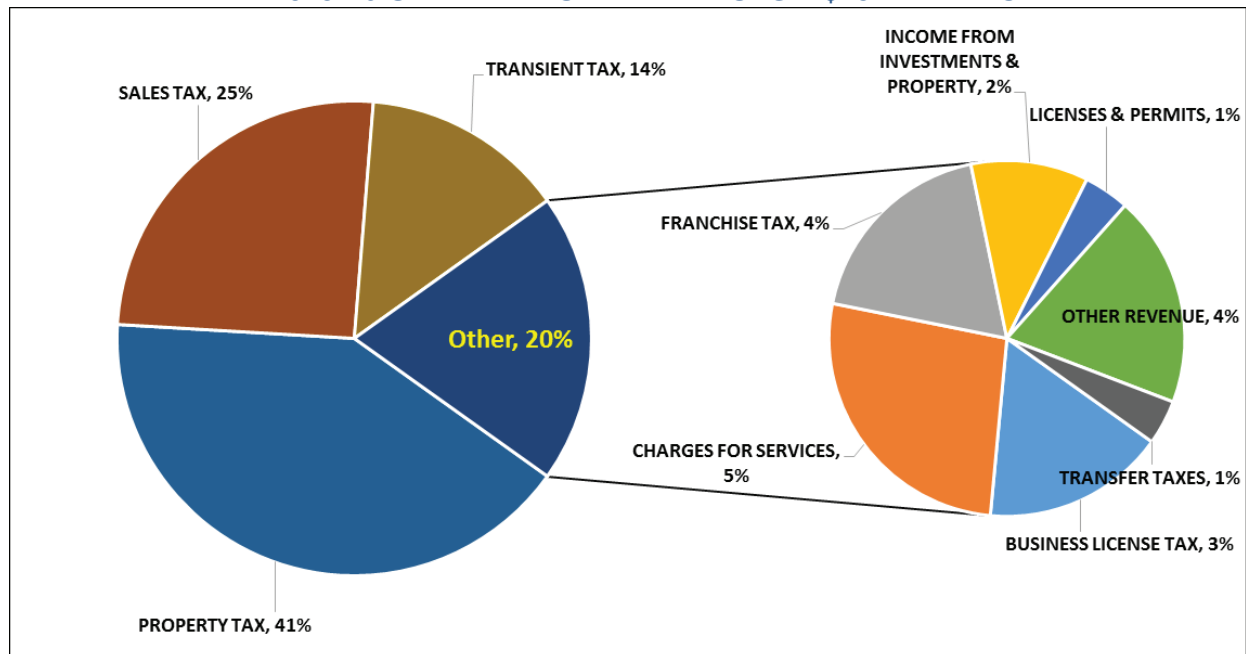
FY 2015-16 OPERATING REVENUES BY FUND TYPE = \$244.9 MILLION



General Fund

The fund receiving the largest slice of the revenues is the General Fund, with estimated revenues of \$137.7 million for Fiscal Year 2015-16. The General Fund pays for most of the city services available to city residents. The majority of the General Fund revenues are derived from taxes. The following graph illustrates the sources of revenue to the General Fund.

FY 2015-16 GENERAL FUND REVENUES = \$137.7 MILLION



Property taxes, at \$56.6 million, are the largest General Fund revenue. The city receives only about 18 percent of the property taxes paid by its citizens. The remainder of the tax goes to the

BUDGET SUMMARY

school districts, the state, and other various agencies. Sales tax is the second largest source of revenue for the General Fund. Sales taxes are estimated to bring in \$34.9 million for Fiscal Year 2015-16. Automobile and retail sales are the most significant contributors to the category of sales tax.

Transient occupancy taxes (hotel taxes) are estimated at \$19.1 million and represent the third largest revenue source for the city. Franchise taxes, transfer taxes, and business license taxes make up the remaining \$10.7 million in tax revenues estimated to be collected in Fiscal Year 2015-16.

Intergovernmental revenues are revenues collected by the state and other governmental agencies and allocated to the city based on a formula. Examples of intergovernmental revenues include state mandated cost reimbursements, and homeowner's exemptions. Intergovernmental revenues are estimated at approximately \$900,000 for the upcoming year.

Licenses and permits account for \$1.1 million of the General Fund revenues and include building permits and other development-related permits. Charges for services are estimated to be \$7.2 million and include fees for engineering, planning, building, recreation, and ambulance services. Income from investments and property are estimated at \$2.9 million.

Other General Fund revenue sources include charges collected from other departments, fines and forfeitures, and miscellaneous revenues. Those sources total \$4.3 million.

Special Revenue Funds

Revenues from Special Revenue funds are estimated at \$11.2 million for Fiscal Year 2015-16. Funds collected in this category are legally restricted to specified purposes. Examples of funding resources include donations, grants, and special assessments. The types of functions supported with Special Revenue funds include programs such as Section 8 Housing Assistance, Housing Trust Fund, Community Development Block Grants (CDBG), and maintenance and assessment districts.

Enterprise Funds

Enterprise funds revenues make up the second largest revenue group, totaling \$73.7 million. Enterprise funds operate similar to a business in that they charge fees to cover the cost of their services. Examples of the city's enterprises include water and wastewater services and solid waste management. This fund group also includes operations of the city's municipal golf course, The Crossings at Carlsbad.

Internal Service Funds

Internal Service fund revenues, projected to be \$20.8 million, are derived from charges to the city programs that benefit from the services rendered. The funds collected must be used specifically to support the internal service. Examples of the city's Internal Service funds include General Liability, Self-Insured Benefits, Information Technology, Workers' Compensation, and Vehicle Maintenance and Replacement.

Redevelopment Obligation Retirement Funds

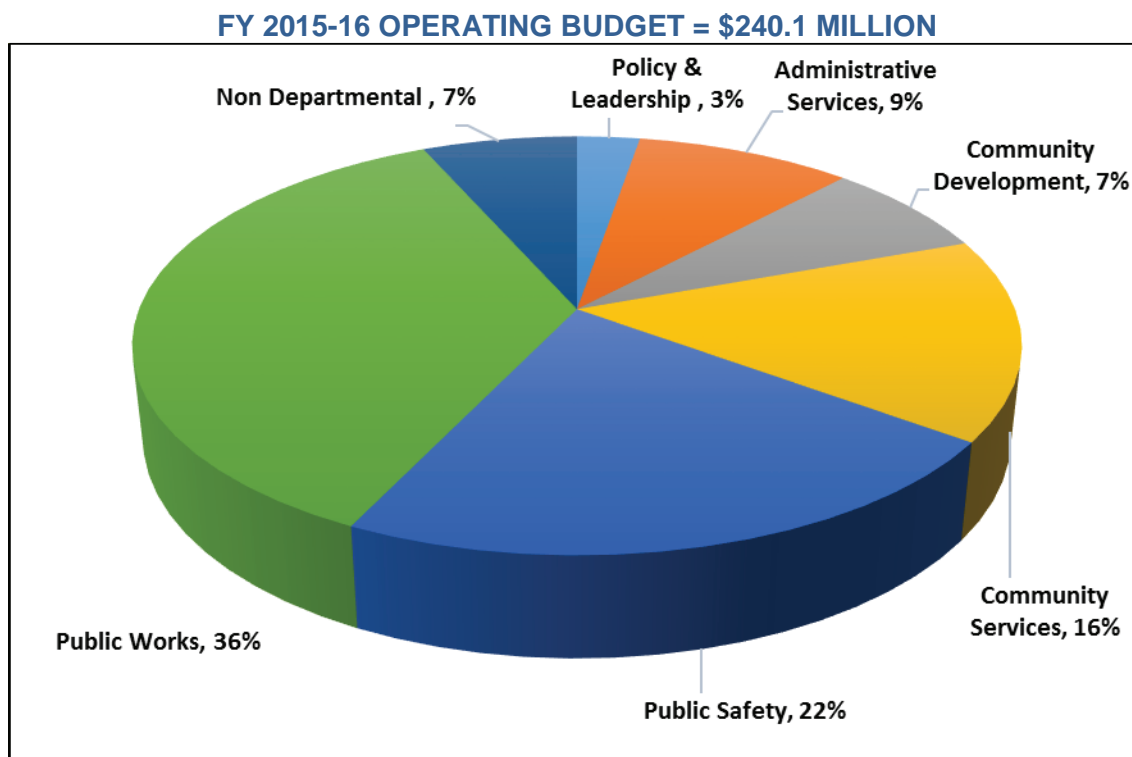
The Redevelopment Obligation Retirement Fund (RORF) revenues are expected to total \$1.5 million in the upcoming year. On June 29, 2011, California Governor Jerry Brown signed ABX126 to dissolve all redevelopment agencies within the State of California. All agencies were subsequently dissolved as of February 1, 2012, and a Successor Agency was designated to complete the work of the Carlsbad Redevelopment Agency (RDA) and satisfy the financial obligations. A Recognized Obligation Payment Schedule (ROPS) was prepared by the Successor Agency in April 2012 which must ultimately be approved by the Oversight Board, the County of San Diego, and the State of California. The initial ROPS identified financial commitments of the former RDA which will be paid from semi-annual tax increment revenue received by the

BUDGET SUMMARY

Successor Agency. Every six months a new ROPS must be prepared and approved by the Oversight Board, the County of San Diego, and the State of California in order to receive additional tax increment. Due to the dissolving of the RDA, the RORF will only receive tax increment revenues and interest earnings on any cash balances. Tax increment revenues are projected to decrease due to the increase in County of San Diego administrative costs which are netted against the tax increment revenues received by the Successor Agency.

Operating Budget By Program

The total Operating Budget adopted for the city for FY 2015-16 equals \$240.1 million, which is approximately 5.6 percent higher than the Operating Budget adopted for FY 2014-15. The Operating Budget includes funding for the General Fund as well as all other city funds, and can be categorized by main functional area. Six main functional areas that represent the key businesses of the city have been identified, as well as a Non-Departmental component which includes fund transfers as well as items that benefit the city as a whole. The graph below shows the percentage of the Operating Budget applicable to each of the functional areas.



Total funding allocated for the **Policy and Leadership Group** for 2015-16 is \$6.5 million. This group encompasses all elected officials and the chief executive offices for the city. These include the offices of the City Council, City Manager, City Clerk, City Attorney, City Treasurer, and the communications department.

Administrative Services, with a budget of \$23.4 million, includes finance, purchasing, human resources, information technology, records management, self-insured benefits, risk management, and workers' compensation. These areas mainly provide services to internal city departments.

BUDGET SUMMARY

Public Safety services are funded at \$53.1 million and include all of the police and fire programs such as police patrol, vice/narcotics, juvenile diversion and DARE programs, fire emergency operations, fire prevention and emergency preparedness.

Community & Economic Development, with a budget of \$17.8 million, provide the services that guide and oversee the planning and development of Carlsbad as depicted in the city's General Plan. The General Plan is the base document that expresses the goals and public policy relative to future land use. It acts as a "constitution" for development and is the foundation upon which all land use decisions are based. Also included under Community Development are building and code enforcement, volunteer programs, and providing for housing and neighborhood services.

Community Services, with a budget of \$37.5 million, consists of library and cultural arts, parks and recreation, and seniors programs. Included in this area is the enterprise fund for operations of the municipal golf course, The Crossings at Carlsbad. These programs are provided to a wide range of people and assist in their education, health and well-being, and cultural development.

The functional area requiring the largest amount of funds is **Public Works**, with a budget of \$86.9 million. Public Works is responsible for the provision of utility services as well as the building and maintenance of all of the city's streets and roadways. It is comprised of the water, sewer, and solid waste enterprise funds, as well as the transportation department and lighting and landscaping special assessment districts.

The **Non-Departmental and Contingency** funding is \$16 million and includes transfers to other funds, programs benefiting the city as a whole, such as community promotions, community contributions, assessment services, transfers to the golf course for debt service payments, and the City Council's contingency account. Included in the non-departmental group is a \$9 million transfer to the Infrastructure Replacement Fund. This program sets aside funds for the replacement of the city's base infrastructure. The City Council contingency account, which is available for emergencies and unforeseen program needs that arise during the year, is budgeted at \$1.5 million.

Staffing

The FY 2015-16 Operating Budget reflects a total net increase of 4.5 full-time positions, 3.75 limited-term positions, and an increase of part-time staff totaling 1.74 hourly full-time equivalent (FTE) positions. These changes result in a city workforce of 678 full and three-quarter time employees and 159.51 hourly FTE. The staffing changes in each of the city's programs are discussed more fully in the Operating Budget Overview.

CAPITAL IMPROVEMENT PROGRAM

The City of Carlsbad's Capital Improvement Program (CIP) is a long-range planning document, which outlines the expenditure plan for current and future capital projects and the corresponding revenues to pay for those expenditures. Projects in the CIP consist primarily of new construction or major maintenance and replacement of city facilities such as parks, roads, civic facilities such as libraries, police and fire stations, and sewer, water, and drainage facilities. The Capital Improvement Program for 2015-16 totals \$73.5 million in new appropriations and an estimated \$204 million in continuing appropriations, for a total appropriation of \$277.5 million. Some of the notable capital projects which are planned in the next five years are discussed on the following pages.

Park Development Projects

BUDGET SUMMARY

The city is in the process of updating existing city park master plans based on the outcomes of a recent needs assessment that re-evaluated current and future park needs.

Multi-Use/Multi-Generational Community Center – As a result of the needs assessment, funds are included to study the feasibility of a multi-use, multi-generation indoor community center, located at Poinsettia Park, which will serve a larger cross section of the community.

Leo Carrillo Phase III – Located in the southeast quadrant of the city, a recent update re-evaluated the remainder of the Carrillo Ranch Master Plan and prioritized projects based on community input to make sure that the proposed project amenities are serving the greatest need of the community. Expenditures include restoration of the horse stables. The total estimated cost is \$980,000.



Pine Avenue Park Community Facility and Garden Areas – The remaining elements of the park include a multi-purpose community center and gymnasium, a community garden with rentable plots, and a botanical/ornamental garden. This final phase of the park is estimated at \$10.4 million.

Aviara Community Park Amphitheater and Picnic Areas – The additional park amenities include a large passive outdoor community social space with a small amphitheater, group picnic areas, a perimeter walking path and a warming kitchen complete with appliances to support outside catering, food and beverage services, and small events. The total cost is \$3.1 million.

Poinsettia Community Park – Park improvements include a fenced dog park for both large and small dogs, updated tot lots and a multi-sports arena with a picnic area and artificial turf field, at a total cost of \$3.9 million.

Outdoor Adventure Park Feasibility Study – The proposed Capital Plan includes funding to study the feasibility and possible location of an outdoor adventure park for recreational activities not typically done in community centers or gymnasiums, such as a bike skills course, rope skills, zip lines, and rock climbing.

Civic Facilities

Civic facilities include a variety of facilities from which the city can offer its services to the public.

Library Renovation Projects – Funding was previously budgeted for significant renovation projects at the Dove and the Cole libraries. Improvements are designed to accommodate current staffing needs, meet patron demands for modern library services and allow for better wireless and communications services for the public. Renovation at Cole Library is expected to begin in the fall of 2015 and be complete around the end of the year. Dove Library improvements will begin after the Cole Library is re-opened and is planned for completion by June 2016.

Safety Center Improvements – Improvements include new and renovated office space, a new lobby wall, an expanded women's locker room and dispatch area, as well as lighting and HVAC improvements. The total estimated cost is \$3.2 million.

BUDGET SUMMARY

Maintenance & Operations Center – This city facility will bring together offices, the maintenance yard, a warehouse, and parking to accommodate the various work groups at one location, currently planned near the existing Safety Center and fleet yard. The total estimated construction cost is \$25.9 million.



Facilities Maintenance – As the city facilities begin to age, maintenance and repair projects are needed to keep them in good condition. New projects have currently been identified at a total cost of about \$8.9 million. Projects are planned at the following locations:

- Aviara Community Park – Synthetic turf replacement
- City Hall Complex refurbishment
- EOC Relocation
- Faraday Facility rehabilitation
- Fire Station No. 1
- Fleet Maintenance
- Harding Center

Trails – Additional funding is included for the Lake Calavera Trails system for restrooms and a drinking fountain.

Street and Circulation Projects

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 livable streets concept, also called "complete streets," acknowledges that streets are an important part of the livability of today's communities and ought to be for everyone. Carlsbad has made livable streets a priority when planning and constructing improvements to city roadways. In addition to constructing improvements, the city continues to invest in the maintenance and operation of the transportation infrastructure by providing timely repairs and rehabilitation of the public assets associated with the roadways and public rights of way throughout the city.

ADA Improvements – ADA projects throughout the city are scheduled for \$1.2 million in funding over the next five years, with \$250,000 scheduled in FY 2015-16. The project includes various accessibility improvements, including sidewalk curb ramps and pedestrian signals.

Public Beach Access Improvements – This project will make improvements to beach access locations along Ocean Street, including removal and replacement of stairs, installation of shade structures, improved signage, trash receptacles and landscaping. The total cost is \$2.6 million.

Avenida Encinas Widening – Widening to full secondary arterial standards along Avenida Encinas from Palomar Airport Road to just south of Embarcadero Lane is scheduled for design in FY 2016-17. The CIP includes \$5.4 million to fund this project in the next five years.

Street Road Diet and Traffic Calming Projects along Chestnut Avenue, Valley Street, Kelly Drive, and La Costa Avenue – Three new projects are planned in the next five years to provide complete street solutions so that the varied user of these roads, including pedestrians and bicyclists, are provided for in a balanced and equitable manner. The total cost is estimated at \$8.2 million.

Intersection Improvements – Two intersection projects along El Camino Real - at Cannon Road and at College Boulevard are scheduled to receive an additional \$775,000 in the next five years.

BUDGET SUMMARY

El Camino Real Widening – There are a number of projects that are scheduled over the next five years that will focus on the widening of El Camino Real to prime arterial roadway standards, in addition to other improvements, such as median construction. The projects include widening from Cassia Road to Camino Vida Roble, Arenal Road to La Costa Avenue, Lisa Street to Crestview Drive and Tamarack to Chestnut. In the next five years, \$4.9 million in additional funding is included for these projects, which are expected to cost over \$20 million by completion.

Pavement Management – Carlsbad's local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the streets. Part of the maintenance program is the sealing and overlay of the existing street surface. In addition, any problem areas are addressed as they are identified. The FY 2015-16 CIP has \$18.5 million budgeted in the next five years for this program.

Parking Lot Maintenance Program – Parking lot maintenance is a relatively new program and is scheduled to receive funding of \$845,000 in the next five years.

Concrete Repair and Maintenance – The proposed spending plan included \$1 million in the next five years for repairs to sidewalks, curb and gutter, pedestrian ramps, driveway approaches and cross gutters.

Traffic Signals – In the next five years, four traffic signal installations are planned at the following locations, at a total cost of \$780,000:

- El Fuerte Street and Rancho Pancho
- Faraday Avenue and Camino Hills Drive
- Faraday Avenue and Palmer Way
- La Costa Avenue and Levante Street

Water and Wastewater Projects

The city's water and wastewater projects are vital to the continued health and welfare of its citizens. Most new lines are built and paid for by developers. As the city ages, it will become necessary to repair and replace the lines that already exist, and an increase in these projects is anticipated in future years. In the next five years, an additional \$32.4 million in funding is scheduled for both new and replacement water and sewer projects.

Vista/Carlsbad Interceptor & Agua Hedionda Lift Station Replacement – This project consists of a set of individual projects that will ultimately construct a parallel sewer interceptor system to accommodate existing and future sewer flows from the cities of Vista and Carlsbad. The individual projects include a main in Jefferson Street, replacement of the Agua Hedionda Lift Station, and a main from the lift station to the Encina Wastewater Facility. The overall total cost estimate for this set of projects totals \$64.3 million, of which the remaining \$20 million is to be funded by the City of Carlsbad, with the remaining \$44.3 million to be funded by the City of Vista.

BUDGET SUMMARY

Wastewater

Other wastewater facilities scheduled for construction or replacement within the next five years include:

- Buena Interceptor Sewer Improvements
- Chinquapin
- Crest Drive
- Faraday/El Camino Real Sewer Replacement
- Las Palmas Trunk Sewer
- Marron Road
- North Batiquitos
- Poinsettia Lane Lift Station Emergency Overflow Basin
- Quarry Creek Sewer Extension
- Terramar Sewer Replacement

In addition to the new construction and replacement projects and ongoing condition assessments, repairs and upgrades to the city's wastewater facilities are expected to cost \$2.1 million in the next five years.

Water Lines

Major water facilities scheduled for construction or replacement within the next five years are estimated at \$35.9 million, and include the following locations:

- Aviara Parkway and Plum Tree
- Carlsbad Boulevard – South of Avenida Encinas
- Crestview Drive
- El Fuerte and Corintia
- Fire Flow System Improvements
- Hydroelectric Generator at Palomar Airport Road/White Sands
- La Costa High Reservoir Inlet Pipeline
- Maerkle Reservoir Floating Cover Replacement
- Maerkle Pump Station Improvements and Transmission Main
- Poinsettia Lane – Casia Road to Skimmer Court
- Santa Fe II Inlet Pipeline
- Tri-agencies Water Transmission Pipeline Replacements

Recycled Water Expansion

Expansion to the Carlsbad Water Recycling Facility, including construction of additional pipelines and a reservoir, are anticipated to cost \$30 million. These facilities are expected to meet the 76 percent increase in future recycled water demand. The expansion is expected to increase the recycled water supply from 4 to 7 mgd (million gallons per day). With diminishing potable water resources available, alternative supplies such as recycled and desalinated water become increasingly important in supplementing the total water supply.



BUDGET SUMMARY

Drainage Projects

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. Carlsbad supports programs that will ensure that all water bodies within the city are safe and clean and, where possible, open to the public at all times. The system consists of drainage pipes 30-inches or larger in diameter, large concrete and rock lined channels, permanent sedimentation basins and miscellaneous large facilities. As the city continues to age, it will become necessary to repair and replace the lines that already exist. An increase in these projects is anticipated in future years. An additional \$1.3 million will be added to the program in the next five years.

SUMMARY

The FY 2015-16 budget targets resources to attain city goals and prepare the organization for the future. City revenues, especially property tax revenues, are increasing as the country sheds the effects of the Great Recession. The city is poised to benefit from a diverse revenue base and the improved fiscal conditions witnessed in the past year are expected to continue to improve.

National, state, and local economies showed improvements in the past year, but the slow recovery could face challenges, especially in California, which faces a severe drought and the ensuing fiscal implications. Unemployment rates are improving, and housing markets are showing significant improvement, resulting in a more positive outlook for the foreseeable future. Although our forecast reflects improving conditions in the coming years, the FY 2015-16 budget maintains fiscal discipline as exercised by the city over the past several years.

The City of Carlsbad continues to exercise fiscal responsibility. The city continues to plan for the long-term and uses a ten-year financial forecast in creating the budget. This long-term planning tool allows us to model the effects of ongoing fiscal impacts from new facilities, economic conditions, and changes in personnel costs. Effective June 30, 2015, the city has set aside \$10 million from the General Fund unassigned fund balance to mitigate revenue losses should another recession occur. Unlike the General Fund reserve, these funds could be used for ongoing operating expenditures to ensure the continuation of services with minimal impact to the public. The FY 2015-16 budget reflects continued dedication to the provision of excellent city services and the quality of life valued by those who live, work and play in Carlsbad.

DEBT MANAGEMENT ISSUES

The use of debt has always been a primary issue in the development of the Capital Improvement Program and the policies to implement the Growth Management Program. Over the years, the city has issued millions of dollars of bonds and Certificates of Participation (COPs) to fund streets, buildings, sewer and water facilities, open space acquisitions, and other infrastructure projects. The city is continually evaluating its outstanding debt as well as potential future issues to ensure that interest costs are kept at a minimum and the use of the bond funds is appropriate.

Under state finance law, the city's outstanding general obligation debt may not exceed 15 percent (as adjusted by 25 percent, per the law) of total assessed property value. By law, the general obligation debt subject to the limitation may be offset by amounts set aside for repaying general obligation bonds. For the last 10 years, the city's general obligation debt has been under 5 percent of the total calculated debt limit.

BUDGET SUMMARY

Since Fiscal Year 2008-09, no debt service payments have been required of the General Fund, and no new debt is anticipated for the General Fund in the coming year. Of the approximately \$91 million of debt currently outstanding, none will be paid back using General Fund monies. Rather, the debts will be repaid from sewer revenues, golf course revenues and from property owners benefiting from the improvements built with bond proceeds. The city has no obligation to advance funds to the assessment districts if the property owners do not pay.

BUDGET SUMMARY

FISCAL YEAR 2015-16				
PROGRAM AREA	PROJECTED BALANCE July 1, 2015	ESTIMATED REVENUES	ADOPTED BUDGET	PROJECTED BALANCE June 30, 2016
OPERATING BUDGET				
Policy / Leadership Group			\$ 6,485,731	
Administrative Services			22,346,465	
Community Development			17,796,407	
Community Services			37,496,486	
Public Safety			53,127,469	
Public Works			86,882,230	
Non Departmental & Contingencies			16,008,530	
SUBTOTAL OPERATING	\$ 180,996,007	\$ 244,851,719	\$ 240,143,318	\$ 185,704,408
CAPITAL IMPROVEMENT PROGRAM				
Fiscal Year 2015-16	\$ 507,234,067	\$ 45,206,364	\$ 73,479,581	\$ 478,960,850
2014-15 Continuing Appropriations				(204,006,209)
Projected CIP Fund Balance at June 30, 2016				274,954,641
TOTAL OPERATING AND CAPITAL	\$ 688,230,074	\$ 290,058,083	\$ 313,622,899	\$ 664,665,258

FISCAL YEAR 2014-15				
PROGRAM AREA	PROJECTED BALANCE JULY 1, 2014	PROJECTED REVENUES	ESTIMATED EXPENDITURES	PROJECTED BALANCE JUNE 30, 2015
OPERATING BUDGET				
Policy / Leadership Group			\$ 5,550,000	
Administrative Services			23,541,000	
Community Development			16,699,000	
Community Services			34,486,500	
Public Safety			48,163,000	
Public Works			82,624,000	
Non Departmental & Contingencies			14,207,324	
SUBTOTAL OPERATING	\$ 162,429,632	\$ 243,837,199	\$ 225,270,824	\$ 180,996,007
CAPITAL IMPROVEMENT PROGRAM				
Fiscal Year 2014-15	\$ 454,873,091	\$ 102,701,363	\$ 50,340,387	\$ 507,234,067
TOTAL OPERATING AND CAPITAL	\$ 617,302,723	\$ 346,538,562	\$ 275,611,211	\$ 688,230,074

BUDGET SUMMARY

The following table identifies the debt the city has issued, the outstanding principal balance, the 2015-16 scheduled principal and interest payments, and the scheduled year of payoff.

City of Carlsbad Debt Outstanding						
Bond Name	Repayment Source	Original Bond Issue	Outstanding Principal At 6/30/15	2015-16 Payment P&I	Final Payment FY	
Carlsbad Public Financing Authority Bonds						
Revenue Bonds	Golf Course Enterprise Revenue	\$ 18,540,000	\$ 16,260,000	\$ 1,126,312		2037
1993 Redevelopment						
Tax Allocation Bonds	Redevelopment	\$ 15,495,000	\$ 7,395,000	\$ 1,037,634		2024
CFD #3 2006 -Improvement Area 1						
Special Tax Bonds	Special District	\$ 11,490,000	\$ 9,865,000	\$ 760,850		2037
CFD #3 2008-Improvement Area 2						
Special Tax Bonds	Special District	\$ 18,175,000	\$ 13,160,000	\$ 1,055,238		2039
Subtotals		\$ 63,700,000	\$ 46,680,000	\$ 3,980,034		
1997 Carlsbad Ranch (AD 95-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 10,175,438	\$ 3,790,000	\$ 582,165		2023
1998 Rancho Carrillo (AD 96-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 19,600,000	\$ 10,745,000	\$ 1,107,234		2029
2013 Reassessment District (AD 2012-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 31,300,000	\$ 29,495,000	\$ 2,151,007		2036
Subtotals		\$ 61,075,438	\$ 44,030,000	\$ 3,840,406		
Totals		\$ 124,775,438	\$ 90,710,000	\$ 7,820,440		

PERSONNEL ALLOCATIONS

	FINAL BUDGET 2013-14	FINAL BUDGET 2014-15	FINAL BUDGET 2015-16	2015-16 CHANGES
CITY ATTORNEY	7.00	7.00	7.00	0.00
CITY CLERK	0.00	3.00	3.00	0.00
CITY COUNCIL	1.00	1.00	1.00	0.00
CITY MANAGER	7.00	7.00	7.00	0.00
CITY TREASURER	0.75	0.75	0.75	0.00
COMMUNICATIONS	2.75	4.75	5.00	0.25
COMMUNITY AND ECONOMIC DEVELOPMENT	44.00	44.00	44.00	0.00
ENVIRONMENTAL MANAGEMENT	8.05	7.80	8.50	0.70
FINANCE AND RISK MANAGEMENT	31.50	31.50	32.50	1.00
FIRE	88.00	89.00	89.00	0.00
HOUSING AND NEIGHBORHOOD SERVICES	10.00	12.00	13.00	1.00
HUMAN RESOURCES & WORKERS COMP	9.00	11.00	11.00	0.00
INFORMATION TECHNOLOGY	22.50	22.50	19.50	(3.00)
LIBRARY & ARTS	51.25	50.25	50.50	0.25
PARKS AND RECREATION	67.60	61.60	58.15	(3.45)
POLICE	161.00	162.00	168.00	6.00
PROPERTY AND FLEET	33.55	33.10	28.10	(5.00)
PUBLIC WORKS ADMINISTRATION	6.00	6.00	8.05	2.05
RECORDS MANAGEMENT	5.00	2.00	2.00	0.00
TRANSPORTATION	54.20	55.10	57.35	2.25
UTILITIES	57.60	58.40	60.85	2.45
PERMANENT FULL AND 3/4 TIME LABOR FORCE	667.75	669.75	674.25	4.50

SUMMARY OF REQUESTED LABOR FORCE BY CATEGORY

	2013-14	2014-15	2015-16	Difference
Limited Term Personnel	2.00	0.00	3.75	3.75
Hourly Full Time Equivalent Personnel	150.58	157.77	159.51	1.74
TOTAL LABOR FORCE	820.33	827.52	837.51	9.99

2015-16 BUDGET CALENDAR

DECEMBER 2014	
Operating Budget	Capital Budget
Planning and calendar development	Planning and calendar development
JANUARY 2015	
Operating Budget	Capital Budget
Ten-year forecast updated Budget policies are set Block calculation completed Budget manual finalized	Kickoff meeting Departments update project submittals
FEBRUARY 2015	
Operating Budget	Capital Budget
Council goal setting	Kickoff meeting Department submittals due
MARCH 2015	
Operating Budget	Capital Budget
Department budgets due Finance department review	Growth estimates updated Cash flows updated (15 year)
APRIL 2015	
Operating Budget	Capital Budget
Meetings with Department Heads Meetings with City Manager	Meetings with City Manager
MAY 2015	
Operating Budget	Capital Budget
Preliminary budget to printer	Preliminary budget to printer 19th City Council Workshop
JUNE 2015	
Operating Budget	Capital Budget
9th City Council Workshop 11th Citizen's Budget 30th Budget Adoption	11th Citizen's Budget 30th Budget Adoption

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February 8, 2015

Pamela Arends-King

**Pamela Arends-King
CSMFO President**

Michael Gomez

**Michael Gomez, Chair
Professional Standards and
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**City of Carlsbad
California**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

Operating Budget

2015-16 OPERATING BUDGET OVERVIEW

The Operating Budget for FY 2015-16 totals \$240.1 million, with revenues for the year estimated at \$244.9 million. General Fund revenues are estimated at \$137.7 million and General Fund budgeted operating expenditures are \$135.3 million.

REVENUE

The following table shows the total operating revenues anticipated to be received by the city for FY 2014-15, as well as those estimated for FY 2015-16.

REVENUE SUMMARY				
BY FUND TYPE				
(in Millions)				
FUND	PROJECTED 2014-15	BUDGETED 2015-16	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 134.0	\$ 137.7	\$ 3.7	2.8%
SPECIAL REVENUE	11.7	11.2	(0.5)	-4.2%
ENTERPRISE	76.5	73.7	(2.8)	-3.7%
INTERNAL SERVICE	20.1	20.8	0.7	3.4%
REDEV. OBLIG. RETIREMENT	1.5	1.5	-	-2.0%
TOTAL	\$ 243.8	\$ 244.9	\$ 1.0	0.4%

Revenue estimates for the Operating Budget indicate that the city will receive a total of \$244.9 million in FY 2015-16, a change of about \$1 million over the projected FY2014-15 revenues. The significant changes from the prior year include a \$3.7 million, or 2.8 percent, increase in the General Fund from healthy increases in property tax, sales tax, transient occupancy tax revenues, and business license tax combined. The Special Revenue funds show a decrease of \$500,000, or 4.2 percent from the prior year due to decreases in police grant funding and affordable housing fees. Enterprise revenues are expected to decrease by \$2.8 million, mainly due to a one-time insurance reimbursement received in FY 2014-15 for a previously paid settlement. More information on the city's revenue sources can be found in the discussion that follows.

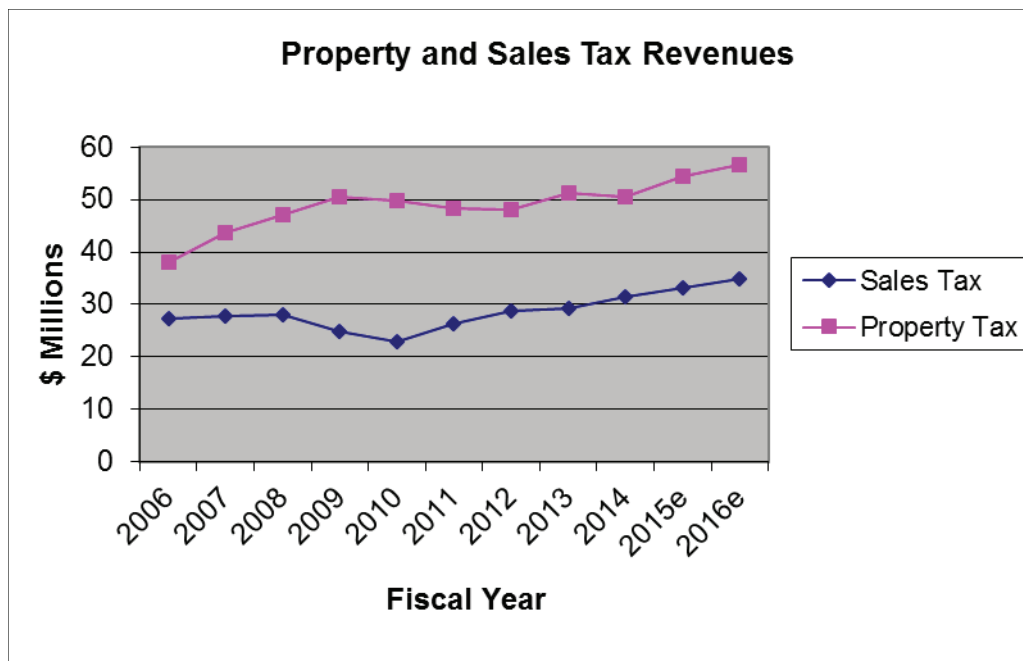
General Fund

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 and Cultural Arts, Street and Park Maintenance, and Recreation programs. The following table provides a summarized outlook for the major General Fund revenues.

SIGNIFICANT GENERAL FUND REVENUES				
(In Millions)				
	PROJECTED 2014-15	BUDGETED 2015-16	\$ CHANGE	% CHANGE
PROPERTY TAX	\$ 54.4	\$ 56.6	\$ 2.2	4.0%
SALES TAX	33.2	34.9	1.7	5.3%
TRANSIENT OCCUPANCY TAX	18.0	19.1	1.1	6.0%
FRANCHISE TAXES	5.0	5.1	0.1	1.2%
BUSINESS LICENSE TAX	4.3	4.5	0.2	4.0%
DEVELOPMENT REVENUES	2.5	1.7	(0.7)	-30.0%
ALL OTHER REVENUE	16.7	15.9	(0.8)	-4.8%
TOTAL	\$ 134.0	\$ 137.7	\$ 3.7	2.8%

2015-16 OPERATING BUDGET OVERVIEW

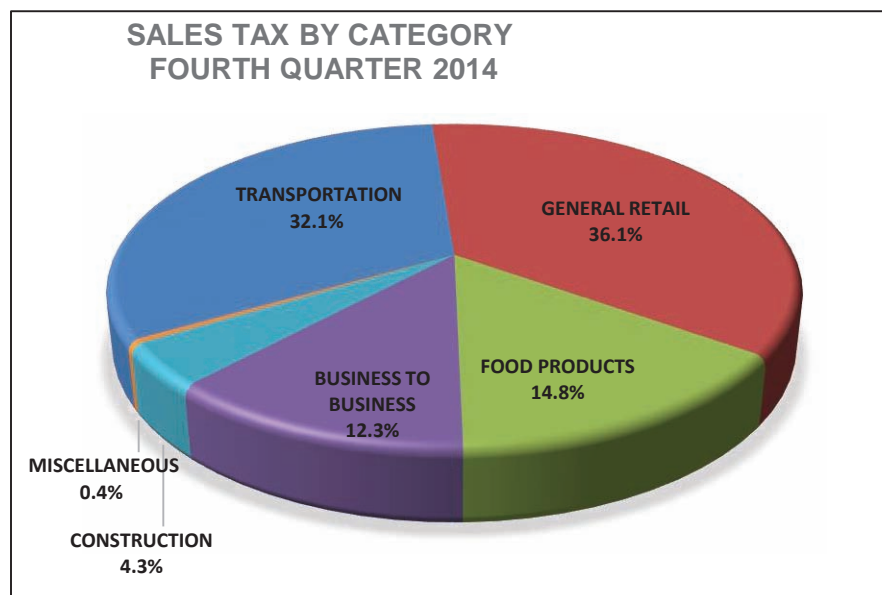
As we emerge from the Great Recession, General Fund revenues indicate healthy growth. Our three largest revenue sources, property tax, sales tax, and transient occupancy tax (TOT), are expected to total \$110.6 million in FY 2015-16, comprising over 80 percent of General Fund revenue. Revenues from sales tax and TOT are highly sensitive to changes in economic activity, unlike property tax revenues, which tend to lag behind economic growth and remain relatively stable over time. The biggest revenue source, property tax, is expected to grow by 4 percent to \$56.6 million, as assessed values continue to improve in residential and commercial real estate and temporary reductions in assessed values phase out. The median price for a single family residence in Carlsbad rose to \$734,000, compared to \$720,000 for the same time period, last year. According to DataQuick, median home prices have increased in all city zip codes except 92010, the southeast quadrant of Carlsbad (first quarter 2015). Sales inventories have increased by 14 percent compared to last year, which may explain why prices continue to increase, but at a slower rate of growth than last year. Economists continue to forecast increased interest rates and a tightening in Federal Reserve monetary policy, factors that could slow price appreciation in residential real estate.



Property taxes tend to lag behind the rest of the economy, as the tax revenue for the upcoming fiscal year is based on assessed values from January. Thus, the taxes to be received for FY 2015-16 are based on assessed values as of January 1, 2015.

Proposition 13, adopted in 1978, limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more than two percent per year. The value upon which the tax is based is only increased to the full market value upon the sale of the property. Thus, property taxes tend to grow slowly unless there is a significant amount of housing activity. In past decades, we have seen robust growth in property taxes due to new development, high turnover of existing homes, and double-digit growth in housing prices.

2015-16 OPERATING BUDGET OVERVIEW



Sales tax revenues generally move in step with economic conditions and have improved markedly over the past years. Comparing the fourth quarter of calendar year 2014 to the previous year, sales tax cash receipts in the State of California increased by 3.9 percent, bolstered by decreasing unemployment in the state and continued strength in automobile sales. Economists at UCLA expect statewide taxable sales to maintain a

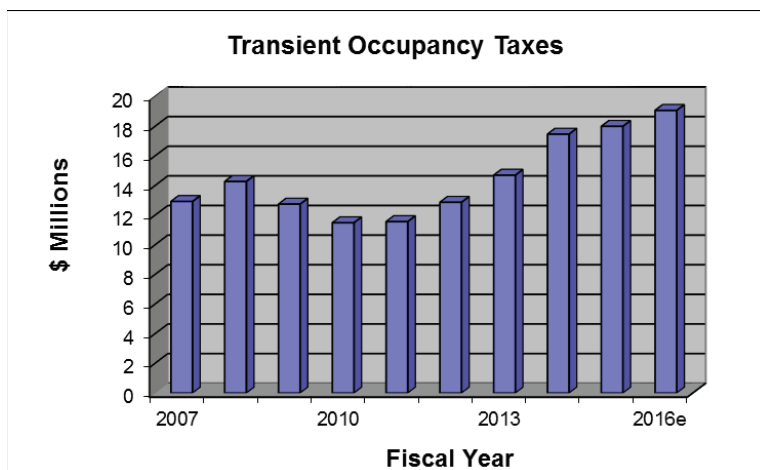
growth rate above 4 percent through 2017, as state unemployment improves and personal incomes increase. The City of Carlsbad realized an increase of 1.8 percent in cash receipts for the fourth quarter of 2014. New auto sales, which comprise approximately one-quarter of city sales tax revenue, have exceeded pre-recession levels and hit an all-time high in the last quarter of 2014. City sales tax revenues are expected to increase by more than 5 percent in FY 2015-16, contributing \$34.9 million to the General Fund. New retail additions in Carlsbad, such as La Costa Town Square, will add to the sales tax base and the city will continue to benefit from recent additions, such as the LegoLand Hotel and Lowe's, which opened in fall 2013.

Several years ago, the State of California implemented the "Triple Flip." The "Triple Flip" is essentially a temporary swap of a $\frac{1}{4}$ cent of the cities' sales taxes in return for property tax. It was done in order to give the state a revenue source against which they could issue deficit reduction bonds. The city's sales tax estimates continue to show this amount as sales tax, since the amount is reflective of what the city would receive.

As can be seen in the chart above, the city's sales tax base is heavily weighted in the transportation (predominantly new car sales) and retail sectors. These two sectors account for two-thirds of taxable sales in Carlsbad. New car sales tax revenue dropped precipitously during the recent recession, falling from \$6.7 million in the fourth quarter of 2007 to a low of \$4.4 million in 2009. In the fourth quarter of 2014, new car sales hit a high of \$7.4 million. Sales tax receipts rose 7.3 percent year-over-year in the quarter ending December 2014, well ahead of statewide growth of 3.9 percent.

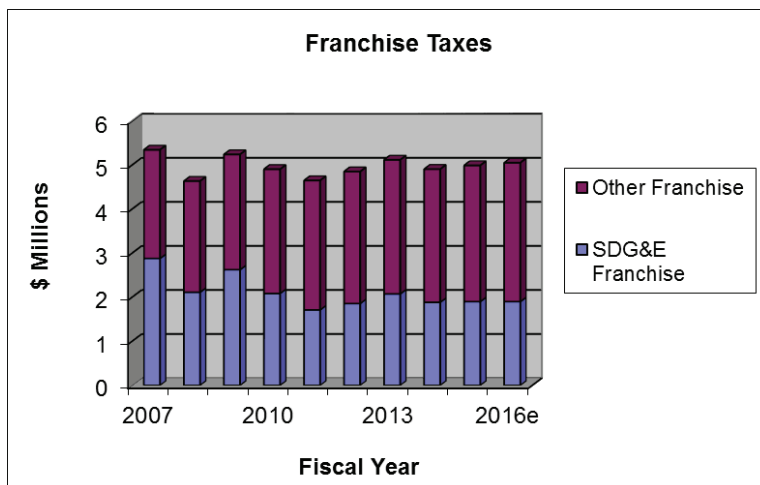
Sales tax estimates also include approximately \$1 million in Proposition 172 funds, which are earmarked for public safety service expenditures. Proposition 172 requires that the $\frac{1}{2}$ cent increase in California sales taxes be allocated to local agencies to fund public safety services.

2015-16 OPERATING BUDGET OVERVIEW



The third highest General Fund revenue source is **Transient Occupancy Tax** (TOT, or hotel taxes). TOT is forecast to increase by 6 percent in FY 2015-16, from approximately \$18 million to just over \$19 million. As seen in the accompanying graph, TOT has increased by over 65 percent since FY 2010-11, as new hotels, such as the LegoLand Hotel and the Hilton Oceanfront Resort & Spa (recently renamed Cape Rey Carlsbad, a Hilton Resort) have opened in the

past years. Overall improvement in the national and state economies has also bolstered tourism in the region, and the San Diego Tourism Authority expects the average daily rate (ADR) to improve by 6 percent in 2015. Carlsbad currently has approximately 4,300 hotel rooms and over 1,000 vacation rentals, and continues to benefit from increasing daily room rates and improving occupancy rates.



One of the more volatile General Fund revenues is the **Franchise Tax**. Franchise taxes are paid by certain industries that use the city 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 cable and solid waste franchises have been growing along with the growth in population, changes in their rate structures, and the continued growth of the city's

newest cable franchises, AT&T and Time Warner. Overall, franchise tax revenues are projected to increase by approximately 1 percent.

SDG&E 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 but which would not otherwise be included in the calculations for franchise taxes, due to deregulation of the power industry. The majority of the "in-lieu" taxes received is attributable to Cabrillo Power, the operator of the Encina power plant, and is based on the gas used in the generation of electricity. The continued reduction in operations at the Encina power plant is projected to negatively impact the "in-lieu" franchise tax paid by SDG&E, although revenues from this source are expected to stabilize in FY 2015-16 and remain stable for several years.

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.

2015-16 OPERATING BUDGET OVERVIEW

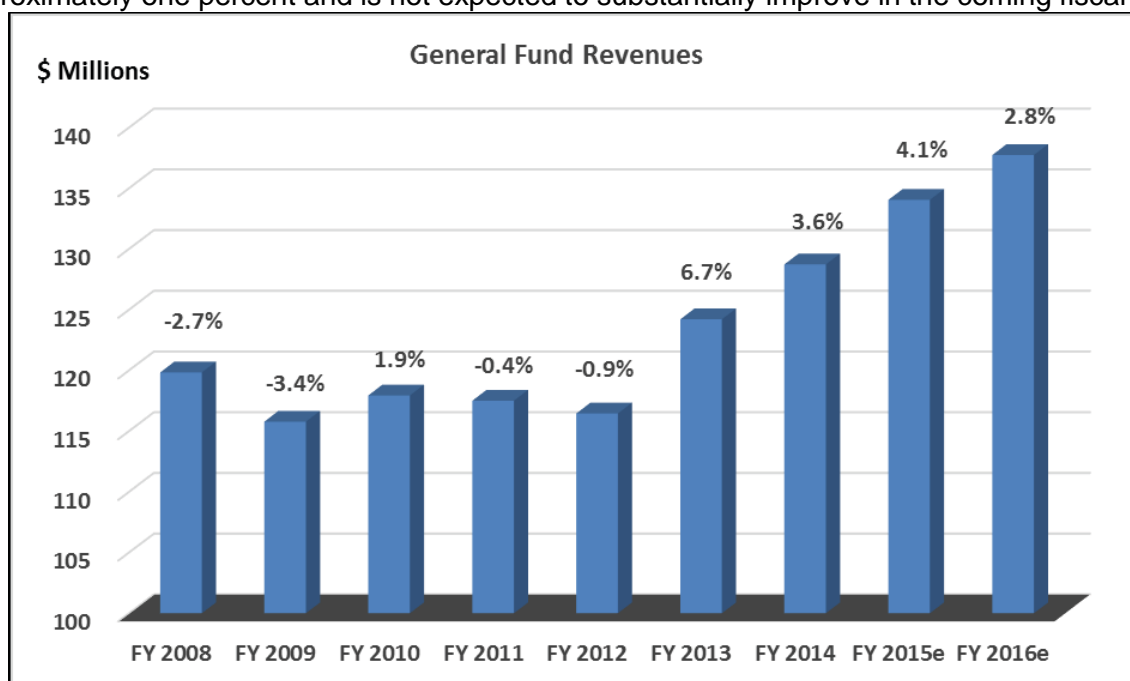
During FY 2009-10, development-related revenues began to turn around from historic lows experienced in FY 2008-09. During FY 2010-11, this revenue source continued to strengthen, especially on the non-residential side, with the permitting of the new Isis Pharmaceuticals headquarters and the Hilton Beachfront Hotel. Development-related revenues have fluctuated in the past years in line with increases and decreases in residential, commercial and industrial development. In FY 2012-13, revenues rose from \$2.7 million to \$3 million, following a marked increase in commercial space permitted. This year, FY 2014-15, development-related revenues are estimated at \$2.5 million. In FY 2015-16, we expect a 30 percent decrease in development related revenues, to approximately \$1.7 million.

Business license taxes are closely tied to the health of the local economy, and are projected to increase by 4 percent to an estimated \$4.5 million in FY 2015-16. There are currently about 9,600 licensed businesses in Carlsbad, with just over 2,400 of them home-based.

All other revenues include transfer taxes, interest earnings, ambulance fees, recreation fees, and other charges and fees. The estimate for FY 2015-16 totals \$15.9 million, an \$800,000, or 4.8 percent, decrease from the previous year, primarily due to a change in how interdepartmental allocations are calculated.

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.

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, and is split equally between the county and the city. Carlsbad expects to receive approximately \$1.1 million in transfer taxes for FY 2015-16, which is essentially unchanged from FY 2014-15. Housing prices are increasing at a slower pace, and inventories should increase slightly due to new construction. Economists continue to predict Fed action to increase rates, and this could increase historically low mortgage interest rates. Income from investments and property includes interest earnings, as well as rental income from city-owned land and facilities. The city is expected to earn about \$1.3 million in interest on its General Fund investments for Fiscal Year 2015-16, as the yield on the city's portfolio is expected to remain approximately one percent and is not expected to substantially improve in the coming fiscal year.



2015-16 OPERATING BUDGET OVERVIEW

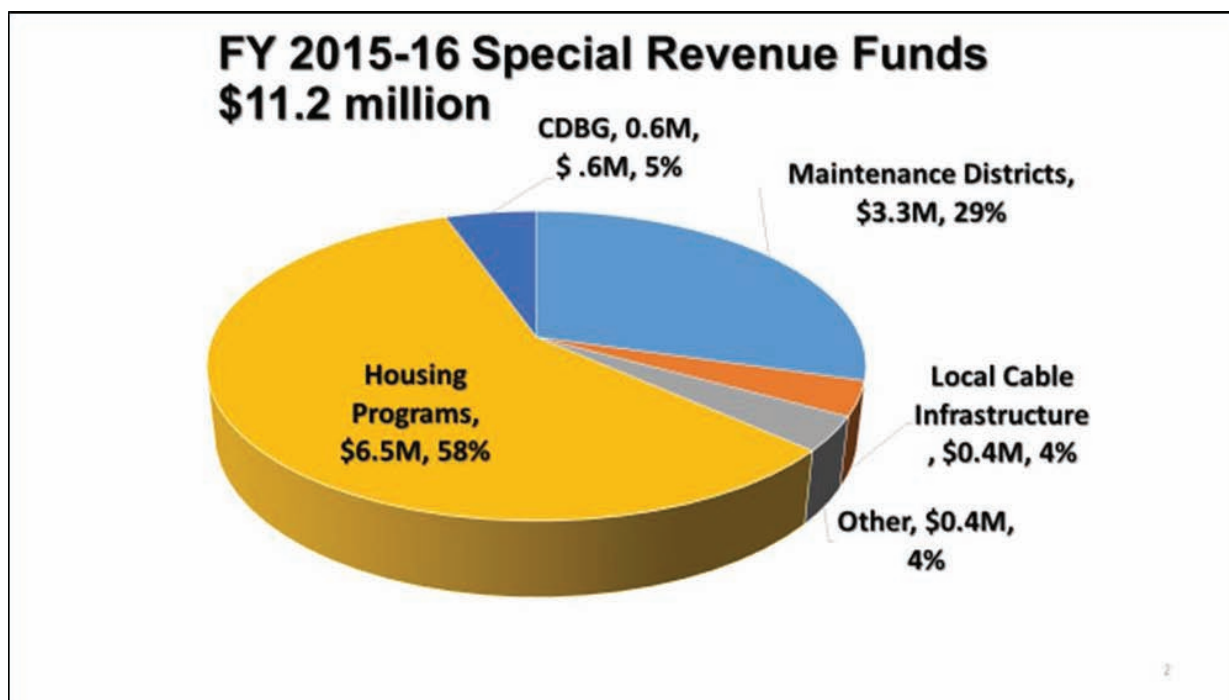
Overall, as reflected in the bar chart, General Fund revenues are expected to be up 2.8 percent from FY 2014-15, as property tax, sales tax, and TOT continue to improve. Although the city experienced revenue growth between 9 and 17 percent in the late 1990's, it was not sustainable. Much of those increases were due to the opening of new hotels, restaurants, retail centers, and new home development. As new development slows, it will be increasingly more difficult to produce double-digit growth in revenues. An improving economy is certainly driving General Fund revenues higher, but revenue growth should remain around 4 percent in the coming years.

The City has a **General Fund reserve policy** that sets a minimum reserve of 30 percent of the General Fund Operating Expenditures. In addition, the policy sets a target reserve of 40 percent to 50 percent of General Fund Operating Expenditures. The minimum reserve would provide approximately three to four months of operating expenditures for unforeseen emergencies. At the end of FY 2014-15, the unassigned General Fund balance is projected to be approximately \$86.9 million. At the end of FY 2015-16, the reserve is projected to be approximately \$89.7 million, or 66 percent, of the FY 2015-16 Budget. The reserve amount is consistent with Council Policy 74: General Fund Reserve Guidelines. More information about the city's financial policies are located in the "Budget Highlights – Section A" of this document.

Other Funds

Revenues from **Special Revenue** funds are expected to total \$11.2 million in FY 2015-16, a \$90,000, or 4.2 percent, decrease from FY 2014-15. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

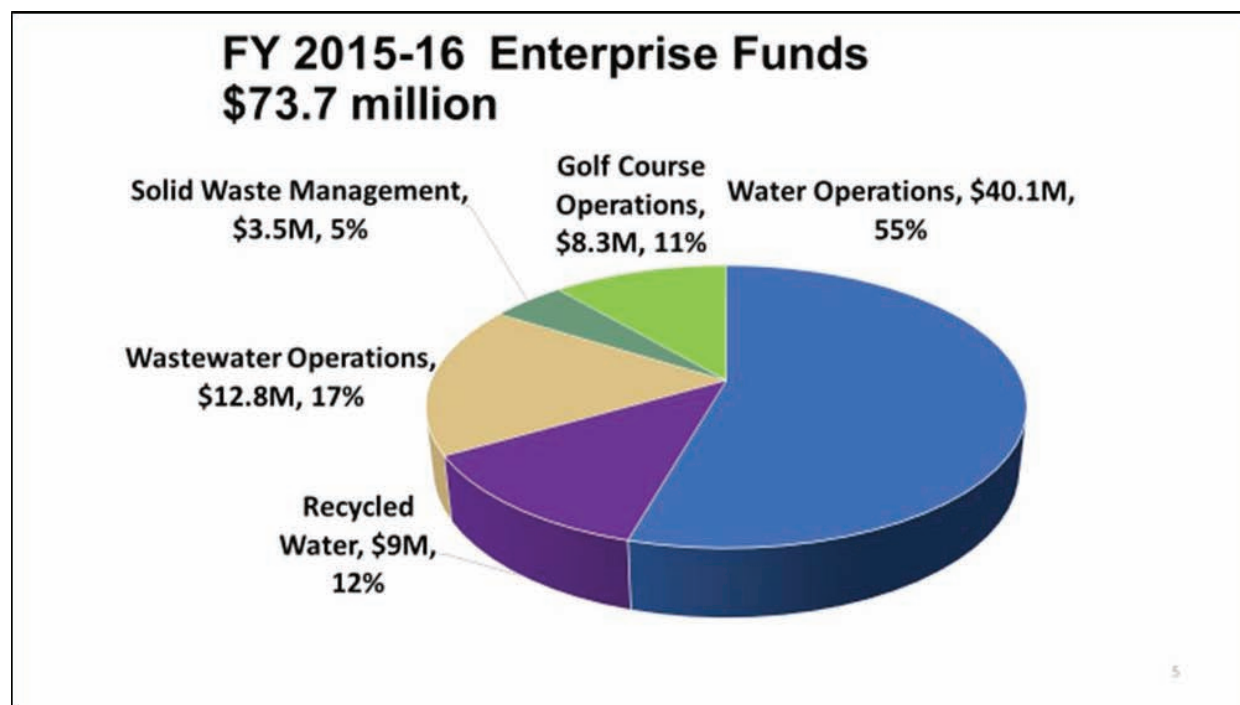
- Grants (Rental Assistance-Section 8 and Community Development Block Grants)
- Special fees and assessments (Affordable Housing and Maintenance Assessment Districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)



The most noteworthy changes in the Special Revenue funds occurred in the Affordable Housing Trust Fund (decreased \$263,000, or 29 percent), the Police Grants Fund (decreased \$289,000, or 100 percent), and the Rental Assistance Program (decreased \$188,000, or 3.1 percent).

2015-16 OPERATING BUDGET OVERVIEW

Enterprise fund revenues for FY 2015-16 are projected at \$73.7 million, a decrease of \$2.8 million, or 3.7 percent, over current year projections.



Enterprise funds are similar to a business, in that rates are charged to support the operations that supply the service. Carlsbad Enterprise funds include water and recycled water delivery, wastewater services, solid waste management, and operation of a golf course. In addition to paying for the wholesale and fixed water costs, the FY 2015-16 Operating Budget includes funding for replacement of Carlsbad's water infrastructure, ongoing meter replacements, and building sufficient operating reserves.

The Water Enterprise Fund revenue is estimated at \$49.2 million, a decrease of \$3.2 million, or 6.1 percent over the current year estimate. The decrease is primarily due to a one-time insurance reimbursement received in the current fiscal year. In addition, recycled connection fee revenue is expected to decrease in FY 2015-16. Revenue from water sales is not expected to increase substantially, because of the anticipated decrease in water usage as mandated by the State. Anticipated increases paid to the San Diego County Water Authority include an estimated 2 percent increase to the wholesale purchase cost of water and an estimated 4.6 percent increase in the fixed charges for water purchases. Proposed rate increases for the upcoming fiscal year will be presented in the fall of this year pending further analysis by staff with consideration of drought impacts.

Estimated revenues for Wastewater are \$12.8 million; no change from the current year estimate. The revenue reflects estimated rate increases of 2 percent, to fund the ongoing cost of operations, maintenance, and funding for replacement of infrastructure, as well as providing a sufficient operating reserve. Although rates are expected to increase, revenues are projected to remain flat due to decreases in wastewater flows.

Estimated revenues for the Golf Course are \$8.3 million, up 5.4 percent or \$419,000 from the current year estimate, primarily in projected food and beverage sales.

2015-16 OPERATING BUDGET OVERVIEW

Internal Service funds show estimated revenues of \$20.8 million for FY 2015-16, a 3.4 percent increase over FY 2014-15 projections. Worker's compensation settlements and estimated claims continue to increase. In FY2014-15 there was a \$2 million transfer in to the fund and a \$1 million transfer is planned from the General Fund in FY 2015-16, therefore the total revenue shows a decrease compared to the current year estimate. Worker's compensation Interdepartmental charges are increasing 25 percent, or \$400,000 in order to grow the reserve for estimated claims liability.

Vehicle Maintenance and Replacement fund revenues for FY 2015-16 are increasing \$1.1 million, or 22 percent over FY 2014-15 projections, due to the rising cost of replacement and new vehicles, as well as increased maintenance and gas and oil costs. The number and cost of vehicle replacements can fluctuate significantly from year-to-year. In FY 2015-16, for example, the replacement of one fire rescue vehicle is expected to cost \$950,000.

Internal Service funds account for services provided within the City itself, from one department to another, 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; 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.

The Redevelopment Obligation Retirement Fund (RORF) revenues are budgeted at \$1.5 million, slightly less than FY 2014-15 estimates. Although the Redevelopment has been dissolved, the California Department of Finance has approved the repayment of the approximately \$8.1 million (plus accrued interest) loaned to both former redevelopment areas by the General Fund. Loan payments of approximately \$1 million per year will be made to the city, and 20 percent of this repayment will be set aside for future affordable housing.

2015-16 OPERATING BUDGET OVERVIEW

EXPENDITURES



The city's Operating Budget for FY 2015-16 totals \$240.1 million, which represents an increase of about \$12.7 million, or 5.6 percent, as compared to the adopted FY 2014-15 Budget. The changes in each of the city's programs will be discussed below.

Budgetary Policies

The theme behind this year's budget development was for the city to continue to provide the very best services to the community while finding operating efficiencies, reducing costs wherever possible, and planning for the future. The goal was to achieve a balanced budget for the coming fiscal year while still maintaining the city's long-term financial health and ensuring that future costs can be met without negatively impacting the services provided to the community. All known and ongoing operating expenses were incorporated in the FY 2015-16 Preliminary Operating Budget, as well as in the long-term financial forecast.

Responsible management of the city's resources includes maintaining a focus on a sustainable future by ensuring the city remains in good financial health, as today's decisions will impact future spending levels. Although the city is entering the new fiscal year in a solid financial position, the city will pursue allocating resources in a manner that provides the best services for the people of Carlsbad. The following policies for FY 2015-16 were established in line with conservative estimates for future revenue growth:

- Continue to provide excellent services to our residents.
- Increase in the number of staff positions were allowed in instances where community priorities would be served. In addition, increases were allowed for short-term staffing needs to assist with succession planning while maintaining high levels of service.
- Modest growth (2.3 percent) was allowed for maintenance and operations in order to allow departments to meet escalating costs. Additional growth was allowed for utility costs (SDG&E) where precipitous increases occurred over the past several years.
- Increases were considered for new initiatives where community priorities would be served.
- All departments exercised prudence in budgeting and considered cost containment measures and set discretionary budgets at minimum levels.

The city uses an "Expenditure Control Budget" (ECB) process in budgeting, where each department is given a block appropriation containing sufficient funds to provide the current level of services for the upcoming year. For FY 2015-16, departments were allowed a 2.3 percent increase, if needed, for their expenditures for maintenance & operations (M&O). As a result of the economic recession, block budgets were reduced in both FY 2008-09 and FY 2009-10 in order to align expenses with falling revenues. In order to gain further operating efficiencies, the city's organizational structure was realigned in FY 2010-11. Since the beginning of the recession, the city has eliminated 40 full-time equivalent (FTE) positions in order to contain costs. In the FY 2015-16 budget, there is a net increase of 4.5 full-time equivalent positions, and 3.75 limited-term positions. No additional appropriations are expected during the fiscal year, except in the case of significant unanticipated events. As in past years, amounts that are unspent at the end of the fiscal year will be carried forward to the next year, or will increase the city's reserves. At the end of FY 2014-15, the amounts carried forward by each department will be capped at no more than 10 percent of the previous year's Adopted Budget. Departments are allowed to request additional carry forward amounts from remaining unspent funds, for

2015-16 OPERATING BUDGET OVERVIEW

special one-time projects as well as items funded in FY 2014-15 which are planned for completed in FY 2015-16.

Budgeted Expenditures

Through the application of these guidelines and policies, the FY 2015-16 Operating Budget of \$240.1 million was developed.

Position Changes

A net increase of 4.5 full-time positions and 3.75 limited-term positions , when compared to the FY 2014-15 Adopted Budget, is reflected in the FY 2015-16 Operating Budget. These position changes in addition to the un-funding of 3.0 full-time positions resulted in an approximate citywide personnel increase of \$857,000 for the coming year.

The FY 2015-16 Operating Budget includes the elimination of the following 11.75 permanent full-time positions:

- 2.0 Client Systems Associate Administrator
- 1.0 Client Systems Administrator
- 4.0 Custodian
- 2.0 Parks Maintenance Worker II
- 1.0 Property & Environmental Management Director
- 1.0 Parks & Recreation Secretary
- 0.75 Video Production Manager

The FY 2015-16 Operating Budget includes the addition of the following 16.25 permanent full-time positions:

- 1.0 Account Clerk II
- 1.0 Utilities Asset Manager
- 1.0 Client Systems Associate
- 4.0 Associate Engineer
- 1.0 Code Compliance Specialist II
- 2.0 Communications Operator I
- 1.0 Community Relations Manager
- 1.0 Community Services Officer II
- 1.0 Equipment Technician I
- 0.25 Library Assistant II
- 1.0 Police Lieutenant
- 1.0 Police Records Specialist II
- 1.0 Public Works Superintendent

The net increase in hourly staff totals 1.74 FTE. This increase is due to the following:

<u>Additions:</u>	<u>Eliminations:</u>
0.70 Human Resources	1.00 Community & Economic Development
0.50 Information Technology	0.30 Library
2.34 Parks & Recreation	0.50 Utilities

These changes result in a city workforce of 674.25 full and three-quarter time employees, 3.75 limited-term employees, and 159.51 hourly, full-time equivalent positions.

2015-16 OPERATING BUDGET OVERVIEW

New Facilities

The city has a number of major capital projects scheduled to be built over the next five years. As the city completes these projects, the costs of maintaining and operating the facilities, including additional personnel if necessary, are added to departmental operating budgets. There are no new facilities expected to open in FY 2015-16.

Budget by Fund Type

The table below shows the changes in the proposed Operating Budget for FY 2015-16, as compared to the Adopted Budget for FY 2014-15.

BUDGET EXPENDITURE SUMMARY BY FUND TYPE (In Millions)				
FUND	BUDGET 2014-15	BUDGET 2015-16	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 124.6	\$ 135.3	\$ 10.6	8.5%
SPECIAL REVENUE	10.6	11.6	1.0	9.4%
ENTERPRISE	68.9	70.4	1.5	2.1%
INTERNAL SERVICE	21.9	21.6	(0.3)	-1.6%
REDEV. OBLIG. RETIREMENT	1.3	1.3	-	-1.9%
TOTAL	\$ 227.3	\$ 240.1	\$ 12.7	5.6%

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

GENERAL FUND SUMMARY BY EXPENDITURE TYPE (In Millions)				
	BUDGET 2014-15	BUDGET 2015-16	\$ CHANGE	% CHANGE
PERSONNEL	\$ 78.3	\$ 82.2	\$ 3.9	5.0%
MAINTENANCE & OPERATIONS	36.1	39.2	3.2	8.7%
CAPITAL OUTLAY	0.1	1.8	1.7	1265.5%
TRANSFERS	10.1	12.1	1.9	19.2%
TOTAL	\$ 124.6	\$ 135.3	\$ 10.7	8.5%

General Fund

The total Operating Budget for the General Fund for FY 2015-16 is \$135.3 million, which is 8.5 percent greater than the previous year's Adopted Budget of \$124.6 million. The total increase is attributable to a \$3.9 million, or 5.0 percent increase in Personnel, a \$3.2 million or 8.7 percent increase in Maintenance & Operations costs, and a \$1.7 million overall increase in Capital Outlay, as can be seen in the table above. Transfers to other funds increased \$1.9 million, or 19.2 percent. These changes are discussed in more detail below.

2015-16 OPERATING BUDGET OVERVIEW

Personnel costs make up approximately 61 percent of the General Fund budget, so any changes in these costs can have a significant effect on the total budget. The total personnel budget for FY 2015-16 is \$82.2 million, which is \$3.9 million, or 5.0 percent more than the previous year's total personnel budget of \$78.3 million.

GENERAL FUND PERSONNEL COSTS (In Millions)				
	BUDGET 2014-15	BUDGET 2015-16	\$ CHANGE	% CHANGE
SALARIES	\$ 54.5	\$ 56.5	\$ 2.0	3.8%
RETIREMENT	14.3	15.2	0.9	6.7%
HEALTH INSURANCE	6.8	7.2	0.4	5.4%
WORKERS COMP	1.5	1.9	0.4	24.4%
OTHER PERSONNEL	1.2	1.4	0.2	12.8%
TOTAL	\$ 78.3	\$ 82.2	\$ 3.9	5.0%

The table above shows the breakdown of personnel costs for the General Fund. Salaries include full and part-time staff costs and are expected to increase in FY 2015-16 by \$2 million, or 3.8 percent. The increase is mainly due to previously negotiated wage increases scheduled to occur in FY 2015-16, as well as the net addition of 9.99 full-time staff, limited-term and part-time staff.

Retirement rates as projected by CalPERS will increase in FY 2015-16 by about 2.1 percent of payroll for General and Management employees, representing an 8.5 percent increase, and by about 1.6 percent of salary for Safety employees, representing a 4.5 percent increase. These rate increases for the city will result in an increase of approximately \$900,000 for the General Fund in FY 2015-16. Larger increases, approved by CalPERS, will go into effect in FY 2016-17.

Health insurance rates are up slightly, while Worker's Compensation expense is projected to increase 24.4 percent due to increasing liability estimates and settlements. Miscellaneous other personnel costs, such as bi-lingual pay, are also projected to increase by \$200,000, or 12.8 percent in FY 2015-16.

Departments with part-time hourly employees were also given adjustments based on an amended hourly salary schedule following review of hourly salary ranges in the San Diego public agency market. The review determined that many of the ranges were out of alignment with the local market. The annual impact of the adjustments was estimated at \$235,000.

Maintenance & Operations costs (or M&O) represent about 29 percent of the total General Fund budget, and include the budgets for all program expenses other than personnel, capital outlay and transfers. Overall, total M&O costs are projected at \$39.2 million, an increase of about \$3.2 million, or 8.7 percent, for FY 2015-16 as compared to FY 2014-15. Maintenance & Operations costs are discussed more fully by program later in the report.

Capital Outlay includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$1.8 million are budgeted in the General Fund for FY 2015-16. The complete list listed of proposed capital purchases is shown on page L-1.

2015-16 OPERATING BUDGET OVERVIEW

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:

- \$8,952,000 million to the Infrastructure Replacement Fund for major maintenance and replacement of city infrastructure. This represents 6.5 percent of the General Fund Revenues, the same as the percentage transfer for FY 2014-15.
- \$209,735 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- \$860,000 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.
- \$1,049,795 to the city's municipal golf course for debt service.
- \$1,000,000 to the city's Worker's Compensation Fund to cover increased claims settlements and estimated liability.

Advances are amounts anticipated to be transferred from the General Fund to another city funds and are expected to be repaid to the General Fund in future years. No General Fund advances are included in this year's Operating Budget.

Another way of looking at the General Fund budget is by program. The chart below compares the total FY 2015-16 Budget to the amounts adopted in the previous year. A brief description of each department and its services and a summary of significant department budget changes in the FY 2015-16 Operating Budget, are noted below the chart.

GENERAL FUND EXPENDITURES BY DEPARTMENT (In Millions)				
DEPARTMENT	BUDGET 2014-15	BUDGET 2015-16	\$ CHANGE	% CHANGE
POLICY & LEADERSHIP GROUP	\$ 5.6	\$ 6.0	\$ 0.3	5.8%
COMMUNITY & ECONOMIC DEV	8.9	9.5	0.6	6.6%
ADM SVCS - FINANCE	3.7	4.2	0.4	11.7%
ADM SVCS - HUMAN RESOURCES	2.9	3.2	0.3	11.0%
ADM SVCS - RECORDS MANAGEMENT	0.3	0.3	-	-8.7%
FIRE	18.9	20.4	1.5	7.9%
LIBRARY & CULTURAL ARTS	11.2	12.1	0.8	7.4%
PARKS & RECREATION	14.8	15.1	0.3	2.0%
POLICE	29.1	32.3	3.2	11.1%
PW - ADMINISTRATION	1.2	1.6	0.4	29.2%
PW - ENVIRONMENTAL MANAGEMENT	0.3	0.4	0.1	25.7%
PW - PROPERTY & FLEET	5.8	5.4	(0.4)	-7.2%
PW - TRANSPORTATION	8.3	9.0	0.6	7.5%
NON-DEPARTMENTAL	13.5	16.0	2.5	18.8%
TOTAL	\$ 124.6	\$ 135.3	\$ 10.6	8.5%

2015-16 OPERATING BUDGET OVERVIEW

- The **Policy & Leadership Group** consists of all elected officials, the City Manager's Office, the City Attorney's Office and Community Outreach and Engagement. The \$328,000, or 5.8 percent increase for FY 2015-16 includes \$60,000 to update and reaffirm the community values identified in the Envision Carlsbad program, and \$60,000 for recodification and republication of the city's Municipal Code.
- The **Community and Economic Development Department** includes housing and neighborhood services, economic development, planning, development services, building inspection, and land use engineering. The increase over FY 2014-15 is about \$584,000, or 6.6 percent, and includes the addition of limited-term staff to assist with succession planning while ensuring continuous high levels of service, and a full-time code compliance specialist (including a vehicle for the added position) to provide increased oversight and enforcement of city regulations, such as the recently adopted ordinance regulating vacation rental properties within Carlsbad. Funding of \$120,000 is also included for improvements to the Faraday Administrative Center reception and front counter areas to improve the customer service experience and promote a more collaborative workplace, and \$172,000 was added to fund the first year of a pilot program for expedited service from the California Coastal Commission on Carlsbad projects.
- The Administrative Services' **Finance** division provides the services of accounting, financial reporting, capital and operating budgeting, payroll, billing and collections, records management, citywide mail processing, purchasing and receiving, fiscal oversight, and long-term financial planning for the city. The increase of about \$440,000, or 11.7 percent, includes reclassification and funding of an existing vacant position for a new real estate manager position, and adding a full-time account clerk to serve as receptionist for the Faraday Administrative Center.
- The Administrative Services' **Human Resources** division supports the city with staffing and recruitment, employee development, performance management, and compensation and labor relations services. The increase of \$316,000, or 11 percent, is primarily due to temporary overstaffing to assist with succession planning, and \$100,000 for design enhancements of the Performance Management and Pay for Performance model.
- The Administrative Services' **Records Management** division budget remains relatively flat when compared to the previous year.
- The Carlsbad **Fire Department** provides emergency operations, emergency preparedness, and fire prevention services to safeguard lives, property and the environment in the City of Carlsbad. The FY 2015-16 Operating Budget reflects a 7.9 percent, or \$1,490,000 increase. In addition to negotiated personnel related increases, funding of \$590,000 is included for replacement of Regional Communications System (RCS) radios that are compliant with the next generation system. Internal service costs for vehicle replacement and maintenance as well as information technology increased by \$430,000, and additional funding is included for on-going training needs and a peer support program, and repair and replacement of protective equipment and breathing apparatus.
- The **Library and Cultural Arts Department** provides staffing and a wide variety of programming for three library locations, and a cultural arts office. The department's budget is projected to increase by \$827,000, or 7.4 percent, from FY 2014-15. Included is a \$175,000 increase to the library materials budget, to address increasing demand, particularly for electronic materials, and bring the department back to pre-recession

2015-16 OPERATING BUDGET OVERVIEW

spending levels. The proposed budget includes \$100,000 for wayfinding signage at both libraries to bring higher visibility to the public from the roadways and up to each building. The spending plan also includes one-time funding of \$165,000 for a comprehensive plan for arts and cultural development in Carlsbad. In addition, \$149,000 is included to replace the stage for the popular annual TGIF Concerts in the Parks.

- The **Parks & Recreation Department** plans, staffs and maintains the city's parks and recreational facilities, provides an assortment of recreational programs for all ages, maintains landscaping at facilities throughout the city, and manages the city's open space areas. The FY 2015-16 budget is \$290,000, or 2 percent greater than the FY 2014-15 budget. Additional funding is included for grounds maintenance at school sites, and private security for park sites. New program costs for Alga Norte Concessions, the Senior Nutrition Program, Kidz Camp expansion, and VIP Movie Premier will be offset by increased revenues.



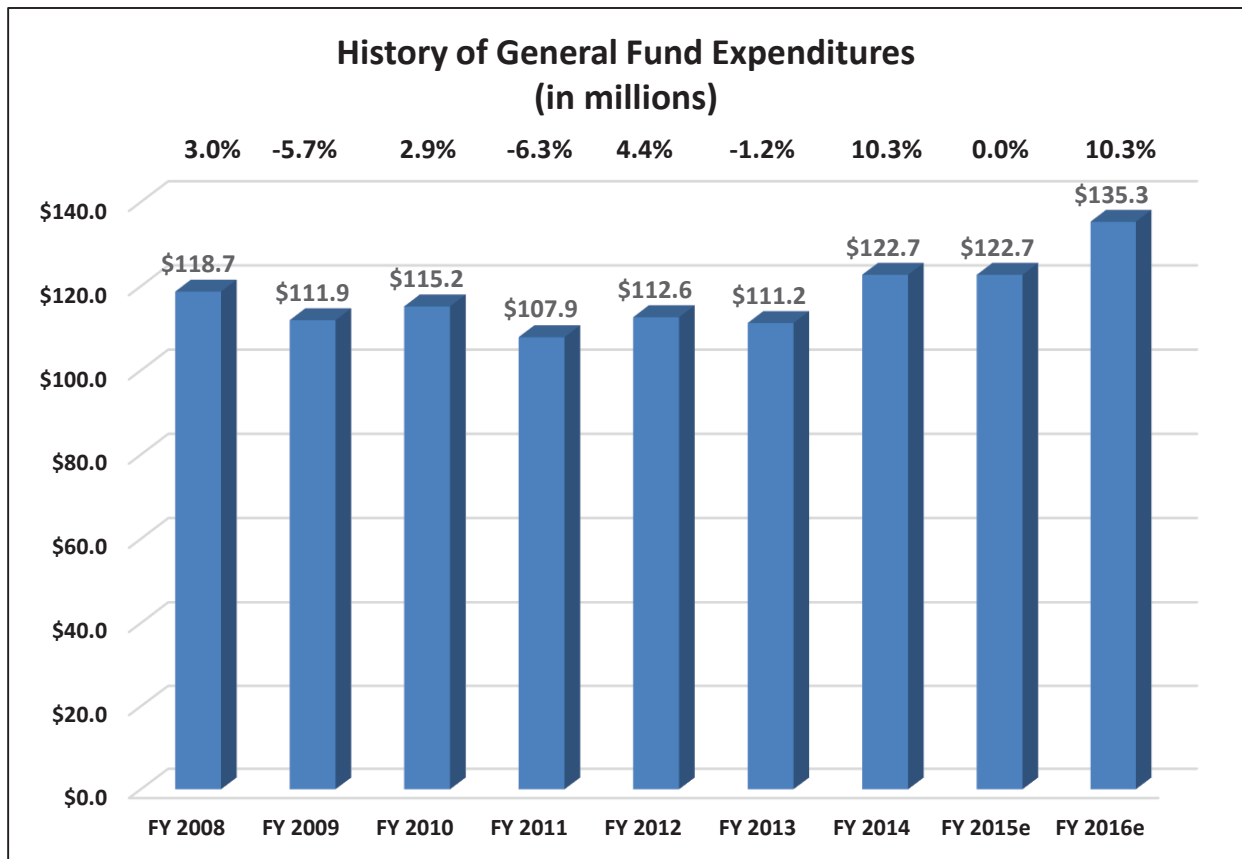
- The Carlsbad **Police Department** provides high quality public safety services to the community by enforcing laws and ordinances, preserving the peace, and providing for the protection of life and property. Overall, the department's costs are increasing by \$3.2 million, or 11.1 percent, for FY 2015-16. A net addition of four full-time staff, supported by the ICMA study recently completed, is approximately \$386,000. The increase includes the addition of a client systems associate, a police lieutenant, a police records specialist, two communications operators, and one community services officers, partially offset by unfunding two police officer positions. As with the Fire Department, the spending plan includes \$879,000 to replace RCS radios that are compliant with the next generation system.
- Public Works **Administration** division has a \$353,000, or 29.2 percent increase when compared to FY 2014-15. Because this division is relatively new, the positions in this department were previously allocated to other divisions, resulting in an increase in total personnel costs when compared to previous years.
- The Public Works **Environmental Management** division manages the city's environmental programs, which include storm water, habitat and other environmental maintenance and monitoring programs. The increase of \$84,000 from the prior year's budget is primarily due to increased personnel costs.
- The Public Works **Property & Fleet** division oversees the city's fleet and manages all city-owned property including the design and construction of new civic facilities, and maintenance and modification of existing facilities. The FY2015-16 budget decreased \$418,000 from the prior year due to reorganization within the Public Works departments and elimination or reallocation of staff to other divisions. Three general fund custodian positions were eliminated and the property and environmental management director

2015-16 OPERATING BUDGET OVERVIEW

position was also eliminated, partially offset by the addition of a public works superintendent.

- The Public Works **Transportation** division manages all streets, traffic and other city-wide transportation services, including city traffic engineering, traffic signal monitoring and maintenance, storm drain engineering, and maintenance of all city streets and roadways. The FY 2015-15 budget reflects an increase of \$623,000, a 7.5 percent increase over FY 2014-15. Personnel changes included the addition of two associate engineers for transportation capital projects, and negotiated salary increases.
- **Non-departmental** expenses include the transfers previously discussed, the Council Contingency account, and administrative and other expenses not associated with any one department. The non-departmental budget is expected to increase by \$2.5 million, or 18.8 percent, in FY 2015-16. The increase is due to increased transfers to the Worker's Compensation Fund (\$1 million), the Infrastructure Replacement Fund (\$650,000), The Median and Tree Benefit Districts (\$321,000) and professional and legal services which support citywide initiatives (\$590,000).

The **Council Contingency** is a budgeted amount that is available to the City Council to address unanticipated emergencies or unforeseen program needs during the fiscal year. Prior to the economic recession, the Council Contingency budget provided between 2 and 2.5 percent of the General Fund Operating Budget for these unforeseen costs. For FY 2015-16, the Contingency is budgeted at \$1.5 million, with no change when compared to the prior year.



2015-16 OPERATING BUDGET OVERVIEW

As reflected in the previous chart, the city's expenditures were reduced significantly with the City Council's revised budget in FY 2008-09, and expenditure increases were kept at bay through FY 2012-13. FY 2013-14 expenditures reflected a 10.3 percent increase, and in the following year, FY 2014-15, estimated expenditures reflected no increase over FY 2013-14. The FY 2015-16 adopted budget reflects a 10.3 percent increase in expenditures, mirroring the healthy economic growth experienced over the last 3 years.

Changes in Other Funds

Special Revenue funds, at \$11.6 million, show a \$1 million dollar, or 9.4 percent increase when compared to FY 2014-15. Special benefit district expenditures are budgeted at \$464,000 higher than in the previous year, and CDBG grant funding reflect an increase of \$379,000 over the prior year. The library gifts and bequests funding has increased \$285,000 to support peripheral projects related to the library remodel projects.

Enterprise funds total \$70.4 million, an increase of \$1.5 million, or 2.1 percent, over the FY 2014-15 Adopted Budget. Staffing increases include the addition of two associate engineers and one asset manager position to assist in the management and construction of utility water and wastewater assets. The most significant change in Water operations is due to the estimated increase in the cost of water purchased from the San Diego County Water Authority (5.4 percent increase in fixed charges and a 4 percent increase in variable costs). The Operating Budget also includes funding for depreciation replacement transfers related to growth and aging of the water infrastructure system.

Wastewater operations are projected to remain relatively flat. Personnel increases mentioned in the previous paragraph were offset with a decrease in anticipated depreciation expense.

Golf Course operations are expected to increase \$679,000, or 9.1 percent over FY 2014-15, primarily in payroll related expenses and funding for capital improvements at the course.

The **Internal Service** funds total \$21.6 million, with almost no net change from FY 2014-15. There are, however, large swings in the individual funds themselves, as discussed below.

- The **General Liability/Risk Management** budget reflects an increase of approximately \$191,000, or 10.6 percent, due to one-time funding for the second phase of the city's ADA transition plan, for inspection and assessment of all city public facilities.
- The **Self-Insured Benefits** budget shows a decrease of approximately \$2.5 million on the expenditure side; due to the prior year spike of \$2 million for a one-time transfer out to the worker's compensation fund for money originally set aside to mitigate pension increases. There was a need to supplement the worker's compensation fund due to increases in settlements and estimated claims liability, and the pension set-aside was no longer needed.
- The **Vehicle Replacement** budget shows a substantial increase of \$1.6 million. Replacement of vehicles can vary greatly from year to year. While purchases slowed down for several years, the upcoming year represents an effort to catch up on replacements, and includes the purchase of a fire truck at almost \$1 million.
- The **Vehicle Maintenance** costs remain relatively flat in FY 2015-16.
- The **Information Technology** budget includes both operating and replacement expenditures. The overall decrease is \$909,000, which is the net of a \$1.3 million

2015-16 OPERATING BUDGET OVERVIEW

decrease in replacement purchases, and an increase in the department's operating budget of approximately \$378,000, from the prior fiscal year. The department has seen increases in software maintenance and contractual services for both existing and new technology projects. The cost of staffing has also increased, in part due to a greater need for specific key professional positions which come at a higher cost based on market demand for those skills.

- The budget for the Redevelopment Obligation Retirement Funds (RORF) has remained flat, when compared to the previous year. The ROPS identifies financial commitments of the former RDA, including \$250,000 in administrative costs, to be paid from semi-annual tax increment revenue received by the Successor Agency and annual debt service requirements. Every six months a new ROPS must be prepared and approved by the Oversight Board, the County of San Diego and the State of California in order to receive additional tax increment.

SUMMARY

The Operating Budget for FY 2015-16 provides a balanced budget for the coming fiscal year while continuing with a long-term plan to sustain a balanced budget in future years. Significant ongoing operating expenses were identified and incorporated in the FY 2015-16 proposed spending plan, to ensure ongoing financial obligations of the city are met. The Carlsbad economy is continuing to improve, as a strong economic base is aided by the addition of hotel, retail and commercial projects. Major revenue sources are improving in the city, with continued gains seen in property tax, sales tax, and hotel tax revenues.

Carlsbad still faces economic challenges from a fluctuating economy, continued increases in utility and water rates compounded with the call for drastic water use reductions due to the drought. The impact that budget decisions at the state and federal levels could have on the city's financial situation are also a potential threat. To meet these challenges, the city has initiated a program to evaluate all city operations looking for opportunities to reduce costs through efficiencies, shared services or contracting out services in some areas when that makes sense. The city has already seen results from these efforts.

The City of Carlsbad is entering the new fiscal year in a solid financial position and focused on the future. Careful planning and responsible management have allowed the city to not only maintain core services, but to also move ahead on community projects and other investments that contribute to an excellent quality of life in our community. Promoting a strong local economy and bringing more jobs to the city is a top priority. Due to continued fiscally conservative practices, the city is in an excellent position to take advantage of new economic opportunities that will allow our community to thrive now and for many years in the future.

**CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES**

FUND	UNRESERVED BALANCE JULY 1, 2014	PROJECTED REVENUES	PROJECTED EXPENDITURES	PROJECTED BALANCE JUNE 30, 2015
GENERAL FUND	\$75,615,182 *	\$134,040,000	\$122,705,324	\$86,949,858 *
TOTAL GENERAL FUND	<u>75,615,182</u>	<u>134,040,000</u>	<u>122,705,324</u>	<u>86,949,858</u>
SPECIAL REVENUE				
AFFORDABLE HOUSING	16,442,881	905,000	419,000	16,928,881
BUENA VISTA CHANNEL MAINTENANCE	1,282,438	112,222	20,000	1,374,660
CITIZEN'S OPTION FOR PUBLIC SAFETY	15,606	173,000	97,000	91,606
COMMUNITY ACTIVITY GRANTS	1,035,539	8,000	10,000	1,033,539
COMMUNITY DEVELOPMENT BLOCK GRANT	214,148	584,000	702,000	96,148
CULTURAL ARTS DONATIONS	154,914	74,000	30,000	198,914
LIBRARY AND ARTS ENDOWMENT FUND	261,329	2,000	2,000	261,329
LIBRARY GIFTS/BEQUESTS	194,658	142,000	80,000	256,658
LIGHTING AND LANDSCAPING DISTRICT NO. 2	1,976,264	554,000	251,000	2,279,264
LOCAL CABLE INFRASTRUCTURE FUND	844,887	366,000	200,000	1,010,887
MEDIAN MAINTENANCE	5,725	894,000	895,000	4,725
PARKING IN LIEU	425,720	0	44,000	381,720
POLICE ASSET FORFEITURE	491,222	66,100	110,000	447,322
POLICE GRANTS	(95,186)	288,623	56,000	137,437
RECREATION DONATIONS	267,942	37,000	25,000	279,942
RENTAL ASSISTANCE - SECTION 8	1,057,846	6,068,000	6,175,000	950,846
SENIOR DONATIONS	318,720	21,000	24,500	315,220
STREET LIGHTING	1,407,546	872,000	1,070,000	1,209,546
STREET TREE MAINTENANCE	30,665	512,000	530,000	12,665
TOTAL SPECIAL REVENUE	<u>26,332,864</u>	<u>11,678,945</u>	<u>10,740,500</u>	<u>27,271,309</u>
ENTERPRISE				
WATER OPERATIONS	11,749,686	42,993,000	37,908,000	16,834,686
RECYCLED WATER OPERATIONS	4,891,230	9,381,000	7,596,000	6,676,230
WASTEWATER OPERATIONS	4,103,230	12,759,000	12,424,000	4,438,230
SOLID WASTE MANAGEMENT	11,341,452	3,578,000	2,860,000	12,059,452
GOLF COURSE	576,453	7,837,835	7,400,000	1,014,288
TOTAL ENTERPRISE	<u>32,662,051</u>	<u>76,548,835</u>	<u>68,188,000</u>	<u>41,022,886</u>
INTERNAL SERVICE				
WORKERS' COMPENSATION	(695,722)	3,716,230	2,688,000	332,508
RISK MANAGEMENT	2,407,220	1,992,500	1,658,000	2,741,720
SELF-INSURED BENEFITS	3,769,966	893,000	3,346,000	1,316,966
VEHICLE MAINTENANCE	384,860	3,280,711	3,249,000	416,571
VEHICLE REPLACEMENT	15,588,260	1,860,625	2,495,000	14,953,885
INFORMATION TECHNOLOGY	5,328,971	8,326,353	8,751,000	4,904,324
TOTAL INTERNAL SERVICE	<u>26,783,555</u>	<u>20,069,419</u>	<u>22,187,000</u>	<u>24,665,974</u>
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS				
VILLAGE RDA OBLIGATION RETIREMENT FUND	1,035,980	1,500,000	1,450,000	1,085,980
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND	<u>1,035,980</u>	<u>1,500,000</u>	<u>1,450,000</u>	<u>1,085,980</u>
TOTAL OPERATING FUNDS	<u>\$162,429,632</u>	<u>\$243,837,199</u>	<u>\$225,270,824</u>	<u>\$180,996,007</u>

* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNASSIGNED FUND BALANCE.

**CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES**

FUND	PROJECTED BALANCE JULY 1, 2015	ESTIMATED REVENUES	ADOPTED BUDGET	PROJECTED BALANCE JUNE 30, 2016
GENERAL FUND	\$86,949,858 *	\$137,733,403	\$135,266,052	\$89,417,209 *
TOTAL GENERAL FUND	<u>86,949,858</u>	<u>137,733,403</u>	<u>135,266,052</u>	<u>89,417,209</u>
SPECIAL REVENUE				
AFFORDABLE HOUSING	16,928,881	642,000	616,640	16,954,241
BUENA VISTA CHANNEL MAINTENANCE	1,374,660	112,000	110,400	1,376,260
CITIZEN'S OPTION FOR PUBLIC SAFETY	91,606	150,000	193,001	48,605
COMMUNITY ACTIVITY GRANTS	1,033,539	8,000	10,000	1,031,539
COMMUNITY DEVELOPMENT BLOCK GRANT	96,148	575,000	474,030	197,118
CULTURAL ARTS DONATIONS	198,914	28,000	75,500	151,414
LIBRARY AND ARTS ENDOWMENT FUND	261,329	2,000	4,000	259,329
LIBRARY GIFTS/BEQUESTS	256,658	136,000	335,130	57,528
LIGHTING AND LANDSCAPING DISTRICT NO. 2	2,279,264	613,000	305,503	2,586,761
LOCAL CABLE INFRASTRUCTURE FUND	1,010,887	366,000	527,503	849,384
MEDIAN MAINTENANCE	4,725	1,109,000	1,067,592	46,133
PARKING IN LIEU	381,720	0	44,000	337,720
POLICE ASSET FORFEITURE	447,322	54,000	166,441	334,881
POLICE GRANTS	137,437	0	48,040	89,397
RECREATION DONATIONS	279,942	34,000	81,322	232,620
RENTAL ASSISTANCE - SECTION 8	950,846	5,880,000	5,940,146	890,700
SENIOR DONATIONS	315,220	22,000	46,600	290,620
STREET LIGHTING	1,209,546	885,204	1,006,452	1,088,298
STREET TREE MAINTENANCE	12,665	573,000	569,333	16,332
TOTAL SPECIAL REVENUE	<u>27,271,309</u>	<u>11,189,204</u>	<u>11,621,633</u>	<u>26,838,880</u>
ENTERPRISE				
WATER OPERATIONS	16,834,686	40,143,750	38,266,039	18,712,397
RECYCLED WATER OPERATIONS	6,676,230	9,037,400	7,917,312	7,796,318
WASTEWATER OPERATIONS	4,438,230	12,780,000	12,404,876	4,813,354
SOLID WASTE MANAGEMENT	12,059,452	3,485,235	3,640,424	11,904,263
GOLF COURSE	1,014,288	8,257,488	8,156,559	1,115,217
TOTAL ENTERPRISE	<u>41,022,886</u>	<u>73,703,873</u>	<u>70,385,210</u>	<u>44,341,549</u>
INTERNAL SERVICE				
WORKERS' COMPENSATION	332,508	3,114,040	3,217,007	229,541
RISK MANAGEMENT	2,741,720	1,976,500	2,000,422	2,717,798
SELF-INSURED BENEFITS	1,316,966	909,878	1,074,520	1,152,324
VEHICLE MAINTENANCE	416,571	3,604,230	3,329,985	690,816
VEHICLE REPLACEMENT	14,953,885	2,659,636	3,559,058	14,054,463
INFORMATION TECHNOLOGY	4,904,324	8,490,955	8,399,297	4,995,982
TOTAL INTERNAL SERVICE	<u>24,665,974</u>	<u>20,755,239</u>	<u>21,580,289</u>	<u>23,840,924</u>
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS				
VILLAGE RDA OBLIGATION RETIREMENT FUND	1,085,980	1,470,000	1,290,134	1,265,846
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND	<u>1,085,980</u>	<u>1,470,000</u>	<u>1,290,134</u>	<u>1,265,846</u>
TOTAL OPERATING FUNDS	<u>\$180,996,007</u>	<u>\$244,851,719</u>	<u>\$240,143,318</u>	<u>\$185,704,408</u>

* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNDESIGNATED, UNRESERVED FUND BALANCE.

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2013-14	PROJECTED REVENUE 2014-15	ESTIMATED REVENUE 2015-16	CHANGE AS % OF FY 14-15 PROJECTED	DIFFERENCE 2014-15 TO 2015-16
GENERAL FUND					
TAXES					
PROPERTY TAX	\$50,523,252	\$54,398,000	\$56,572,000	4.0%	\$2,174,000
SALES TAX	31,464,281	33,173,000	34,919,000	5.3%	1,746,000
TRANSIENT TAX	17,472,318	17,997,000	19,077,000	6.0%	1,080,000
FRANCHISE TAX	4,906,850	4,992,000	5,050,000	1.2%	58,000
BUSINESS LICENSE TAX	4,177,481	4,345,000	4,519,000	4.0%	174,000
TRANSFER TAX	1,080,169	1,080,000	1,101,000	1.9%	21,000
TOTAL TAXES	109,624,351	115,985,000	121,238,000	4.5%	5,253,000
INTERGOVERNMENTAL					
VEHICLE LICENSE FEES	45,923	45,000	0	-100.0%	(45,000)
HOMEOWNERS EXEMPTION	352,032	354,000	355,000	0.3%	1,000
OTHER INTERGOVERNMENTAL	694,424	618,000	553,000	-10.5%	(65,000)
TOTAL INTERGOVERNMENTAL	1,092,379	1,017,000	908,000	-10.7%	(109,000)
LICENSES AND PERMITS					
BUILDING PERMITS	883,863	880,000	313,000	-64.4%	(567,000)
OTHER LICENSES & PERMITS	1,299,851	865,000	815,000	-5.8%	(50,000)
TOTAL LICENSES & PERMITS	2,183,714	1,745,000	1,128,000	-35.4%	(617,000)
CHARGES FOR SERVICES					
PLANNING FEES	490,261	175,000	289,000	65.1%	114,000
BUILDING DEPT. FEES	861,538	662,000	450,000	-32.0%	(212,000)
ENGINEERING FEES	1,150,989	750,000	675,000	-10.0%	(75,000)
AMBULANCE FEES	2,340,446	2,408,000	2,500,000	3.8%	92,000
RECREATION FEES	2,117,279	2,706,000	2,791,000	3.1%	85,000
OTHER CHARGES OR FEES	607,757	520,000	536,000	3.1%	16,000
TOTAL CHARGES FOR SERVICES	7,568,270	7,221,000	7,241,000	0.3%	20,000
FINES AND FORFEITURES					
FINES AND FORFEITURES	747,786	680,000	749,000	10.2%	69,000
INCOME FROM INVESTMENTS AND PROPERTY*					
INCOME FROM INVESTMENTS AND PROPERTY*	3,602,452	2,960,000	2,901,000	-2.0%	(59,000)
INTERDEPARTMENTAL CHARGES					
INTERDEPARTMENTAL CHARGES	3,566,716	3,567,000	2,689,403	-24.6%	(877,597)
OTHER REVENUE SOURCES					
OTHER REVENUE SOURCES	984,219	865,000	879,000	1.6%	14,000
TOTAL GENERAL FUND	\$129,369,887	\$134,040,000	\$137,733,403	2.8%	\$3,693,403

* INTEREST IS CALCULATED ON AN AMORTIZED COST BASIS

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2013-14	PROJECTED REVENUE 2014-15	ESTIMATED REVENUE 2015-16	CHANGE AS % OF FY 14-15 PROJECTED	DIFFERENCE 2014-15 TO 2015-16
SPECIAL REVENUE FUNDS					
AFFORDABLE HOUSING					
AFFORDABLE HOUSING FEES	\$1,442,065	\$385,000	\$170,000	-55.8%	(\$215,000)
FEDERAL GRANT	45,194	0	0	0.0%	0
PROPERTY TAX	88,901	50,000	52,000	4.0%	2,000
INTEREST	208,349	130,000	130,000	0.0%	0
OTHER	419,175	340,000	290,000	-14.7%	(50,000)
TOTAL AFFORDABLE HOUSING	2,203,684	905,000	642,000	-29.1%	(263,000)
BUENA VISTA CHANNEL MAINTENANCE					
BUENA VISTA FEES	115,716	100,000	100,000	0.0%	0
INTEREST	17,129	12,222	12,000	-1.8%	(222)
TOTAL BUENA VISTA CHANNEL MAINTENANCE	132,845	112,222	112,000	-0.2%	(222)
CITIZEN'S OPTION FOR PUBLIC SAFETY					
STATE FUNDING (AB3229)	169,369	173,000	150,000	-13.3%	(23,000)
TOTAL CITIZENS OPTION FOR PUBLIC SAFETY	169,369	173,000	150,000	-13.3%	(23,000)
COMMUNITY ACTIVITY GRANTS					
INTEREST	14,173	8,000	8,000	0.0%	0
TOTAL COMMUNITY ACTIVITY GRANTS	14,173	8,000	8,000	0.0%	0
COMMUNITY DEVELOPMENT BLOCK GRANT					
FEDERAL GRANT	197,661	477,000	475,000	-0.4%	(2,000)
INTEREST	0	10,000	10,000	0.0%	0
OTHER	0	97,000	90,000	-7.2%	(7,000)
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	197,661	584,000	575,000	-1.5%	(9,000)
CULTURAL ARTS DONATIONS					
DONATIONS	11,000	71,000	25,000	-64.8%	(46,000)
INTEREST	2,223	0	0	0.0%	0
OTHER	43	3,000	3,000	0.0%	0
TOTAL CULTURAL ARTS DONATIONS	13,266	74,000	28,000	-62.2%	(46,000)
LIBRARY AND ARTS ENDOWMENT FUND					
INTEREST	3,543	2,000	2,000	0.0%	0
TOTAL LIBRARY AND ARTS ENDOWMENT FUND	3,543	2,000	2,000	0.0%	0
LIBRARY GIFTS/BEQUESTS					
GIFTS/BEQUESTS	144,112	141,000	135,000	-4.3%	(6,000)
INTEREST	3,052	1,000	1,000	0.0%	0
TOTAL LIBRARY GIFTS/BEQUESTS	147,164	142,000	136,000	-4.2%	(6,000)
LIGHTING AND LANDSCAPING DISTRICT NO. #2					
LLD #2 FEES	497,195	535,000	594,000	11.0%	59,000
INTEREST	23,873	19,000	19,000	0.0%	0
OTHER	5,400	0	0	0.0%	0
TOTAL LIGHTING AND LANDSCAPING DIST. NO. #2	526,468	554,000	613,000	10.7%	59,000
LOCAL CABLE INFRASTRUCTURE FUND					
CABLE FEES	346,590	360,000	360,000	0.0%	0
INTEREST	10,156	6,000	6,000	0.0%	0
TOTAL LOCAL CABLE INFRASTRUCTURE FUND	356,746	366,000	366,000	0.0%	0
MEDIAN MAINTENANCE					
MEDIAN MAINTENANCE FEES	355,758	359,000	359,000	0.0%	0
INTEREST	75	0	0	0.0%	0
OTHER	1,760,404	535,000	750,000	40.2%	215,000
TOTAL MEDIAN MAINTENANCE	2,116,237	894,000	1,109,000	24.1%	215,000
PARKING IN LIEU					
IN LIEU FEES	103,560	6,000	0	-100.0%	(6,000)
INTEREST	5,790	3,000	0	-100.0%	(3,000)
TOTAL PARKING IN LIEU	109,350	9,000	0	-100.0%	(9,000)
POLICE ASSET FORFEITURE					
ASSET FORFEITURES	127,754	62,100	50,000	-19.5%	(12,100)
INTEREST	7,118	4,000	4,000	0.0%	0
TOTAL POLICE ASSET FORFEITURE	135,178	66,100	54,000	-18.3%	(12,100)
POLICE GRANTS					
FEDERAL GRANT	185,091	288,623	0	-100.0%	(288,623)
TOTAL POLICE GRANTS	185,091	288,623	0	-100.0%	(288,623)

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2013-14	PROJECTED REVENUE 2014-15	ESTIMATED REVENUE 2015-16	CHANGE AS % OF FY 14-15 PROJECTED	DIFFERENCE 2014-15 TO 2015-16
SPECIAL REVENUE FUNDS - CONTINUED					
RECREATION DONATIONS					
DONATIONS & GRANTS	44,028	36,000	33,000	-8.3%	(3,000)
INTEREST	3,439	1,000	1,000	0.0%	0
TOTAL RECREATION DONATIONS	47,467	37,000	34,000	-8.1%	(3,000)
RENTAL ASSISTANCE					
FEDERAL GRANT	6,091,286	5,780,000	5,800,000	0.4%	20,000
INTEREST	7,166	1,000	1,000	0.0%	0
OTHER	69,476	287,000	79,000	-72.5%	(208,000)
TOTAL RENTAL ASSISTANCE	6,167,928	6,068,000	5,880,000	-3.1%	(188,000)
SENIOR DONATIONS					
DONATIONS	11,109	8,000	8,000	0.0%	0
INTEREST	4,369	1,000	2,000	100.0%	1,000
OTHER	13,677	12,000	12,000	0.0%	0
TOTAL SENIOR DONATIONS	29,155	21,000	22,000	4.8%	1,000
STREET LIGHTING					
STREET LIGHTING FEES	729,765	731,000	732,000	0.1%	1,000
OTHER	166,959	129,000	141,204	9.5%	12,204
INTEREST	18,314	12,000	12,000	0.0%	0
TOTAL STREET LIGHTING	915,038	872,000	885,204	1.5%	13,204
STREET TREE MAINTENANCE					
TREE MAINTENANCE FEES	466,844	458,000	463,000	1.1%	5,000
INTEREST	97	0	0	0.0%	0
OTHER	194,093	54,000	110,000	103.7%	56,000
TOTAL STREET TREE MAINTENANCE	661,034	512,000	573,000	11.9%	61,000
TOTAL SPECIAL REVENUE FUNDS	\$14,131,397	\$11,678,945	\$11,189,204	-4.2%	(\$489,741)

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2013-14	PROJECTED REVENUE 2014-15	ESTIMATED REVENUE 2015-16	CHANGE AS % OF FY 14-15 PROJECTED	DIFFERENCE 2014-15 TO 2015-16
ENTERPRISE FUNDS					
WATER OPERATIONS					
WATER SALES	\$27,614,928	\$27,620,000	\$26,605,000	-3.7%	(\$1,015,000)
READY TO SERVE CHARGES	9,305,958	9,438,000	9,540,000	1.1%	102,000
PROPERTY TAXES	2,873,711	2,712,000	2,916,000	7.5%	204,000
NEW ACCOUNT CHARGES	122,663	116,000	135,000	16.4%	19,000
BACK-FLOW PROGRAM FEES	140,432	142,000	135,000	-4.9%	(7,000)
PENALTY FEES	315,346	285,000	261,000	-8.4%	(24,000)
INTEREST	147,669	151,000	120,750	-20.0%	(30,250)
ENGINEERING OVERHEAD	60,434	80,000	75,000	-6.3%	(5,000)
SERVICE CONNECTION FEES	46,467	73,000	87,000	19.2%	14,000
OTHER	4,161,860	2,376,000	269,000	-88.7%	(2,107,000)
TOTAL WATER OPERATIONS	44,789,468	42,993,000	40,143,750	-6.6%	(2,849,250)
RECYCLED WATER OPERATIONS					
WATER SALES	7,160,120	6,825,000	6,900,000	1.1%	75,000
READY-TO-SERVE CHARGE	712,291	792,000	700,000	-11.6%	(92,000)
RECYCLED WATER CREDITS	1,343,820	1,189,000	1,250,000	5.1%	61,000
INTEREST	73,610	62,000	60,000	-3.2%	(2,000)
OTHER	107,293	513,000	127,400	-75.2%	(385,600)
TOTAL RECYCLED WATER OPERATIONS	9,397,134	9,381,000	9,037,400	-3.7%	(343,600)
WASTEWATER OPERATIONS					
SERVICE CHARGES	12,286,834	12,390,000	12,400,000	0.1%	10,000
MISC SEWER	43,121	36,000	35,000	-2.8%	(1,000)
ENGINEERING OVERHEAD	200,257	165,000	180,000	9.1%	15,000
PENALTY FEES	90,373	92,000	80,000	-13.0%	(12,000)
INTEREST	108,178	41,000	40,000	-2.4%	(1,000)
OTHER	160,984	35,000	45,000	28.6%	10,000
TOTAL WASTEWATER OPERATIONS	12,889,747	12,759,000	12,780,000	0.2%	21,000
SOLID WASTE MANAGEMENT					
INTEREST	149,256	113,000	110,000	-2.7%	(3,000)
RECYCLING FEES (AB939)	305,644	321,000	325,000	1.3%	4,000
PENALTY FEES	58,114	55,000	59,000	7.3%	4,000
TRASH SURCHARGE	2,746,509	2,733,000	2,750,000	0.6%	17,000
OTHER	490,165	356,000	241,235	-32.2%	(114,765)
TOTAL SOLID WASTE MANAGEMENT	3,749,688	3,578,000	3,485,235	-2.6%	(92,765)
GOLF COURSE OPERATIONS					
INTEREST	113,140	65,000	64,682	-0.5%	(318)
CHARGES FOR SERVICES	6,635,242	6,741,595	7,143,011	6.0%	401,416
OTHER	998,734	1,031,240	1,049,795	1.8%	18,555
TOTAL GOLF COURSE OPERATIONS	7,747,116	7,837,835	8,257,488	5.4%	419,653
TOTAL ENTERPRISE FUNDS	\$78,573,153	\$76,548,835	\$73,703,873	-3.7%	(\$2,844,962)

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2013-14	PROJECTED REVENUE 2014-15	ESTIMATED REVENUE 2015-16	CHANGE AS % OF FY 14-15 PROJECTED	DIFFERENCE 2014-15 TO 2015-16
INTERNAL SERVICE FUNDS					
WORKERS' COMPENSATION					
INTERDEPARTMENTAL	\$1,501,120	\$1,651,230	\$2,064,040	25.0%	\$412,810
INTEREST	79,366	65,000	50,000	-23.1%	(15,000)
OTHER	1,287,445	2,000,000	1,000,000	-50.0%	(1,000,000)
TOTAL WORKERS' COMPENSATION	2,867,931	3,716,230	3,114,040	-16.2%	(602,190)
RISK MANAGEMENT					
INTERDEPARTMENTAL	1,951,488	1,951,500	1,951,500	0.0%	0
INTEREST	28,283	21,000	25,000	19.1%	4,000
OTHER	861,991	20,000	0	-100.0%	(20,000)
TOTAL RISK MANAGEMENT	2,841,762	1,992,500	1,976,500	-0.8%	(16,000)
SELF-INSURED BENEFITS					
INTERDEPARTMENTAL	734,995	787,000	804,232	2.2%	17,232
OTHER	2,094,065	106,000	105,646	-0.3%	(354)
TOTAL SELF-INSURED BENEFITS	2,829,060	893,000	909,878	1.9%	16,878
VEHICLE MAINTENANCE					
INTERDEPARTMENTAL	2,898,362	3,239,711	3,581,130	10.5%	341,419
INTEREST	4,147	1,000	1,100	10.0%	100
OTHER	42,289	40,000	22,000	-45.0%	(18,000)
TOTAL VEHICLE MAINTENANCE	2,944,798	3,280,711	3,604,230	9.9%	323,519
VEHICLE REPLACEMENT					
INTERDEPARTMENTAL	1,250,960	1,680,625	2,209,136	31.5%	528,511
INTEREST	219,266	120,000	147,500	22.9%	27,500
OTHER	695	60,000	303,000	405.0%	243,000
TOTAL VEHICLE REPLACEMENT	1,470,921	1,860,625	2,659,636	42.9%	799,011
INFORMATION TECHNOLOGY					
INTERDEPARTMENTAL	6,983,593	8,176,353	8,437,955	3.2%	261,602
INTEREST	73,747	50,000	53,000	6.0%	3,000
OTHER	4,612	100,000	0	-100.0%	(100,000)
TOTAL INFORMATION TECHNOLOGY	7,061,952	8,326,353	8,490,955	2.0%	164,602
TOTAL INTERNAL SERVICE FUNDS	\$20,016,424	\$20,069,419	\$20,755,239	3.4%	\$685,820
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS					
VILLAGE RDA OBLIGATION RETIREMENT FUND					
TAX INCREMENT	1,646,709	1,500,000	1,470,000	-2.0%	(30,000)
INTEREST	6,650	-	-	0.0%	0
OTHER	70	0	0	0.0%	0
TOTAL VILLAGE OPERATIONS / DEBT SERVICE	1,653,429	1,500,000	1,470,000	-2.0%	(30,000)
TOTAL REDEVELOPMENT FUNDS	\$1,653,429	\$1,500,000	\$1,470,000	-2.0%	(\$30,000)
TOTAL OPERATING FUNDS	\$243,744,290	\$243,837,199	\$244,851,719	0.4%	\$1,014,520

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2012-13 ACTUAL	2013-14 ACTUALS	2014-15		2015-16 BUDGET	%INCR/(DECR) 14-15 BUD TO 15-16 BUD
			ESTIMATED EXPENDITURES	2014-15 BUDGET		
GENERAL FUND						
POLICY AND LEADERSHIP GROUP						
CITY COUNCIL	\$354,428	\$352,420	\$383,000	\$367,220	419,945	14.4%
CITY ATTORNEY	1,286,037	1,306,354	1,346,000	1,373,159	1,491,210	8.6%
CITY CLERK	101,502	382,441	527,000	531,474	634,227	19.3%
CITY MANAGER	1,737,511	1,604,836	1,700,000	1,874,568	1,790,773	-4.5%
CITY TREASURER	185,597	188,681	194,000	200,226	237,924	18.8%
COMMUNITY OUTREACH AND ENGAGEMENT	698,799	768,903	1,200,000	1,283,257	1,384,149	7.9%
TOTAL POLICY AND LEADERSHIP GROUP	4,363,874	4,603,635	5,350,000	5,629,904	5,958,228	5.8%
ADMINISTRATIVE SERVICES						
FINANCE	3,248,400	3,547,169	4,046,000	3,747,584	4,187,552	11.7%
HUMAN RESOURCES	2,293,015	2,422,311	2,774,000	2,876,229	3,191,748	11.0%
RECORDS MANAGEMENT	650,547	273,150	278,000	302,342	275,919	-8.7%
TOTAL ADMINISTRATIVE SERVICES	6,191,962	6,242,630	7,098,000	6,926,155	7,655,219	10.5%
COMMUNITY DEVELOPMENT						
COMMUNITY AND ECONOMIC DEVELOPMENT	6,961,921	7,497,677	7,340,000	8,159,731	8,611,894	5.5%
HOUSING AND NEIGHBORHOOD SERVICES	522,669	569,061	603,000	721,317	853,563	18.3%
TOTAL COMMUNITY DEVELOPMENT	7,484,590	8,066,738	7,943,000	8,881,048	9,465,457	6.6%
COMMUNITY SERVICES						
LIBRARY AND CULTURAL ARTS	10,282,856	10,509,164	10,500,000	11,228,043	12,055,044	7.4%
PARKS AND RECREATION	11,603,390	13,406,265	15,000,000	14,815,116	15,105,406	2.0%
TOTAL COMMUNITY SERVICES	21,886,246	23,915,429	25,500,000	26,043,159	27,160,450	4.3%
PUBLIC SAFETY						
FIRE	17,915,669	18,029,627	18,900,000	18,933,836	20,423,483	7.9%
POLICE	27,756,320	28,913,269	29,000,000	29,077,696	32,296,504	11.1%
TOTAL PUBLIC SAFETY	45,671,989	46,942,896	47,900,000	48,011,532	52,719,987	9.8%
PUBLIC WORKS						
PUBLIC WORKS ADMINISTRATION	-	1,110,647	1,125,000	1,209,827	1,562,600	29.2%
ENVIRONMENTAL MANAGEMENT	232,032	263,984	282,000	325,044	408,564	25.7%
PROPERTY AND FLEET MANAGEMENT	4,502,290	4,986,773	5,800,000	5,775,747	5,357,458	-7.2%
TRANSPORTATION	8,355,623	7,745,918	7,500,000	8,346,370	8,969,559	7.5%
TOTAL PUBLIC WORKS	13,089,945	14,107,322	14,707,000	15,656,988	16,298,181	4.1%

NOTE: ESTIMATED EXPENDITURES MAY EXCEED ADOPTED BUDGET SINCE THEY INCLUDE PRIOR YEAR BUDGET APPROPRIATIONS.

**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2012-13 ACTUAL	2013-14 ACTUALS	2014-15		2015-16 BUDGET	%INCR/(DECR) 14-15 BUD TO 15-16 BUD
			ESTIMATED EXPENDITURES	2014-15 BUDGET		
GENERAL FUND - CONTINUED						
MISCELLANEOUS NON-DEPARTMENTAL						
EXPENDITURES						
COMMUNITY CONTRIBUTIONS	135,057	33,698	30,750	0	0	-
DUES & SUBSCRIPTIONS	51,492	51,565	50,000	55,000	55,000	0.0%
LEGAL SERVICES	28,618	100,029	273,000	80,000	400,000	400.0%
PROFESSIONAL SERVICES	392,391	1,125,469	1,227,000	185,000	402,000	117.3%
OTHER MISCELLANEOUS EXPENDITURES	270,515	609,548	1,500,000	0	0	-
PERSONNEL RELATED	63,719	131,359	150,000	904,632	930,000	2.8%
PROPERTY TAX & OTHER ADMINISTRATION	585,854	643,729	622,000	622,000	650,000	4.5%
TOTAL EXPENDITURES	1,527,646	2,695,397	3,852,750	1,846,632	2,437,000	32.0%
TRANSFERS						
INFRASTRUCTURE REPLACEMENT FUND	7,547,000	7,800,000	8,302,000	8,302,000	8,952,000	7.8%
TRANSFERS TO SELF INSURED BEN.-PERS SETASIDE	1,800,000	2,000,000	0	0	0	-
TRANSFERS TO GOLF COURSE	251,072	998,549	1,031,240	1,031,240	1,049,795	1.8%
TRANSFER TO LLD#1 (MEDIANS & TREES)	527,746	1,949,251	539,000	539,000	860,000	59.6%
TRANSFER TO STORM WATER PROGRAM	245,931	189,616	232,334	251,962	209,735	-16.8%
OTHER MISCELLANEOUS TRANSFERS	658,561	3,197,800	250,000	0	1,000,000	-
TOTAL TRANSFERS	11,030,310	16,135,216	10,354,574	10,124,202	12,071,530	19.2%
TOTAL MISCELLANEOUS NON-DEPARTMENTAL	12,557,956	18,830,613	14,207,324	11,970,834	14,508,530	21.2%
SUBTOTAL GENERAL FUND	111,246,562	122,709,263	122,705,324	123,119,620	133,766,052	8.6%
CONTINGENCIES	0	0	0	1,500,000	1,500,000	0.0%
TOTAL GENERAL FUND	\$111,246,562	\$122,709,263	\$122,705,324	\$124,619,620	\$135,266,052	8.5%

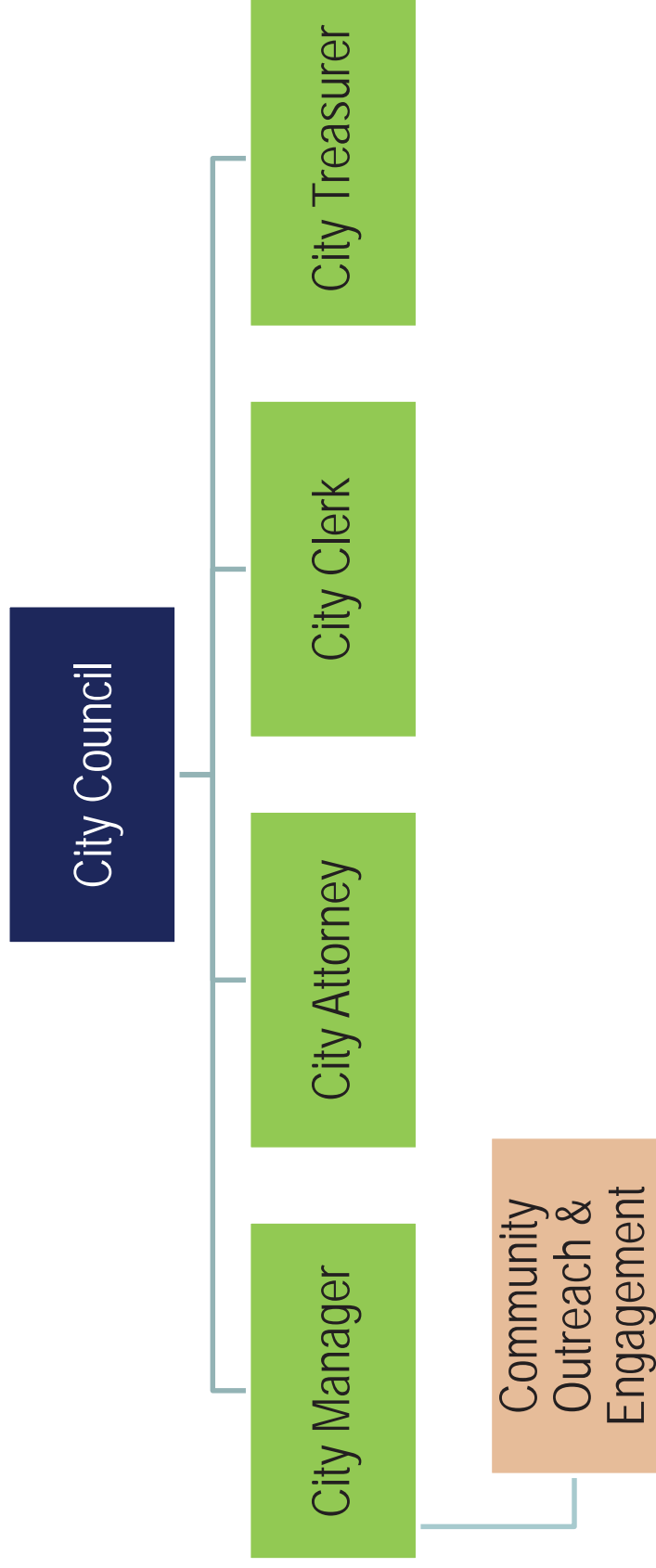
**CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2012-13 ACTUAL	2013-14 ACTUALS	2014-15		2015-16 BUDGET	%INCR/(DECR) 14-15 BUD TO 15-16 BUD
			ESTIMATED EXPENDITURES	2014-15 BUDGET		
SPECIAL REVENUE FUNDS						
AFFORDABLE HOUSING	\$4,211,185	\$476,970	\$419,000	\$537,380	\$616,640	14.7%
BUENA VISTA CHANNEL MAINTENANCE	204,468	100,014	20,000	106,275	110,400	3.9%
CITIZEN'S OPTION FOR PUBLIC SAFETY	124,984	125,037	97,000	142,368	193,001	35.6%
COMMUNITY ACTIVITY GRANTS	45,460	11,554	10,000	14,000	10,000	-28.6%
COMMUNITY DEVELOPMENT BLOCK GRANT	2,095,540	209,022	702,000	94,639	474,030	400.9%
CULTURAL ARTS DONATIONS	41,142	30,560	30,000	74,500	75,500	1.3%
LIBRARY AND ARTS ENDOWMENT FUND	2,000	0	2,000	4,000	4,000	0.0%
LIBRARY GIFTS/BEQUESTS	91,764	129,231	80,000	50,375	335,130	565.3%
LIGHTING AND LANDSCAPING DISTRICT NO. 2	233,666	238,307	251,000	251,476	305,503	21.5%
LOCAL CABLE INFRASTRUCTURE FUND	261,511	279,299	200,000	522,138	527,503	1.0%
MEDIAN MAINTENANCE	730,335	873,997	895,000	843,833	1,067,592	26.5%
PARKING IN LIEU	42,359	42,196	44,000	44,000	44,000	0.0%
POLICE ASSET FORFEITURE	202,161	162,981	110,000	181,140	166,441	-8.1%
POLICE GRANTS	543,148	230,980	56,000	0	48,040	-
RECREATION DONATIONS	21,296	15,791	25,000	80,500	81,322	1.0%
RENTAL ASSISTANCE	6,355,545	6,087,129	6,175,000	6,249,055	5,940,146	-4.9%
SENIOR DONATIONS	25,447	25,003	24,500	36,600	46,600	27.3%
STREET LIGHTING	851,100	747,085	1,070,000	860,276	1,006,452	17.0%
STREET TREE MAINTENANCE	643,490	647,691	530,000	533,345	569,333	6.7%
TOTAL SPECIAL REVENUE FUNDS	\$16,726,601	\$10,432,847	\$10,740,500	\$10,625,900	\$11,621,633	9.4%
ENTERPRISE FUNDS						
WATER OPERATIONS	\$35,015,968	\$37,585,445	\$37,908,000	\$37,907,851	\$38,266,039	0.9%
RECYCLED WATER OPERATIONS	7,264,458	10,606,510	7,596,000	7,595,449	7,917,312	4.2%
WASTEWATER OPERATIONS	11,388,038	11,140,611	12,424,000	12,424,199	12,404,876	-0.2%
SOLID WASTE MANAGEMENT	2,861,179	2,861,791	2,860,000	3,513,918	3,640,424	3.6%
GOLF COURSE OPERATIONS	7,665,238	7,876,241	7,400,000	7,477,931	8,156,559	9.1%
TOTAL ENTERPRISE FUNDS	\$64,194,881	\$70,070,598	\$68,188,000	\$68,919,348	\$70,385,210	2.1%
INTERNAL SERVICE FUNDS						
WORKERS' COMPENSATION	\$3,962,146	\$3,359,904	\$2,688,000	\$2,026,466	\$3,217,007	58.7%
RISK MANAGEMENT	1,871,775	737,709	1,658,000	1,809,248	2,000,422	10.6%
SELF-INSURED BENEFITS	3,404,933	821,366	3,346,000	3,554,614	1,074,520	-69.8%
VEHICLE MAINTENANCE	2,702,769	3,071,201	3,249,000	3,269,004	3,329,985	1.9%
VEHICLE REPLACEMENT	660,549	2,186,947	2,495,000	1,952,500	3,559,058	82.3%
INFORMATION TECHNOLOGY	6,141,226	7,129,998	8,751,000	9,308,565	8,399,297	-9.8%
TOTAL INTERNAL SERVICE FUNDS	\$18,743,398	\$17,307,125	\$22,187,000	\$21,920,397	\$21,580,289	-1.6%
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS						
VILLAGE RDA OBLIGATION RETIREMENT FUND	\$763,349	\$709,820	\$1,450,000	\$1,315,279	\$1,290,134	-1.9%
TOTAL REDEVELOPMENT	\$763,349	\$709,820	\$1,450,000	\$1,315,279	\$1,290,134	-1.9%
TOTAL OPERATING FUNDS	\$211,674,791	\$221,229,653	\$225,270,824	\$227,400,544	\$240,143,318	5.6%
				General Fund	\$135,266,052	
				Non GF	104,877,266	
					<u>\$240,143,318</u>	

NOTE: ESTIMATED EXPENDITURES MAY EXCEED ADOPTED BUDGET SINCE THEY INCLUDE PRIOR YEAR BUDGET APPROPRIATIONS.

Policy & Leadership

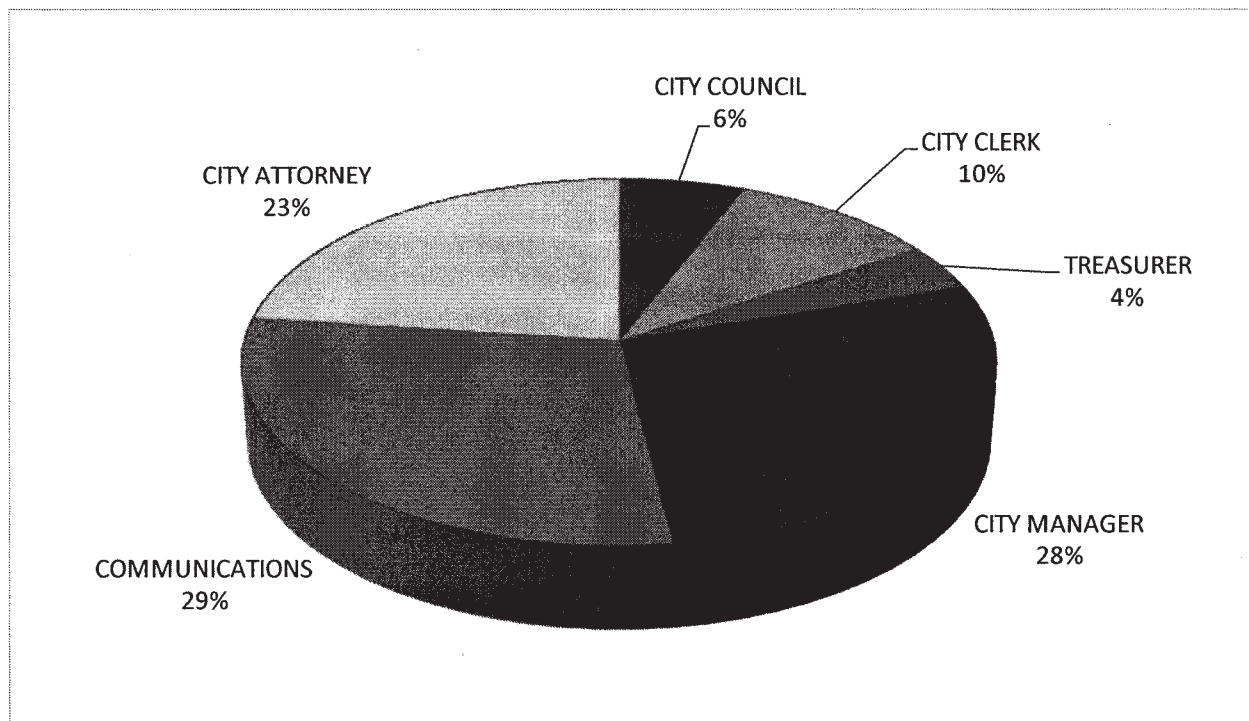
Org Chart by Function



PROGRAM: POLICY & LEADERSHIP
 FUND: VARIOUS
 PROGRAM GROUP: VARIOUS

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$3,301,450	\$3,503,394	\$4,074,248	\$4,305,731
MAINTENANCE & OPERATIONS	1,256,957	1,334,564	1,689,106	1,790,012
CAPITAL OUTLAY	66,978	44,976	388,688	389,988
GRAND TOTAL	\$4,625,385	\$4,882,934	\$6,152,042	\$6,485,731
FULL TIME POSITIONS	18.50	18.50	23.50	23.75
HOURLY/FTE POSITIONS	0.00	0.50	4.39	4.39



PROGRAM: CITY COUNCIL
FUND: GENERAL
PROGRAM GROUP: CITY COUNCIL

ACCT NO. 0010110

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$285,630	\$284,595	\$289,093	\$337,042
MAINTENANCE & OPERATIONS	68,000	67,825	78,127	82,903
CAPITAL OUTLAY	798	0	0	0
GRAND TOTAL	\$354,428	\$352,420	\$367,220	\$419,945
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

As the legislative body of the city, the City Council establishes the policies and regulatory ordinances under which the city operates. The City Council has defined goals and objectives to guide the allocation of city resources to meet the needs of the community through the policy development process.

CITY COUNCIL STRATEGIC FOCUS AREAS:

The following are the Strategic Focus Areas and Key Goals identified by the City Council:

Organizational Culture & Governance

- Steward/govern/ manage consistent with organizational values
- Seek/apply innovation in city services
- Build/sustain IT/CIP capacity
- Manage city assets to achieve enhanced city services

Land Use

- Manage growth consistent with community values
- General Plan
- Village Revitalization
- Coastal Corridor

Sustainability

- Maintain/sustain/create a balance among environmental, fiscal and social well being
- Engage with the community
- Review/plan city facilities

Core Services

- Focus on providing basic city services in the most efficient and effective manner possible

Economic Development

- Foster economic development

SIGNIFICANT CHANGES:

- None

PROGRAM: CITY CLERK
FUND: GENERAL
PROGRAM GROUP: CITY CLERK

ACCT NO. 0010210

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$29,939	\$297,266	\$316,802	\$362,832
MAINTENANCE & OPERATIONS	71,563	82,924	214,672	271,395
CAPITAL OUTLAY	0	2,251	0	0
GRAND TOTAL	\$101,502	\$382,441	\$531,474	\$634,227
FULL TIME POSITIONS	0.00	0.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.50	0.50

PROGRAM GROUP DESCRIPTION:

The City Clerk is an elected, part-time official. Support services for major functions and daily operations are provided by City Clerk's Office staff.

The office is responsible for the following major functions:

- Election administration
- Minutes preparation and indexing
- Agenda preparation
- Legal noticing and publishing
- FPPC filings
- Maintaining the Carlsbad Municipal Code
- Ensuring Public Records are archived, preserved, and accessible to the public for transparency

KEY ACHIEVEMENTS FOR 2014-15:

- Continued to provide greater transparency on the city website under the City Clerk's Office area by providing access to more public records.
- Completed and implemented the automation of the filings for Statement of Economic Interests and Campaign Filings.
- Continued efforts to implement an automated agenda workflow and management process.
- Continued to evaluate options to automate the Public Records Request process.
- Successfully administered the 2014 General Municipal Election with the re-election of 5 incumbents.
- Completed streamlining processes in the City Clerk's Office and created a procedure manual of current processes.
- Continued to coordinate efforts to automate processes in the Enterprise Content Management system when implemented city-wide.

KEY GOALS FOR 2015-16:

- Oversee the republication, and recodification of the Carlsbad Municipal Code. Includes changes to provide a user friendly, plain language code with emphasis on clarity and brevity.
- Adopt and implement the Agenda Management Software to digitize the agenda process, streamlining the workflow for efficiencies.
- Evaluate option to automate the Public Records Request process.
- Implement the Enterprise Content Management System citywide and integrate the Agenda Management process into system.

SIGNIFICANT CHANGES:

- None

PROGRAM: CITY TREASURER
FUND: GENERAL
PROGRAM GROUP: CITY TREASURER

ACCT NO. 0010310

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$101,202	\$104,344	\$105,250	\$113,737
MAINTENANCE & OPERATIONS	84,395	84,337	94,976	124,187
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$185,597	\$188,681	\$200,226	\$237,924
FULL TIME POSITIONS	0.75	0.75	0.75	0.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The Office of the City Treasurer is an elected position which has the mission of providing professional cash management for the City of Carlsbad and all of its agencies, including, the Carlsbad Municipal Water District.

PROGRAM ACTIVITIES:

Cash Management

- Develop projections of cash receipts and cash expenditures from various city and external sources.
- Maintain records of cash receipts and cash disbursements into the Treasury.
- Retrieve daily on-line bank statements and return check listing, verify receipt of anticipated deposits, ensure that all checks paid by the bank were valid city checks.
- Transfer cash daily into or out of the general checking account to ensure that appropriate balances are maintained for the anticipated activity of the next day.
- Execute all electronic wires of funds, ensuring that all are signed by authorized personnel and are supported by proper documentation.
- Develop contracts for cost-effective banking, both retail and custody services.
- Arrange for lines of credit and short-term loans as needed.
- Develop, maintain, and ensure compliance with all Treasury internal controls.

Investment Management

- Develop and maintain the city's Investment Policy and present annually, or as necessary, to the City Council for approval. Incorporate in the Investment Policy any changes in the city's financial requirements that affect investments. Ensure compliance with the California Government Code.
- Develop and maintain a pool of investments for the city and its agencies.
- Research daily international and national financial markets and the financial forecasts.
- Determine daily the type of investments that should be made, considering the current cash position and financial markets. Determine the dollar amount of the investment and the desired maturity date.
- Solicit telephone bids from approved financial institutions/brokers for available investments.
- Evaluate investment alternatives and effect investment purchases. Prepare trade authorizations and arrange for payment, delivery, and safekeeping of all purchases. Verify receipt and correctness of investments made.
- Maintain record for all investments and investment income.
- Reconcile the custodian's monthly report of investments held with Treasury records.
- Arrange for collateral contracts as required.
- Implement changes as mandated by the Dodd-Frank Act.

PROGRAM ACTIVITIES (continued):

Reporting and Oversight

- Develop and present to the City Council monthly reports of investment activities.
- In a timely manner, disclose to the City Council any information that could potentially threaten the safety and liquidity of the investment pool.
- Develop and present to the City Council annual reports summarizing and analyzing the financial markets and the portfolio performance for the past fiscal year. Compare the past fiscal year with the four preceding fiscal years to provide perspective.
- Develop investment data for the city's Comprehensive Annual Financial Report.
- Develop investment data for the city's annual financial audit conducted by an independent auditor.
- Develop agenda, convene, conduct, and record proceedings of the Investment Review Committee each quarter, or more frequently as needed.
- Meet frequently with Council and Leadership team to coordinate monetary policy with financial goals.

WORKLOAD STATISTICS:

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Portfolio Balance (millions of \$)	\$574	\$601	\$628	\$642	\$663	\$700

Investment Activity						
Transactions	454	445	531	310*	248**	390***
Average Buy (millions)	\$2.29	\$1.98	\$2.84	\$2.5*	\$2.85**	\$1.80***

*Transaction decrease due to fewer calls. Average buy decrease due to CD purchases at \$249,000 maximum.

**Transaction decrease due to fewer calls. Average buy increase due to fewer CD purchases in FY13-14.

***Transaction increase due to increased calls. Average buy decrease due to smaller average investment per buy.

KEY GOALS FOR 2014-15:

Financial Health

- Anticipate and meet the changing investment needs of the city in order to optimize investment returns, consistent with maintaining safety of principal, and ensuring sufficient liquidity.

Learning, Culture & Arts

- Offer speaking engagements on city cash management and investments.
- Further develop the Treasury page of the city's website, informing the community of the mission of the Office of the Treasury, the city's Investment Policy, and investment activities. Use the website as a forum to receive and respond to community comments and questions.

SIGNIFICANT CHANGES:

- None

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

ACCT NO. 0011010

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,398,185	\$1,284,295	\$1,368,182	\$1,358,538
MAINTENANCE & OPERATIONS	330,272	319,885	506,386	432,235
CAPITAL OUTLAY	9,054	656	0	0
GRAND TOTAL	\$1,737,511	\$1,604,836	\$1,874,568	\$1,790,773
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The City Manager is "the administrative head of the government of the city" and reports directly to the City Council. The City Manager is responsible for the efficient administration of all the affairs of the city including the hiring of department directors and subordinate officers and employees through the department directors, preparing the annual budget and ensuring the effective implementation of the City Council's policies and goals. The City Manager advises the City Council on strategic direction and on responding to changing community needs. Most importantly, the City Manager provides overall organizational leadership to ensure the effective daily delivery of services, projects and programs in response to the City Council's direction.

The City Manager is focused on ensuring that the City of Carlsbad is a high performing organization, focused on leveraging the city's assets for the public good. There are significant projects expected to begin in this fiscal year, including new retail development, power plant redevelopment, continued revitalization of Carlsbad Village and an enhanced focus on environmental sustainability.

PROGRAM ACTIVITIES:

Financial

- Promote sound financial practices and a balanced revenue expenditure base.

Administration

- Provide timely and reasonable responses to citizens and customers.

Policy Development

- Assist the City Council in policy development that leads to the achievement of the community's vision.

STRATEGIC FOCUS AREAS AND KEY GOALS:

The following are the Strategic Focus Areas and Key Goals identified by the City Council:

Organizational Culture & Governance

- Steward/govern/ manage consistent with organizational values
- Seek/apply innovation in city services
- Build/sustain IT/CIP capacity
- Manage city assets to achieve enhanced city services

Land Use

- Manage growth consistent with community values
- General Plan
- Village Revitalization
- Coastal Corridor

Sustainability

- Maintain/sustain/create a balance among environmental, fiscal and social well being
- Engage with the community
- Review/plan city facilities

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

PAGE TWO

ACCT NO. 0011010

STRATEGIC FOCUS AREAS AND KEY GOALS (continued):

Core Services

- Focus on providing basic city services in the most efficient and effective manner possible

Economic Development

- Foster economic development

PERFORMANCE MEASURES:

The City Manager's Office is measured by the overall success of the organization in accomplishing the organizational priorities of the city. For the first time in 2014, as part of the annual resident survey residents were asked, "Thinking about the services and facilities provided by the City of Carlsbad, I feel like I am getting my money's worth for my city tax dollars." Eighty percent of residents agreed with this statement, with 45.4 percent somewhat agreeing and 33.6 percent strongly agreeing.

SIGNIFICANT CHANGES:

- None

PROGRAM: COMMUNITY OUTREACH AND ENGAGEMENT
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: CITYWIDE /PARKS & RECREATION/
LIBRARY & CULTURAL ARTS
LOCAL CABLE INFRASTRUCTURE FUND ACCT No. 0011012/
 0011013/0011014/1381010

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$362,560	\$368,493	\$775,174	\$825,649
MAINTENANCE & OPERATIONS	540,624	637,640	641,533	696,015
CAPITAL OUTLAY	57,126	42,069	388,688	389,988
GRAND TOTAL	\$960,310	\$1,048,202	\$1,805,395	\$1,911,652
FULL TIME POSITIONS	2.75	2.75	4.75	5.00
HOURLY/FTE POSITIONS	0.00	0.00	3.39	3.39
GENERAL FUND	\$698,799	\$768,903	\$1,283,257	\$1,384,149
SPECIAL REVENUE	261,511	279,299	522,138	527,503
TOTAL FUNDING	\$960,310	\$1,048,202	\$1,805,395	\$1,911,652

PROGRAM GROUP DESCRIPTION:

The goal of the city's community outreach and engagement program is to ensure mutually beneficial, two-way communication with internal and external audiences about city issues and services, leading to a more responsive government and a high level of public confidence. This program is carried out by communicating about issues related to the core values of the community's vision for their city; developing meaningful public involvement programs for city issues that engage the community in city decision making; increasing government transparency and service by providing timely, accurate and easy to understand information about city programs and services; promoting participation in library, cultural arts, parks and recreation programs and services; helping city staff be aware of and understand city issues; providing ongoing communication skills training for city staff; and serving as the communication lead during an activation of the city's Emergency Operations Center.

PROGRAM ACTIVITIES:

Significant work programs include:

- **Informational materials:** Develop fact sheets, flyers, newsletters, Q&A documents, videos and other communication pieces that further understanding of city issues, news, services and events.
- **Online communication:** Manage the city's website, social media presence, email communication and other interactive communication technologies.
- **Cable channel:** Enable the community to watch City Council meetings and find out about city issues, news, services and events on a 24/7 channel stream.
- **Community outreach and involvement:** Develop programs that enhance public involvement in city government decision making.
- **Media relations:** Provide accurate, timely information to the media.
- **Advertising:** On a limited basis, purchase advertising to reach the city's audiences with information about city issues, news, services and events.
- **Training:** Provide communication skills training to city staff.
- **Internal communication:** Provide easy access, through a variety of channels, to information of interest to and affecting city employees.
- **Emergency communication:** Maintain a trained team of city staff and updated action plan to ensure the community has access to important information during an emergency.

PROGRAM: COMMUNITY OUTREACH AND ENGAGEMENT PAGE TWO
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: CITYWIDE/PARKS & RECREATION/
LIBRARY & CULTURAL ARTS
LOCAL CABLE INFRASTRUCTURE FUND ACCT No. 0011012/
0011013/0011014/1381010

KEY ACHIEVEMENTS FOR 2014-15:

- Achieved a 91 percent satisfaction level with city-resident communication, with more than half (57 percent) “very” satisfied.
- Continued to build the city’s social media presence, achieving a 40 percent increase in Facebook followers, currently at more than 40,000, the second most popular city page in California.
- Produced more than 200 news releases, columns and articles promoting city services, programs and issues.
- Launched a new city website providing easier access to city information and services.

KEY GOALS FOR 2015-16:

The city will continue to make communication a priority in FY 2015-16. Promoting government transparency, raising awareness of city programs and services, encouraging public involvement, and making it easier for residents and businesses to get the information they need about city processes and services are all goals for this year.

To adapt to trends in public behavior and technology, the city is continuing to update its communication methods to provide more information online, through its website and social media sites, in addition to traditional communication channels.

This year’s budget also includes a significant capital investment in the video production facility at the Schulman Auditorium, enabling greater public access to government-produced programming originating from this popular venue.

SIGNIFICANT CHANGES:

- Last year, the city consolidated its communication services and budgets into one centralized function housed in the City Manager’s Office. Previously, the Parks & Recreation Department and Library & Cultural Arts Department each had its own, separate communication office and budget. By consolidating these services the city expects to achieve greater efficiency and consistency in how it communicates with the public while improving operational flexibility.
- To better serve current and future needs, the vacant .75 full-time Video Production Manager position is being reclassified to a 1.0 full-time Community Relations Manager.

PROGRAM: CITY ATTORNEY
FUND: GENERAL
PROGRAM GROUP: CITY ATTORNEY

ACCT NO. 0011210

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,123,934	\$1,164,401	\$1,219,747	\$1,307,933
MAINTENANCE & OPERATIONS	162,103	141,953	153,412	183,277
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,286,037	\$1,306,354	\$1,373,159	\$1,491,210
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	0.00	0.50	0.50	0.50

PROGRAM GROUP DESCRIPTION:

Provide legal advice, assistance, and guidance in accomplishing and implementing the City Council's strategic goals.

PROGRAM ACTIVITIES:

The City Attorney's Office provides legal advice and representation to the City Council, Community Development Commission, Carlsbad Municipal Water District, City Clerk, City Treasurer, City Manager, Boards and Commissions, and other City offices in order to provide services to the public as required or permitted by law. The City Attorney is also responsible for assisting in the interpretation, administration, and enforcement of laws and regulations and City programs.

This office drafts and reviews all resolutions, ordinances, contracts, bonds, election petitions, and other legal documents. The office is responsible for all litigation on behalf of or against the City, Carlsbad Municipal Water District, Redevelopment Commission, and other city entities.

KEY GOALS FOR 2015-16:

- To provide quality and timely legal advice to all elected and appointed city officials and all major service areas, assisting them in making sound legal decisions to carry out the goals of the City Council.

SIGNIFICANT CHANGES:

- None

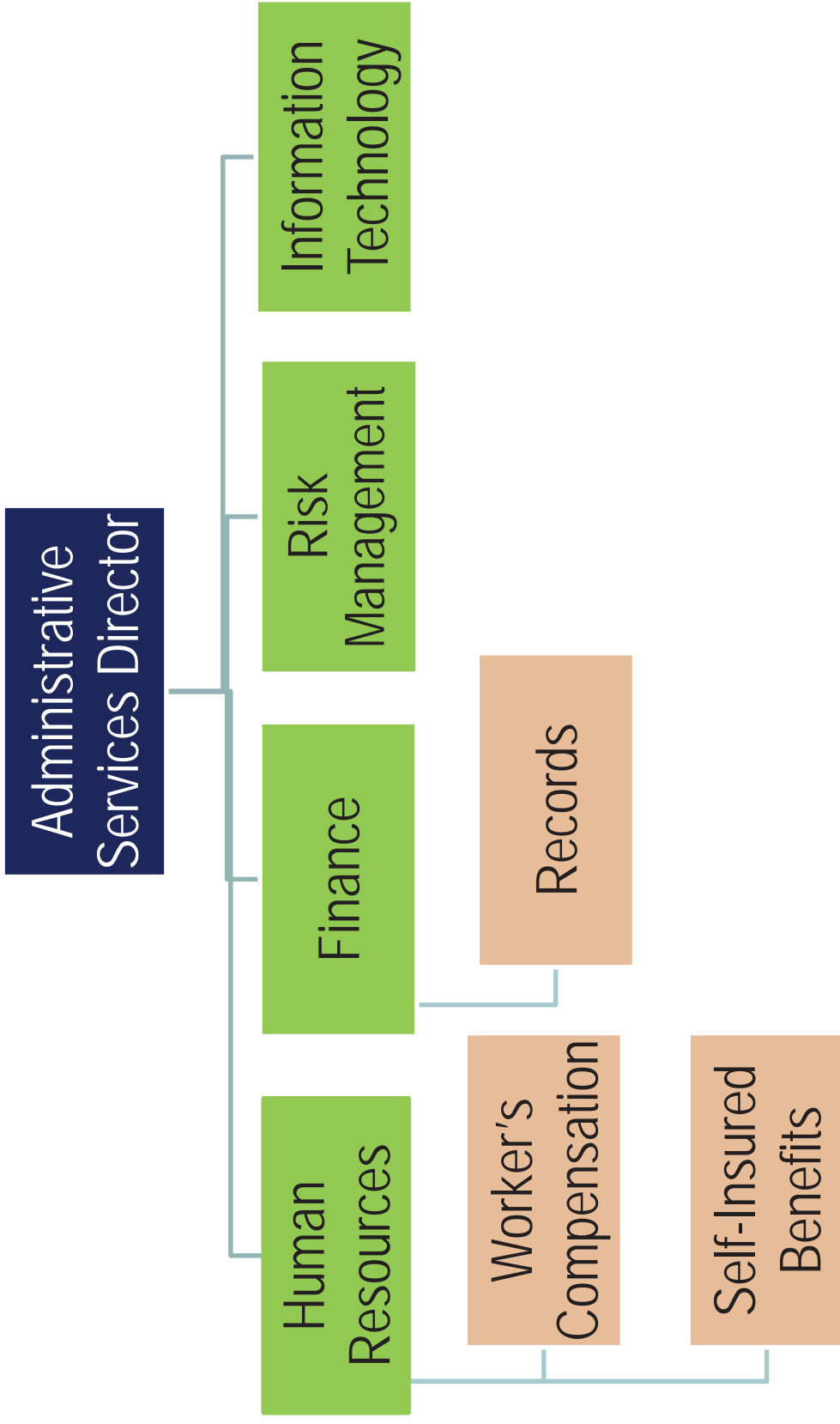
Admin Services



Administrative Services

Administrative Services

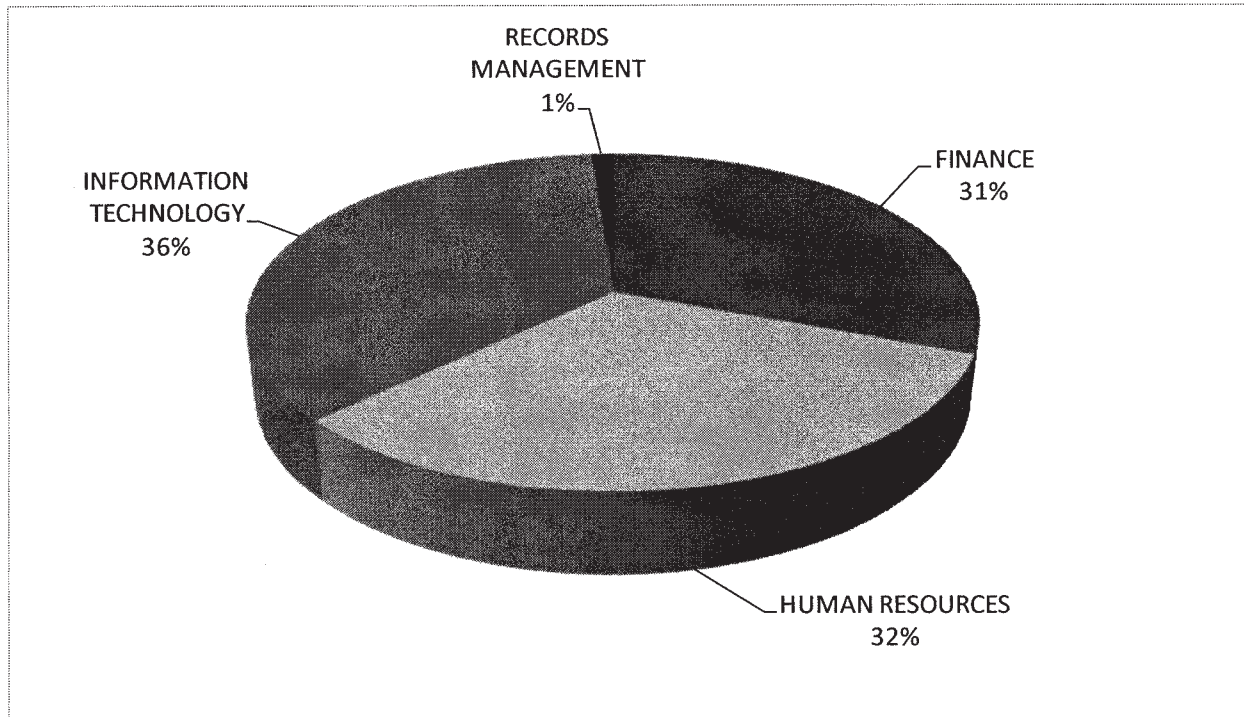
Org Chart by Function



PROGRAM: ADMINISTRATIVE SERVICES
 FUND: VARIOUS
 PROGRAM GROUP: VARIOUS

SUMMARY

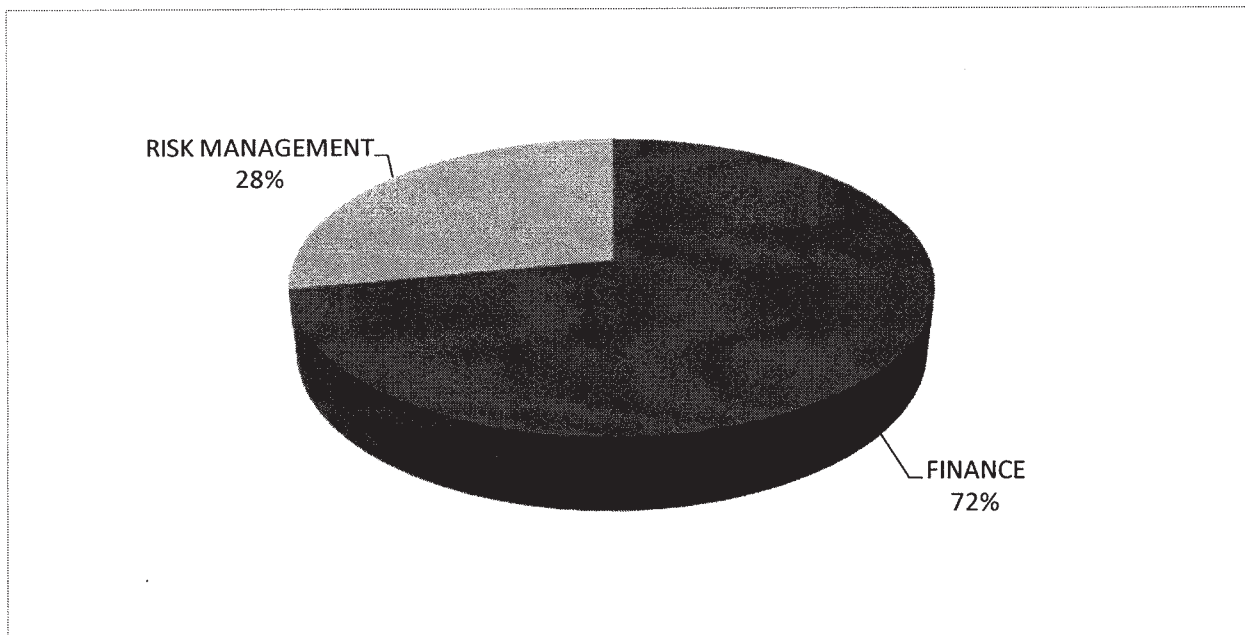
	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$10,180,604	\$7,768,189	\$9,508,463	\$9,420,654
MAINTENANCE & OPERATIONS	11,773,328	10,284,738	13,110,339	13,314,770
CAPITAL OUTLAY	467,054	1,123,200	1,926,840	651,788
GRAND TOTAL	\$22,420,986	\$19,176,127	\$24,545,642	\$23,387,212
FULL TIME POSITIONS	68.00	68.00	67.00	65.00
HOURLY/FTE POSITIONS	3.25	3.75	2.50	3.70



PROGRAM: FINANCE
FUND: VARIOUS
PROGRAM GROUP: FINANCE

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$3,024,142	\$3,257,437	\$3,402,939	\$3,795,958
MAINTENANCE & OPERATIONS	2,943,683	1,888,796	3,074,487	3,432,763
CAPITAL OUTLAY	1,294	23,165	0	0
GRAND TOTAL	\$5,969,119	\$5,169,398	\$6,477,426	\$7,228,721
FULL TIME POSITIONS	30.50	31.50	31.50	32.50
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00



PROGRAM: FINANCE
FUND: GENERAL & ENTERPRISE
PROGRAM GROUP: FINANCE

ACCT NO. 0011310

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,871,866	\$3,144,956	\$3,215,571	\$3,590,775
MAINTENANCE & OPERATIONS	1,224,184	1,263,568	1,452,607	1,637,524
CAPITAL OUTLAY	1,294	23,165	0	0
GRAND TOTAL	\$4,097,344	\$4,431,689	\$4,668,178	\$5,228,299
FULL TIME POSITIONS	29.00	30.00	30.00	31.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00
GENERAL FUND	\$3,248,400	\$3,547,169	\$3,747,584	\$4,187,552
WATER ENTERPRISE	551,813	574,938	598,386	676,485
STORM WATER	21,224	22,113	23,015	26,019
SOLID WASTE	21,224	22,113	23,015	26,019
WASTEWATER ENTERPRISE	254,683	265,356	276,178	312,224
TOTAL FUNDING	\$4,097,344	\$4,431,689	\$4,668,178	\$5,228,299

MISSION STATEMENT:

The Finance Department mission is to ensure that the City of Carlsbad makes sound financial decisions by setting and implementing a strategic financial direction. The department takes pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team; and consistently striving to go above and beyond expectations.

WORK PROGRAM:

The Finance Department's work program includes the program activities below. The total FY 2015-16 budget is allocated to the General Fund and the Water, Storm Water, Solid Waste and Wastewater Enterprise funds as shown in the table above. The allocation of these costs to the Enterprise funds is for the utility billing function performed by Finance.

PROGRAM ACTIVITIES:

Long-Range Financial Planning and Budget Management

- Prepare ten-year operating forecasts incorporating various "what-if" scenarios to facilitate decision-making for the City Council and city departments.
- Prepare and monitor annual capital and operating budgets to allocate resources in a cost-effective manner in alignment with the City Council's goals.
- Perform bi-annual review of all city fees and the Cost Allocation Plan.

General Accounting and Reporting

- Accurately bill, collect, record, and report all city revenues including follow-up of delinquent accounts.
- Prepare payments for city employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare Comprehensive Annual Financial Report in conformity with generally accepted accounting principles.
- Provide the City Council, city management and the public with timely monthly financial reports.
- Perform in-house internal control reviews as needed.
- Perform external vendor audits as needed.
- Provide staff support for the Successor Agency to the former Redevelopment Agency.
- Perform analysis on special projects as needed.

PROGRAM ACTIVITIES (continued):

Assessment District/Community Facilities District (CFD)/Special Benefit District Administration

- Assist in evaluation and formation of new districts and annexations into existing districts.
- Issue bonds for capital projects when required. Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs, assessment districts and special benefit districts as required by formation documents and state law.
- Evaluate debt refunding opportunities.

Purchasing

- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist city departments in the creation and administration of contracts.
- Administer citywide procurement card program.

Receiving, Messenger, and Mail Services

- Act as shipping and receiving for the Faraday Administration Center.
- Direct disposal of surplus and lost/unclaimed property.
- Collect outgoing city mail and apply postage.
- Sort and distribute all incoming city mail.

General Accounting and Reporting

- Provide full bi-weekly payroll functions. Maintain payroll records and documents in conformity with state and federal laws and generally accepted accounting principles.
- Perform all CalPERS, federal tax and state tax reporting and filings.

WORKLOAD AND PERFORMANCE INDICATORS:

	FY 2012	FY 2013	FY 2014
• Average number of days to issue Monthly Financial Status Report	11.5	12.2	10.5
• Awards received for CAFR	GFOA	GFOA	Pending
• Awards received for Annual Budget	GFOA & CSMFO Excellence in Operational Budgeting	GFOA & CSMFO Excellence in Operational Budgeting	GFOA & CSMFO Excellence in Operational Budgeting
• Number of business licenses processed	9,303	9,422	10,327
• Number of account payable checks processed	13,800	13,798	14,327
• Number of payroll checks issued	110	0	0
• Number of electronic payroll checks issued	24,171	24,621	25,183
• Outstanding debt issues administered	\$136 million	\$121 million	\$116 million
• Number of purchase orders issued	1,347	1,314	1,671
• Dollar amount of purchase orders issued	\$56 million	\$28 million	\$32 million
• Pieces of mail processed	126,388	143,514	126,663

KEY ACHIEVEMENTS FOR 2014-15:

- Continued to maintain a balanced budget through the recovering economy, without using city reserves.
- Closely monitored the economy and provided frequent updates to the City Council on the city's Ten-Year Financial Forecast to ensure the General Fund remained in balance throughout the year and into the future.
- Completed Phase I of an electronic funds transfer (EFT) program for the city's vendors.
- Assisted with the implementation of internal controls, procedures and policies with the new Alga Norte Park and Swim Complex operations.
- Completed internal audits/reviews of citywide cash holdings and began an audit of citywide fixed assets.
- Worked with the Human Resources Department to implement a new pay for performance system including the training of employees and Human Capital Management System (HCMS) modifications.
- Continued the implementation of additional phases of the HCMS.
- Completed the first online open enrollment creating significant efficiencies and increased accuracy.
- Several staff members completed the University of San Diego Project Management Certificate Program.
- Updated the city's Cost Allocation Plan and Fee Study.
- Completed the reconciliation of the Fleet Replacement Fund.
- Began the implementation of the new Enterprise Content Management (ECM) system.
- Began the implementation of the new Integrated Community Development System (ICDS) focusing on the business license component of the system.
- Implemented Government Accounting Standards Board (GASB) 68 which requires the city to disclose additional pension related data in its financial statements.
- Initiated the process of seeking reimbursement from the Federal Emergency Management Agency (FEMA) and the California Office of Emergency Management (CalOES) for city fire suppression and recovery efforts associated with May 2014 Poinsettia fire.
- Completed the preparation of financial policies to be incorporated into the final adopted budget.
- Implemented the administration of a short term vacation rental program in the city.

KEY GOALS FOR 2015-16:

- Continue to monitor the economy and its impact to the Ten-Year Financial Forecast to ensure the General Fund remains in balance.
- Continue to explore financing alternatives for College Blvd., Reach A.
- Continue to audit internal operations of the city, as well as external vendors/customers as appropriate.
- Work with the Information Technology Department on the reconciliation of the Information Technology Replacement Fund.
- Work with Community and Economic Development on the simplification of the current fee schedule.
- Complete and implement a citywide fraud hotline system.
- Initiate an audit of the HCMS focusing on proper internal controls and payroll accuracy, and complete a review of the city's cable franchise fees.
- Prepare a list of projects that will individually exceed the Proposition H \$1 million cap and submit the list to voters in the November 2016 election.
- Update and document various financial policies.
- Continue to perform various transient occupancy tax (TOT) audits.
- Work with the Information Technology Department to develop a strategic plan for a future Enterprise Resource Planning (ERP) system.
- Implement the TeleStaff Police scheduling and Fire scheduling upgrade.
- Implement the leave module component of the Human Capital Management System (HCMS).
- Work with the Human Resources Department to develop a part-time, hourly employees paid leave program.
- Continue the roll out of the city's new accounts payable electronic funds transfer (EFT) program.

PROGRAM: FINANCE
FUND: GENERAL & ENTERPRISE
PROGRAM GROUP: FINANCE

PAGE FOUR

ACCT NO. 0011310

- Assist the Public Works Department with a cost study for potable water, recycled water and solid waste services.
- Complete the implementation of the new Integrated Community Development System (ICDS).
- Complete the implementation of the new Enterprise Content Management (ECM) system to include workflows for contract and agenda bill processing, as well as an e-signature policy.
- Call bonds using surplus construction funds in Community Facilities District No. 3.
- Complete the reimbursement process for fire suppression and recovery efforts associated with the May 2014 Poinsettia fire.
- Refund surplus construction funds to property owners in the Alga Road assessment district.
- Work with the Human Resources Department to develop an Employee Onboarding Program.

SIGNIFICANT CHANGES:

- Combined a 0.5 position in Finance with a 0.5 position in Community and Economic Development to create a 1.0 full-time receptionist position for the Faraday Center.
- Created a permanent 0.5 position in Finance to assist with the Accounts Payable Division in the city.
- Reclassified the previously unfunded Assistant Finance Director position to a Real Estate Manager position.

PROGRAM: RISK MANAGEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: RISK MANAGEMENT

ACCT NO. 6121930

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$152,276	\$112,481	\$187,368	\$205,183
MAINTENANCE & OPERATIONS	1,719,499	625,228	1,621,880	1,795,239
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,871,775	\$737,709	\$1,809,248	\$2,000,422
FULL TIME POSITIONS	1.50	1.50	1.50	1.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters; provides recommendations and other assistance to various departments to recover losses and minimize the risk of future losses; and coordinates the ongoing efforts of the city to comply with Title II of the ADA and investigates complaints of violation of Title II.

PROGRAM ACTIVITIES:

Litigation Management

- The fund is used for settlements, costs, and defense expenses incurred as the result of general liability claims against the city and for related administration and insurance expenses. Risk Management works with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters in the areas of property, casualty, and general liability.

Insurance/Self-Insurance

- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program. Administers the general liability self-insurance funds.

Claims Management

- Directs and administers the claims management program for property, and general liability.

Loss Prevention/Training

- Provides recommendations and other assistance to various city departments to recover losses and minimize the risk of future losses.

KEY ACHIEVEMENTS FOR 2014-2015

Top-Quality Services

- Increased the city's liability limits from 15 million to 20 million to better protect the city from large exposure losses.
- Engaged in more aggressive follow-up on subrogation matters resulting in higher monetary recoveries.
- Provided aggressive oversight of liability claims which resulted in lower settlements and a reduction in the overall number of open claim files.
- Completed first major update to the Injury and Illness Prevention Program (IIPP) in many years.
- Updated insurance language and limits in city contracts and Administrative Order 68.

PROGRAM: RISK MANAGEMENT
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: RISK MANAGEMENT

PAGE TWO

ACCT NO. 6121930

KEY GOALS FOR 2015-2016

Top-Quality Services

- Increase coordination with the Human Resources Department on workers' compensation oversight.
- Move forward with joining a risk sharing pool which will provide higher liability limits and a lower self-insured retention (SIR), along with more stability in annual premiums.
- Complete comprehensive second phase of ADA Transition Plan.

SIGNIFICANT CHANGES:

- None

PROGRAM: RECORDS MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: RECORDS MANAGEMENT

ACCT NO. 0011610

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$463,607	\$140,532	\$189,479	\$183,111
MAINTENANCE & OPERATIONS	186,940	132,618	112,863	92,808
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$650,547	\$273,150	\$302,342	\$275,919
FULL TIME POSITIONS	6.00	5.00	2.00	2.00
HOURLY/FTE POSITIONS	0.50	1.00	0.50	0.50

PROGRAM DESCRIPTION:

The Records Management department is responsible for developing and implementing citywide records management and document management programs, and is tasked with maintaining city records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information.

PROGRAM ACTIVITIES:

Records Management

- Manage the citywide Records Management Program and Document Management System (DMS).
- Maintain city records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.

Administrative Support Activities

- Assist the public and city staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.

KEY ACHIEVEMENTS FOR 2014-15:

- Continued to revise the Records Retention Schedule to align with the changes in the city organization.
- Digitized archival paper legislative records for placement in the Document Management System (DMS).
- Implementation of an Enterprise Content Management System to replace the current DMS.
- Revised the Records Management Program audit process to ensure program compliance.

KEY GOALS FOR 2015-16:

Top Quality Services

- Continue implementation of new Enterprise Content Management System.
- Continue to educate key personnel on the use of the Records Management Program, DMS, electronic records, Public Records Act, and subpoena processing.
- Continue to provide resource information to the organization via the intranet and to the public via the internet.
- Continue to prepare Records Emergency Action Plan for responding to disasters.
- Conduct records audits throughout the organization to ensure compliance with the Records Management Program.

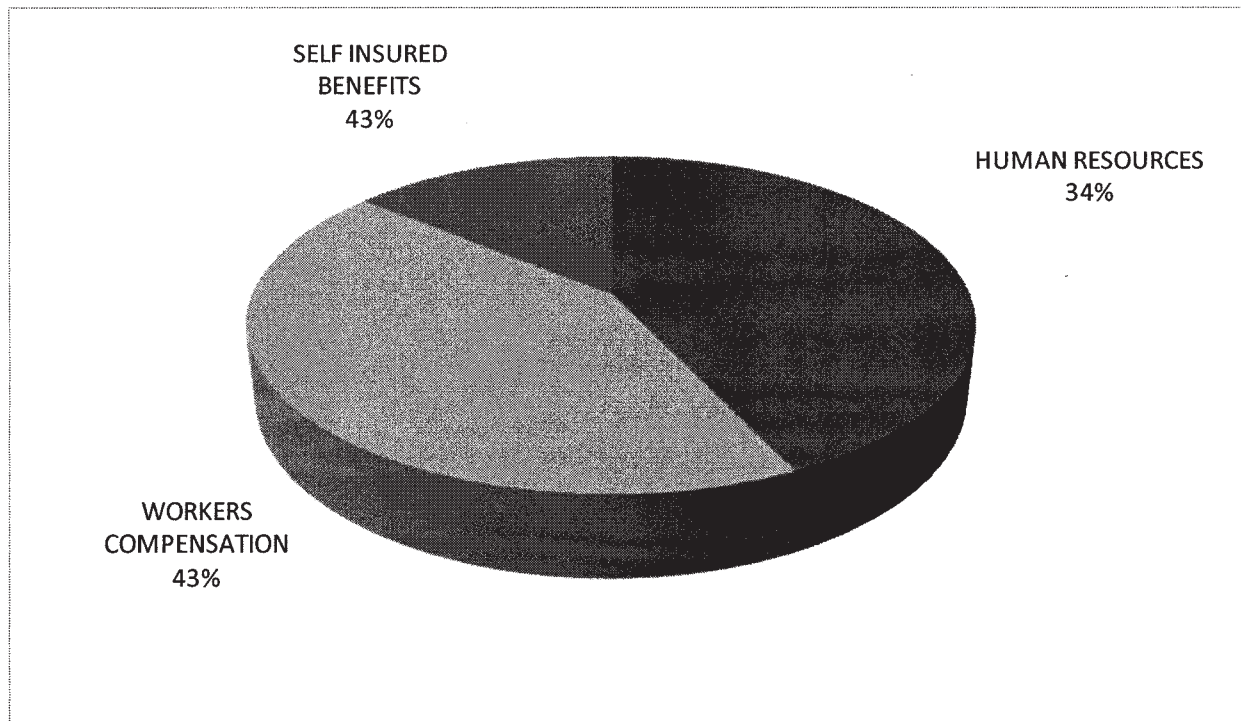
SIGNIFICANT CHANGES:

- None

PROGRAM: HUMAN RESOURCES
FUND: VARIOUS
PROGRAM GROUP: HUMAN RESOURCES

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$3,804,864	\$1,318,084	\$2,101,184	\$1,570,199
MAINTENANCE & OPERATIONS	5,855,230	5,282,970	6,356,125	5,900,766
CAPITAL OUTLAY	0	2,527	0	12,310
GRAND TOTAL	\$9,660,094	\$6,603,581	\$8,457,309	\$7,483,275
FULL TIME POSITIONS	9.00	9.00	11.00	11.00
HOURLY/FTE POSITIONS	0.75	0.75	0.00	0.70



PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

ACCT NO. 0011510 THRU 0011560

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,105,116	\$1,171,492	\$1,266,150	\$1,393,982
MAINTENANCE & OPERATIONS	1,187,899	1,248,292	1,610,079	1,785,456
CAPITAL OUTLAY	0	2,527	0	12,310
GRAND TOTAL	\$2,293,015	\$2,422,311	\$2,876,229	\$3,191,748
FULL TIME POSITIONS	8.15	8.15	10.00	10.00
HOURLY/FTE POSITIONS	0.75	0.75	0.00	0.70

MISSION STATEMENT:

People are our priority...We take care of the people who take care of Carlsbad.

PROGRAM ACTIVITIES:

Employment & Workforce Planning:

- Proactively manage city staffing in alignment with city financial goals.
- Partner with departments in organization design/redesign efforts to facilitate efficiency initiatives.
- Proactively plan and schedule recruitment efforts for anticipated key vacancies.
- Recruit and select exceptional employees.
- Onboard employees.

Employee Development:

- Provide employee development opportunities for city staff.
- Identify skill gaps in the workforce and conduct targeted training.
- Provide leadership development programs including coaching, assessment tools, and educational resources.

Benefits and Workers' Compensation:

- Administer employee benefits programs.
- Develop and implement comprehensive leave policy.
- Implement changes due to Affordable Care Act.
- Monitor claims of occupational injury and illness.

Classification and Compensation:

- Perform classification studies.
- Conduct salary surveys to ensure city employee compensation is aligned with the local labor market.

Labor & Employee Relations

- Performance Management
- Discipline
- Investigations
- Negotiations

Human Capital Management System (HCMS)

- Maintain employee databases and employment related computer applications – drives benefits, performance management, leave administration, training tracking, and payroll processes.

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

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ACCT NO. 0011510 THRU 0011560

WORKLOAD STATISTICS:

Measures for Recruitment(*)	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15
Number of applicants processed	2416	1998	10904	9527	8551
Number of recruitments processed	31	35	93	117	102
Number of new hires	34	16	32	42	59

(*) as of 5/12/15

KEY ACHIEVEMENTS FOR 2014-15:

- Performance Management (Pay for Performance) program implementation
- Department reorganization with emphasis on functional responsibilities
- Implementation of training identified in Learning and Development needs assessment, including Project Management Training
- Labor contracts with CCEA & CPOA
- Online Open Enrollment
- Streamline recruitment & selection process via use of IPads

KEY GOALS FOR 2015-16:

- Pay for Performance – Refine system, including establishing a taskforce to identify opportunities for improvements
- Human Resources Department staff transition/cross training
- Negotiations
- Develop and implement an employee orientation and integration program
- ERP Business Process Mapping
- Leave Policy – Standardized policy regarding employee leaves of absence
- Leave of absence tracking using technology solutions
- Provide tools to Human Resources Department and City Staff to access employee data

SIGNIFICANT CHANGES:

- Restructured Human Resources Department with an emphasis on functional responsibilities
 Personnel changes include:
 - Reclassification of Management Analyst to Business Systems Specialist
 - Temporary overstaff of Management Analyst, Senior Management Analyst and Human Resources Technician to train replacements.
 - Addition of .70 part-time employees.

PROGRAM: WORKERS' COMPENSATION
FUND: INTERNAL SERVICE
PROGRAM GROUP: WORKERS' COMPENSATION

ACCT NO. 6111520

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$72,804	\$100,518	\$128,370	\$128,222
MAINTENANCE & OPERATIONS	3,889,342	3,259,386	1,898,096	3,088,785
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,962,146	\$3,359,904	\$2,026,466	\$3,217,007
FULL TIME POSITIONS	0.85	0.85	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

Workers' Compensation Claims and Administration

- This fund is utilized to provide payment for medical, indemnity, and defense expenses incurred as the result of occupational injuries and illnesses. It is also utilized to pay for related administrative and insurance expenses.

PERFORMANCE MEASURE:

<u>Worker's Compensation</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>
Average lost days per claim	5.5	11.5	21.9	17.6	20.3	11

KEY GOALS FOR 2015-16:

Top Quality Services

- Continue to improve systems to monitor lost days of work, share data with management, and make recommendations to reduce the number of days an employee is out of the workplace.

SIGNIFICANT CHANGES:

None

PROGRAM: SELF-INSURED BENEFITS
FUND: INTERNAL SERVICE
PROGRAM GROUP: SELF-INSURED BENEFITS

ACCT NO. 6131520

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,626,944	\$46,074	\$706,664	\$47,995
MAINTENANCE & OPERATIONS	777,989	775,292	2,847,950	1,026,525
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,404,933	\$821,366	\$3,554,614	\$1,074,520
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

This fund is used to pay dental and life insurance administration fees and premiums for all employees.

SIGNIFICANT CHANGES:

None

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY

ACCT NO. 640XXX/6411710

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,887,991	\$3,052,136	\$3,814,861	\$3,871,386
MAINTENANCE & OPERATIONS	2,787,475	2,980,354	3,566,864	3,888,433
CAPITAL OUTLAY	465,760	1,097,508	1,926,840	639,478
GRAND TOTAL	\$6,141,226	\$7,129,998	\$9,308,565	\$8,399,297
FULL TIME POSITIONS	22.50	22.50	22.50	19.50
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.50

MISSION STATEMENT:

Connecting Carlsbad through information and technology services and partnerships.

PROGRAM ACTIVITIES:

Technology Maintenance & Operations Activities:

- Ensure all city computers and city telecommunication networks remain operational with minimum downtime.
- Guarantee availability and security of city network computer resources (staff and public).
- Provide support for all standard city applications.
- Ensure that the city receives the best value for technology goods and services.

Increase Capabilities: Technology Innovation and Implementation Activities:

- Meet the information needs of the users through deployment of effective technology to increase productivity, collaboration and communication.
- Enhance the city's Internet site for improved online access to information and services with residents, business and visitors.
- Improve viability and relevance of departmental information for analysis and decision making.

KEY ACHIEVEMENTS FOR 2014-15:

During FY 2014-15 Information Technology was focused on the five year strategy to build a foundation for execution. This consisted of 3 business initiatives to build infrastructure resilience and sustainability, transform operationally to digital government and build situational business intelligence for transparency and effective decision-making. This past fiscal year the department has either completed or is in the midst of implementation of several large technology projects. These projects have efficiencies that will reduce the costs and total cost of ownership.

- Pay for Performance System: digitized performance management and compensation. Completed Oct 2015.
- Site address reconciliation and cleansing across multiple systems to provide one system of record for a site address; critical for police & fire response, and planning & development efforts.
- Launched web-based interactive maps for the new city website for resident self-service access to information on city facilities, public art from any device.
- Launched the first business intelligence utility data mart which allowed for faster resolution to utility billing disputes and saved significant staff time.
- Kicked off 3 integral technology projects for the city: Land Management, Enterprise Content Management and Agenda Management, which will move the city to digital government, utilize electronic signatures, streamline internal processes and save significant staff time and effort for day to day business activities. These systems will also provide self-service access of data to our constituents including online payments.
- Technology upgrade of all voting, audio visual, and council agenda management, minutes and video streaming for council meetings and workshops. Completion date summer 2015.
- Implemented an outsourced model for global service desk and support producing cost savings while increasing support for new enterprise systems 24x7x 265 business days annually. Vendor model includes a shared remote service desk as well as desk-side support with highly trained and certified support resources.
- Implemented virtual desktop infrastructure for work anywhere on any device efficiencies for staff and field workers. This has been implemented in conjunction with bring your own device (BYOD) to provide the greatest flexibility and cost-sharing for the city.

- Implemented city wide security suite including virus and malware detection across critical end points and servers.
- Advanced technology upgrade of the electronic patient care records for emergency medical services and for telemedicine, community paramedicine initiatives. The system will be HIPAA compliant, regionally integrated with other districts and streamline the billing and reimbursement processes.
- Kicked off business process mapping and opportunity management initiative to gather requirements for a new enterprise resource planning suite (ERP) to manage back office financials, human resources, work orders and assets management. This suite of systems will offer streamlined business processes, significantly reduce staff time, automated processing, digital documents and electronic approval routing. There will be added modules for forecasting and budgeting, transaction integration between all enterprise systems to eliminate custom interfaces, and utilize an outsourced support model.

KEY GOALS FOR 2015-16:

The 15-16 fiscal year for information technology continues building the foundation for execution with the following technology efforts.

- Land Management System: currently in configuration stage of a system that will digitize all plan documents and provide for online business license, permits and streamlined code compliance. Projected live date mid-2016 or the end of the FY 2015-16.
- Enterprise Content Management: currently in configuration stage of a system that will digitize all documents. Phase 1 (a – Agenda Management) will go live August 2015; and phase 1 (b-Records Management) will go live November 2015. Phase 2 and 3 will digitize and streamline processes for CIP, reports, studies, purchase orders. Electronic approval processes will streamline work and digital signatures will be used wherever it is feasible. Phases 2 & 3 will be complete in 2016.
- Approved contract for the Manage to Print Service (MPS) with Ricoh. There will be 124 Multi-Function Devices (MFD) which all have printer, scanning, copying and FAX capability built in and will replace the current fleet of devices which are in excess of 325 throughout the City of Carlsbad.
- Geographical Information Systems: database migration/upgrade to a standard configuration to gain the efficiencies of self-service mapping. This configuration is will also integrate with the above content and land management systems facilitating the geo-location component for both applications. Projected live date is September 2015.
- Technology upgrade of all conference rooms & collaboration spaces, auditorium, safety center training and council meeting rooms. These upgrades will include video and web conferencing tools to enable remote meetings and reduce overall staff travel time between facilities as well as provide cost-effective outsourcing for the support of this equipment.
- Migration of all critical systems to an off-premise data center with disaster recovery and failover capability to ensure continuity of operations i.e., minimized data loss, improved recovery time from failures and improved system availability. Completion date: in phases through mid-2016.
- Implementation of an IT Service Management Suite providing standardized and best business practice structure to configuration management, asset management, change control, service catalog, Incident, problem, performance & event management. This suite will streamline the IT operations and ensure quality of service for city staff.
- Discovery Phase of a new Enterprise Resource Planning suite (ERP) to manage back office financials, human resources, work orders and assets management will begin July of 2015 and be complete by January 2016. This suite of systems will offer streamlined business processes, significantly reduce staff time, automated processing, digital documents and electronic approval routing. There will be added modules for forecasting and budgeting, transaction integration between all enterprise systems to eliminate custom interfaces, and utilize an outsourced support model.
- Build the business intelligence foundation for execution which includes departmental data marts, data warehouse, intelligence tools at the user capability level, master data management of key data such as addresses, project and contract numbers, taxonomies, and service oriented architectures for transactional processes. All of which will significantly reduce staff time in searching for data, decrease turnaround time to the constituent, and provide dutiful transparency of data.

SIGNICANT CHANGES:

- Addition of a .50 part-time Applications Analyst and funded .50 of a part-time Project Manager and .50 of a part-time Business Intelligence Developer that were previously unfunded part-time headcount.
- Elimination of 3.0 full-time staff with the implementation of the outsourced Service Desk and added 2 full-time Independent Contractors as part of the Tier 2 (desktop) Service Desk team on-site in Carlsbad.

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL
 FUND: GENERAL
 PROGRAM GROUP: NON-DEPARTMENTAL

ACCT NO. 001900X

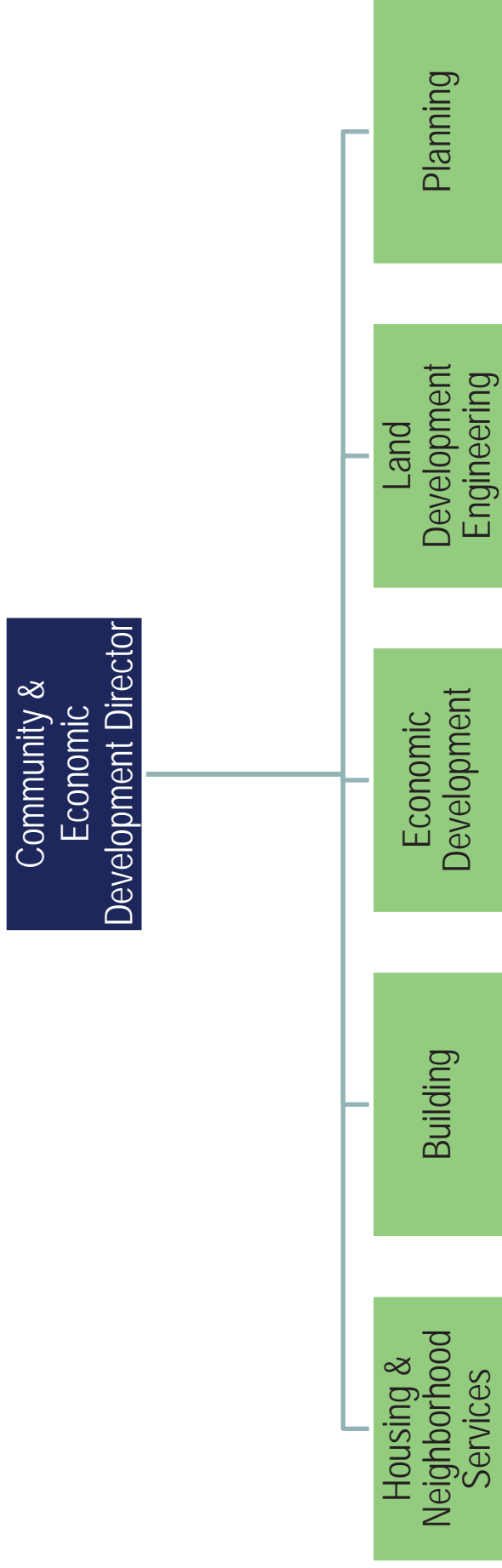
GENERAL FUND	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ADOPTED BUDGET	2015-16 ADOPTED BUDGET
<i>Miscellaneous Non-Departmental Expenditures</i>				
Legal Services	28,618	100,029	80,000	400,000
Community Contributions	135,057	33,698	0	0
Other Personnel	63,719	131,359	904,632	930,000
Professional Services	392,391	1,125,469	185,000	402,000
Property Tax and Other Administration	585,854	643,729	622,000	650,000
Dues and Subscriptions	51,492	51,565	55,000	55,000
Innovation Fund	270,515	609,548	0	0
Total Miscellaneous Non-Departmental Expenditures	1,527,646	2,695,397	1,846,632	2,437,000
<i>Transfers</i>				
Infrastructure Replacement Fund	7,547,000	7,800,000	8,302,000	8,952,000
Transfer to Self Insured Benefits - PERS Setaside	1,800,000	2,000,000	0	0
Transfer to Golf Course: Debt Service	251,072	998,549	1,031,240	1,049,795
Transfer to LLD #1 (Medians & Trees)	527,746	1,949,251	539,000	860,000
Transfer to Storm Water Program	245,931	189,616	251,962	209,735
Miscellaneous Transfers Out	658,561	3,197,800	0	1,000,000
Total General Fund Transfers	11,030,310	16,135,216	10,124,202	12,071,530
<i>Council Contingencies</i>				
Contingencies (Adopted budget)	0	0	1,500,000	1,500,000
TOTAL GENERAL FUND NON-DEPARTMENTAL	\$12,557,956	\$18,830,613	\$13,470,834	\$16,008,530



Comm Dev

Community & Economic Development

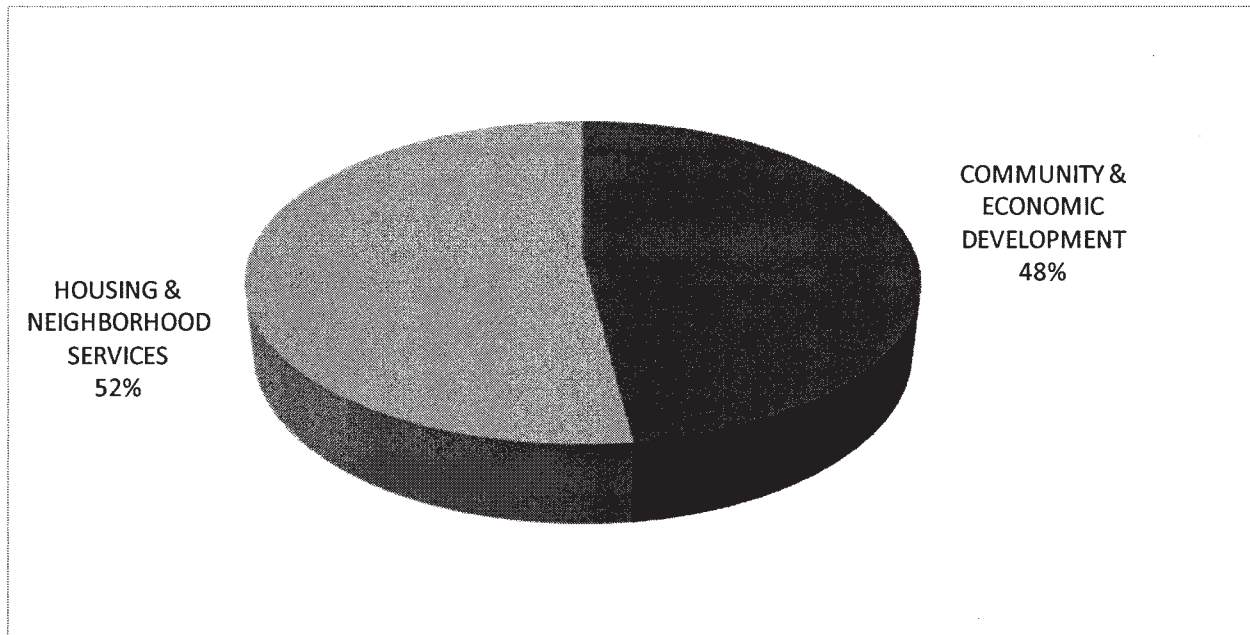
Org Chart by Function



PROGRAM: COMMUNITY DEVELOPMENT
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

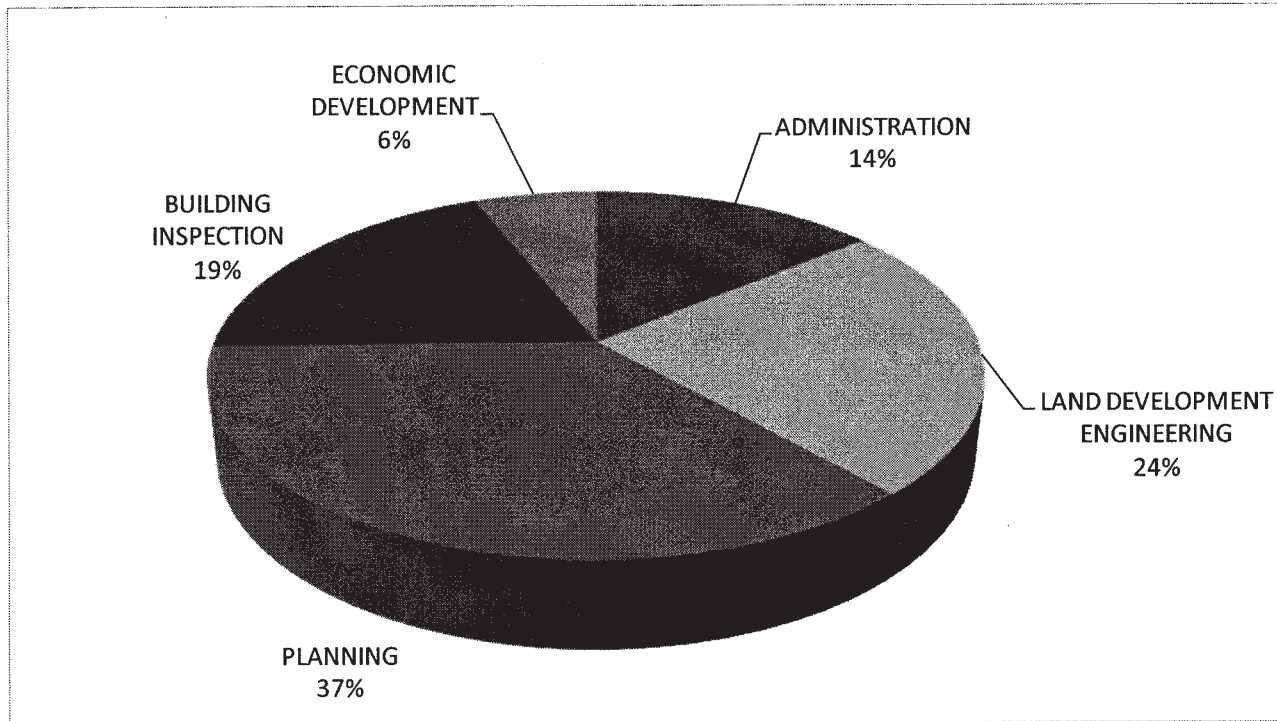
	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$6,330,923	\$6,549,585	\$6,932,661	\$7,673,441
MAINTENANCE & OPERATIONS	14,605,191	8,941,653	10,158,740	10,047,966
CAPITAL OUTLAY	19,555	69,995	0	75,000
GRAND TOTAL	\$20,955,669	\$15,561,233	\$17,091,401	\$17,796,407
FULL TIME POSITIONS	57.65	54.00	56.00	60.75
HOURLY/FTE POSITIONS	2.64	2.64	3.34	2.34



PROGRAM: COMMUNITY & ECONOMIC DEVELOPMENT
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$5,234,235	\$5,426,298	\$5,608,465	\$6,216,075
MAINTENANCE & OPERATIONS	1,727,686	2,071,379	2,551,266	2,350,819
CAPITAL OUTLAY	0	0	0	45,000
GRAND TOTAL	\$6,961,921	\$7,497,677	\$8,159,731	\$8,611,894
FULL TIME POSITIONS	47.65	44.00	44.00	47.75
HOURLY/FTE POSITIONS	2.00	2.00	3.00	2.00



PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013010

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$601,554	\$631,748	\$774,115	\$740,516
MAINTENANCE & OPERATIONS	282,166	460,082	95,528	418,534
CAPITAL OUTLAY	0	0	0	45,000
GRAND TOTAL	\$883,720	\$1,091,830	\$869,643	\$1,204,050
FULL TIME POSITIONS	4.00	5.00	6.00	5.00
HOURLY/FTE POSITIONS	0.50	0.50	0.50	1.00

MISSION STATEMENT:

We are committed to helping people build a strong community by guiding and facilitating high quality projects, preserving the environment, and providing for, and maintaining a strong economic and employment base.

PROGRAM ACTIVITIES:

The Community & Economic Development Department (CED) administration assists divisions within the department in accomplishing goals by removing roadblocks, coordinating between divisions and managing resource allocation and other support efforts.

KEY ACHIEVEMENTS FOR 2014-15:

- Supported other department divisions in processing development requests and supported the vitality of the business community. Highlights include:
 - ✓ Issued 1,600 permits valued at over \$130 million for various types of construction projects.
 - ✓ Issued over 1000 Photovoltaic energy systems permits. Performed over 1200 photo voltaic co-generation inspections.
 - ✓ Worked with the California Coastal Commission on the Local Coastal Program Amendment for the Sign Ordinance Amendment, Accessory Retail Uses in the Planned Industrial Zone, and Car Country Specific Plan Amendment.
 - ✓ Processed the approval and opening of MiraCosta's Technology Center Institute for advanced manufacturing training and the San Diego North Small Business Development Center.
- Processed the pilot fee deferral program of certain development fees as a permanent development-friendly program.
- Supported inter-departmental coordination of the revised Village and Barrio Master Plan.
- Devoted significant staff resources to two major IT strategic projects: Enterprise Content Management (ECM) and the Integrated Community Development System (ICDS) of which CED is the sponsor.
- Provided coordination and progress meetings on high priority projects including:
 - ✓ ViaSat Expansion Project
 - ✓ Westfield Carlsbad renovation
 - ✓ Floral Trade Center
 - ✓ West Village of Robertson Ranch
- Used technology to improve the customer experience.
 - ✓ Coordinated with IT to install a large touch screen monitor for self-service/public use area.
 - ✓ Implemented pilot process of accepting reports in digital form to in-lieu of scanning.
 - ✓ Evaluated equipment/software needs to enable e-plan checking in future.
- Managed city staff that worked with Urban Place Consulting to implement revitalization in the Village including the Pop-Up Plaza project, improved parking signage and other infrastructure and beautification projects.
- Provided support to key city-wide strategic initiatives including the high-performing teams workshops and citywide performance metrics.
- Initiated a strategic evaluation of the department's customer service including outreach to both internal city staff and external development partners for long-term planning.

KEY GOALS FOR 2015-16:

- Provide adequate resources for the approval of the General Plan, Climate Action Plan and certification of the Program Environmental Impact Report (EIR).
- Contribute resources to an inter-departmental team to develop an implementation program for the Climate Action Plan.
- Allocate necessary time and resources to an update of the Zoning Ordinance once the General Plan update is approved.
- Ensure completion of the updated Village Master Plan and Design Manual and hold adoption hearings.
- Digitize historical development documents so that online research can be completed once the ECM project is live.
- Work with the Communications Department to provide necessary online training and information resources related to the new technology systems.
- Support the go-live of the ECM project which will include electronic processing of agenda bills and more robust online searching of archived documents.
- Lead the go-live of ICDS, the new permitting and licensing system, which includes:
 - ✓ Implementing business process changes for more efficient processing and online application for permits and licenses
 - ✓ More robust reporting and search capabilities for internal and external stakeholders
 - ✓ More transparency for the public into development and licensing statuses and processes
- Implement first phase of the modernization of the Faraday Center to provide digital research and viewing stations, collaboration areas for meetings and technical help and a pilot self-service kiosk area.

SIGNIFICANT CHANGES:

- Un-funding a .50 part-time Technical Assistant to offset the cost of a one year limited term Building Technician.

PROGRAM: ECONOMIC DEVELOPMENT
FUND: GENERAL
PROGRAM GROUP: COMMUNITY AND ECONOMIC DEVELOPMENT

ACCT NO. 0013020

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$142,608	\$164,777	\$153,634	\$283,586
MAINTENANCE & OPERATIONS	68,579	220,884	252,319	259,155
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$211,187	\$385,661	\$405,953	\$542,741
FULL TIME POSITIONS	1.00	1.00	1.00	2.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Strengthen the city's strong and diverse economy, support local businesses, attract new businesses in targeted industries, partner with regional economic developers and solidify the city's position as a key employment hub.

PROGRAM ACTIVITIES:

The Economic Development Division administers the city's economic development activities relative to the City Council's focus area of creating jobs in the new economy. This focus area is implemented through Economic Development's programs of attracting talent, retaining and expanding businesses, and leveraging regional partnerships. Economic Development develops and maintains robust business-supporting programs, implements promotional and marketing materials, provides economic and demographic information, and acts as the city's liaison to the business community to remove barriers to business growth and vitality.

KEY ACHIEVEMENTS FOR 2014-15:

- Maintained important programs such as the business academy. Provided chamber support including monthly articles for the Carlsbad Business Journal, and served on the Economic Development committee of the San Diego Regional EDC.
- Monitored performance and supported achievement of goals for Bio, Tech and Beyond, and the life sciences incubator, which completed its second year of operations with 17 tenants and created 28 full time jobs.
- Managed first year of implementing the Life in Action™ talent attraction brand by updating website content, meeting with company human resources contacts and preparing up-to-date print and digital marketing materials. The website (www.carlsbadlifeinaction.com) has experienced more than 24,000 page views by more than 4,700 unique viewers, four print ads and 1300 brochures distributed.
- Created a social media strategy report and online presence for both Facebook and Twitter to drive engagement and exposure to Carlsbad businesses. Facebook "likes" for CarlsbadBiz are at approximately 800, and Twitter followers for @CarlsbadBiz exceed 300.
- Continued engagement with a business outreach consultant to expand the visibility of Carlsbad companies to national and industry specific media.
- Worked with north county cities to launch the 78 Corridor comprehensive economic development collaborative campaign (Innovate 78) and project, and managed the contract with the San Diego Regional Economic Development Corporation on behalf of the partner cities.
- Undertook important survey efforts by conducting the bi-annual business survey to collect data from 476 unique businesses and assess the business climate in the city.
- Addressed more than 340 inquiries and meetings related to business attraction, retention and expansion efforts and assisted 24 businesses through the development review process. In addition, economic development responded to 16 prospective businesses with information about relocating to Carlsbad.
- Maintained effective communication materials for business and citizen awareness including bi-monthly newsletters, web posts on industry related topics, and current infographics showing overall economic indicators and industry-specific information on the city's strongest clusters.
- Continued collaboration and regular monthly meetings with the Carlsbad Chamber of Commerce, the 78 Corridor and the San Diego Regional Economic Development Corporation.
- Completed a tourism study to identify opportunities for growth in Carlsbad's tourism industry.

KEY ACHIEVEMENTS FOR 2014-15 (continued):

- Facilitated the completion and opening of MiraCosta's Technology Career Institute to develop workforce training programs for high tech machining, engineering and maritime technology certificates.
- Participated in the organization and execution of regional events such as Manufacturing Day, Life Sciences on Tap for BioCon, San Diego Water Authority roundtable, the launch of "GoSanDiego" and the launch of the 78 Corridor north county initiative "Innovate78".
- Developed maps highlighting the development projects in the city for all uses and their status: approved, pending, or under construction. The maps are updated every six months and were updated twice this fiscal year.
- Applied for and received awards from the California Association of Local Economic Developers (CALED) for Carlsbad Life In Action™ for ingenuity and creativity in the talent attraction campaign.
- Organized behind the scenes tours for CED staff members at Legoland, Bio, Tech and Beyond and TaylorMade.
- Completed a national benchmarking study where Carlsbad's demographic and economic data was compared against 200 other similar populated cities and contrasted for trends and competitive advantage. This was the first year for this study and will be updated annually.

KEY GOALS FOR 2015-16:

- Fully implement an effective and technology-driven talent attraction campaign to assist businesses with their talent needs.
- Continue to grow the economic development presence online with a strengthening of economic development-focused social media that drive connections and visitors to the Life in Action™ website.
- Implement recommendations from business outreach consultants to drive national recognition to Carlsbad as a place to have a career and active lifestyle through media exposure.
- Create interactive mapping for various utility infrastructure to support prospective businesses and expanding businesses available utility information.
- Continue to provide excellent data and information to existing Carlsbad businesses and those looking to relocate to Carlsbad through direct communication, as well as through the website, online news posts, presentations and involvement in local business organizations.
- Continue to help implement the 78 Corridor economic development plan for North County that will promote regional prosperity and economic growth and administer the contract on behalf of the five cities.
- Build a web-based dashboard where economic indicators can be updated regularly and pulled from external data sources.
- Host events that support the collaboration and cross integration of Carlsbad's industry clusters.
- Continue to strengthen regional economic development connections by serving on the San Diego Regional EDC's economic development committee and attending industry association events related to Carlsbad's cluster industries.
- Work with Visit Carlsbad and the Carlsbad Tourism Business Improvement District (CTBID) to implement recommendations from the 2015 Tourism Study.

SIGNIFICANT CHANGES:

- None

PROGRAM: LAND DEVELOPMENT ENGINEERING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013110

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,204,194	\$1,179,616	\$1,200,749	\$1,584,911
MAINTENANCE & OPERATIONS	208,100	272,894	810,705	521,752
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,412,294	\$1,452,510	\$2,011,454	\$2,106,663
FULL TIME POSITIONS	12.00	9.00	9.00	10.75
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.00

MISSION STATEMENT:

To serve Carlsbad residents, business owners and developers by encouraging robust and creative engineering solutions on development projects, and serving as a resource to other departments on engineering, storm water, geotechnical, mapping and title issues.

PROGRAM ACTIVITIES:

Discretionary Review of Development Projects

- Provide technical support in a timely and efficient manner. Assist applicants and their engineers in complying with the city's engineering standards and subdivision ordinance, state stormwater ordinances and Map Act requirements, and good engineering practices.

Planchecking of Development Projects

- Provide plancheck services for grading plans, improvement plans, final maps, parcel maps, easements and other construction drawings. Check for consistency with engineering standards. Coordinate with other departments and divisions to provide comprehensive multi-disciplinary review.

Manage Development Projects

- Manage the various engineering-related aspects to projects as construction drawings are developed. Review conditions of approval, prepare securities, improvement agreements, deeds, hold harmless and other agreements. During construction, serve as a resource to the project inspector. Coordinate post-construction project closeout.

Customer Service/Public Information

- Provide the highest level of customer service at the Development Services counter when providing engineering information, conduct plancheck of building plans for engineering issues, prepare development fee estimates, and process administrative permits.

Maintain City Engineering Standards

- Practice continuous incremental improvement of standards and procedures, always looking for ways to identify additional efficiencies in procedures. Draft code changes to reflect revised procedures or to clarify existing best practices. Monitor changes in state laws pertaining to development and implement these changes in city standards.

KEY ACHIEVEMENTS FOR 2014-2015:

- Used technology to improve customer experience
 - ✓ Coordinated with IT to test a large touch screen monitor for self-service/public use area.
 - ✓ Implemented pilot process of accepting reports in digital form in-lieu of scanning.
 - ✓ Participated in ICDS process meetings to document existing and develop future workflow needs.
 - ✓ Evaluated equipment/software needs to enable e-plan checking in future.
- Completed over 165 reviews and conditioned over 100 discretionary projects.
- Processed approximately 1,100 engineering related permit applications.
- Completed over 450 individual plan check cycles comprising over 1,900 plan sheets and issued grading permits for 18 major projects, including Westfield Shopping Mall, Floral Trade Center, Hoehn Audi Dealership, Quarry Creek and Springhill Suites Hotel.
- Monitored changes to storm water regulations:
 - ✓ Provided updates to Land Development-Planning section of Jurisdictional Runoff Management Plan (JRMP).
 - ✓ Attended meetings and participated in development of Countywide Model BMP Design Manual.
 - ✓ Attended Co-permittee meetings regarding Watershed Management Area Analysis (WMAA).
 - ✓ Updates to Prior Lawful Approval language and Alternative Compliance Program options
 - ✓ Participated in Co-permittee sharing on TCBMP tracking processes
 - ✓ Contributed to the Co-permittee Land Development Workgroup.
 - ✓ Ongoing in-house training on new regulations for other divisions.
- Implemented Continuous Incremental Improvement initiatives, including:
 - ✓ Changed procedures to allow onsite private utilities.
 - ✓ Modified and streamlined procedures for minor grading permits.
 - ✓ Updated grading and improvement plan title sheets.
- Updated Engineering Standards:
 - ✓ Scheduled and chaired meetings of the Engineering Standards Coordination Committee.
 - ✓ Scheduled and chaired meetings of the Engineering Standards Approval Committee.
 - ✓ Assisted Water Operations in updating the Water Standards.
- Exceeded customer service goals for turnaround time and number of reviews.
- Developed and provided technical training to Maintenance & Operations staff on review of engineering drawings

KEY GOALS FOR 2015-2016:

- Continue to ensure that all development projects are consistent with City of Carlsbad Engineering Standards.
- Implement BMP Design Manual and update Municipal Code.
- Participate in the Customer Service Initiative
- Update engineering standards to be consistent with new General Plan.
- Continue to refine all procedures and systems to increase the efficiency of project approvals.
- Implement new permitting system software as part of the ICDS system and provide online permitting for certain permit types.

SIGNIFICANT CHANGES:

- Addition of a one year 1.0 limited-term Associate Engineer
- Addition of a one year .75 limited-term Senior Office Specialist offset by the elimination of a .50 part-time Administrative Assistant.

PROGRAM: LAND USE PLANNING & PLANNING COMMISSION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013210/0013220

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,398,507	\$2,511,893	\$2,552,886	\$2,571,941
MAINTENANCE & OPERATIONS	667,096	473,211	459,157	529,060
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,065,603	\$2,985,104	\$3,012,043	\$3,101,001
FULL TIME POSITIONS	21.00	21.00	21.00	20.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

The Planning Division’s mission is to help guide the planned physical development of the city in a manner that enhances the quality of life for its citizens.

PROGRAM ACTIVITIES:

Review of Development Projects

- Provide technical support to the Planning Commission and City Council in a timely and efficient manner and ensure consistency of all development proposals with the city’s general plan, zoning, subdivision, Local Coastal Program, and environmental ordinances. Update development standards as needed. Ensure the efficient processing for city CIP projects, including environmental clearance.

Preparation of Special Studies and Policy Review

- Prepare special studies relating to land use as directed by the City Council. Provide advice to the City Council and Planning Commission regarding policy matters related to planning and development in the city. Represent the city in regional planning matters at SANDAG and advise the City Council representative to the SANDAG board and committees.

Implementation of General Plan and Growth Management Plan

- Ensure that all new planning programs and development projects are consistent with the goals, policies and objectives of the General Plan, as well as the performance standards of the Growth Management Plan. Update the General Plan as needed to comply with state requirements and to address local issues.

Customer Service/Public Information

- Provide the highest level of customer service at the Development Services Counter when providing planning and zoning information, reviewing building permits, and processing administrative permits.

KEY ACHIEVEMENTS FOR 2014-2015:

- Completed drafting and released for public review the revised Air Quality and Alternatives Section of the Program Environmental Impact Report (EIR) prepared for the General Plan Update and Climate Action Plan.
- Completed the written response to comments provided on the Draft General Plan and Program EIR.
- Reviewed the first draft of the revised Village and Barrio Master Plan and worked with other departments to provide a comprehensive set of city comments to complete the draft plan.
- Worked with the California Coastal Commission on the Local Coastal Program Amendment for the Sign Ordinance Amendment, Accessory Retail Uses in the Planned Industrial Zone, and Car Country Specific Plan Amendment.

KEY ACHIEVEMENTS FOR 2014-2015 (continued):

- Assisted the staff of the California Coastal Commission in the review of Local Coastal Program Amendments for a number of local projects. Continued monthly coordination meetings with Coastal Commission staff on various policy and project specific issues.
- Processed various development permits for the West Village of the Robertson Ranch development.
- Processed required environmental documents and entitlements for the second phase improvements of the Westfield Carlsbad project.
- Processed permits for city capital projects (park, sewer, water, drainage, and road projects).
- Earned a 96 percent satisfaction rating in the annual Customer Satisfaction Survey conducted by BW Research.
- Continued to work with the Agricultural Conversion Mitigation Committee and grant recipients.
- Completed entitlements for numerous private development projects requiring administrative permits or approvals from the Planning Commission or City Council.
- Continued to work with numerous parties on revitalization efforts in the Village Area and processed permits for administrative and discretionary review.
- Provided staff support to the permitting process for the Carlsbad Energy Center Project.
- Selected a consultant and entered into a contract for the preparation of an EIR for the city owned Lot 9 parcel adjacent to the Crossing Drive, and reviewed the project design for conformance with city requirements.
- Performed the environmental review on all private developments and city capital projects.
- Reviewed and approved the environmental section of all City Council Agenda Bills.
- Completed the recruitment process for a vacant Associate Planner and Principal Planner position.

KEY GOALS FOR 2015-2016:

Top Quality Services

- Meet or exceed the following Planning Division Performance Measures:
 - Deem 80 percent of all applications complete in 2 or fewer review cycles.
 - Process all applications for a decision within California Permit Streamlining Act timeframes.
 - Obtain a customer satisfaction rating of 90 percent or better as measured by the annual BW Research Planning Division Customer Satisfaction Survey.
- Hold Planning Commission and City Council public hearings for adoption of the updated General Plan, Climate Action Plan and certification of the Program EIR.
- Complete the draft of the updated Local Coastal Program (LCP) in accordance with the requirements of the California Coastal Commission and Ocean Protection Council Grants awarded to the City of Carlsbad. Coordinate with Coastal Commission staff on the development of the LCP.
- Complete the draft of the updated Zoning Ordinance.
- Prepare ordinances identified in the Draft Climate Action Plan which are necessary to implement greenhouse gas emissions reductions.
- Complete the draft of the updated Village Master Plan and Design Manual and hold adoption hearings.
- Continue to revise procedures and policies to ensure the efficient processing of all projects.
- Provide strategic advice regarding land use and long-term planning in the city to the Planning Commission and City Council.
- Process all private development permits in a timely manner and ensure a high level of project quality.
- Complete work with Coastal Commission staff on the Local Coastal Program amendment required to implement Proposition D.
- Process planning area entitlements for the West Village of Robertson Ranch.
- Process planning area entitlements for the Quarry Creek Master Plan.
- Continue to participate on the project team for the Carlsbad Coastal Corridor Project.
- Complete environmental documents and process project entitlements for hotel and timeshare units proposed on Lot 9 adjacent to the Crossings.
- Assist in the planning and approval process for the Chestnut Avenue Railroad Crossing and the NCTD/SANDAG Railroad Double-tracking.
- Review and process environmental reports and related documents.
- Should the Caruso Affiliated/SDG&E Strawberry Fields Project be submitted, process all required environmental studies and review the project for conformance with all policies and regulations.

SIGNIFICANT CHANGES:

- None

PROGRAM: BUILDING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013610

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$887,372	\$938,264	\$927,081	\$1,035,121
MAINTENANCE & OPERATIONS	501,745	644,308	933,557	622,318
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,389,117	\$1,582,572	\$1,860,638	\$1,657,439
FULL TIME POSITIONS	9.00	8.00	7.00	10.00
HOURLY/FTE POSITIONS	1.00	1.00	2.00	1.00

WORK PROGRAM:

The Building Division reviews applications for building permits, routes applications to applicable departments, issues permits, and inspects structures under construction for compliance with California Building Code Regulations.

PROGRAM ACTIVITIES:

- Receive and process building permit applications; coordination of other city departments for building permit approval and issuance. Field inspection of construction for all new and remodeled structures.

KEY ACHIEVEMENTS FOR 2014-15:

- Issued 1,600 permits valued at over \$130 million for various types of construction projects.
- Performed over 21,000 combination building inspections the next working day following an inspection request.
- Performed final building inspections on over 200 dwelling units and 60,000 square feet of commercial development.
- Issued over 1000 photovoltaic energy systems permits. Performed over 1200 photovoltaic co-generation inspections.
- Issued over 400 storm water permits and performed over 1,700 storm water pollution prevention inspections.
- Developed special projects design-build approval and inspection process for Fire Station 3, completed Westfield Carlsbad Phase I and began final commissioning of the Carlsbad Desalination Plant.
- Continued to fully implement the Inspector Efficiency Program with GIS based daily inspection mapping to track and improve daily routing efficiency. Improved data entry process for inspection results and actions.
- Began scanning over 10 years of permanent records of large format plans and uploading to the Enterprise Content Management system (ECM).
- Improved the functionality of Building Division webpage; provide fillable forms for fee estimates and providing current information bulletins.

KEY GOALS FOR 2015-16:

Top Quality Services

- Respond to 98 percent of requests for field inspections the next working day by using a priority based system for inspection requests based on geographic routing, proactive inspection scheduling and effective project management.
- Continue intern inspector program in cooperation with local college construction technology programs.
- Monitor Building Permit Plan Check Reviews to achieve excellent turnaround times for business and residential applicants.
- Finalize Building Division Records Management Program to digitally store and retrieve permanent records. Complete conversion of 150,000 pages of stored plans into a digital format.
- Upgrade and automate to Energov permitting System software to provide greater public access to permitting process. Integrate web page with automated permitting system.
- Provide staff development training for each employee on the California Building Codes and Storm Water regulations and Accessibility regulations.

PROGRAM: BUILDING
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

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ACCT NO. 0013610

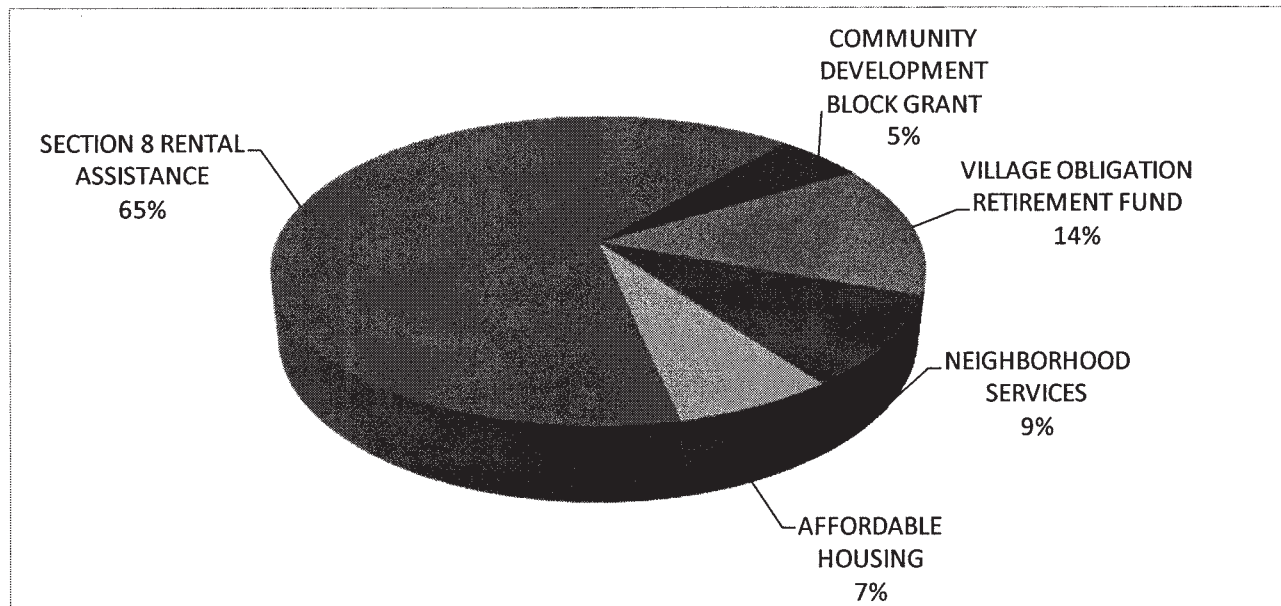
- Continue to collaborate with Construction Management Inspection and Building Inspection staff for Storm Water compliance to ensure a more efficient use of time and resources. Provide structural plan review for retaining walls shown on grading plans.
- Continue scanning documents into the Enterprise Content Management system (ECM) for improved access by the public. Implement process to require digital copies of plans, thereby reducing cost and storage space.
- Monitor customer service satisfaction surveys to improve Building Division's effectiveness and performance.

SIGNIFICANT CHANGES:

- Un-funding a .50 part-time Technical Assistant in Administration and .50 part-time Administrative Assistant in Building to offset the cost of a one year limited term 1.0 Building Technician.
- Eliminating the headcount of a .50 part-time Administrative Assistant for a full-time Account Clerk II position in the Finance Department. This position will provide support for both departments.
- Adding a one year 1.0 limited term Building Inspector.

PROGRAM: HOUSING & NEIGHBORHOOD SERVICES
FUND: VARIOUS
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,096,688	\$1,123,287	\$1,324,196	\$1,457,366
MAINTENANCE & OPERATIONS	12,877,505	6,870,274	7,607,474	7,697,147
CAPITAL OUTLAY	19,555	69,995	0	30,000
GRAND TOTAL	\$13,993,748	\$8,063,556	\$8,931,670	\$9,184,513
FULL TIME POSITIONS	10.00	10.00	12.00	13.00
HOURLY/FTE POSITIONS	0.64	0.64	0.34	0.34



PROGRAM: NEIGHBORHOOD SERVICES
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT ACCT NO. 00125XX/
0012910/1502810

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$306,831	\$301,038	\$405,870	\$479,051
MAINTENANCE & OPERATIONS	261,298	279,577	329,447	354,512
CAPITAL OUTLAY	0	0	0	30,000
GRAND TOTAL	\$568,129	\$580,615	\$735,317	\$863,563
FULL TIME POSITIONS	2.63	2.78	3.78	4.48
HOURLY/FTE POSITIONS	0.34	0.34	0.34	0.34
GENERAL FUND	\$522,669	\$569,061	\$721,317	\$853,563
SPECIAL REVENUE	45,460	11,554	14,000	10,000
TOTAL FUNDING	\$568,129	\$580,615	\$735,317	\$863,563

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Code Compliance

- Assist residents and provide expertise regarding zoning, housing, building and miscellaneous Municipal Code inquiries.

Community Funding Program

- Assist community organizations, winning teams and special events that benefit the residents of Carlsbad.

Community Relations Program and Neighborhood Liaisons

- Coordinate programs to meet the needs of our diverse community.
- Provide a central point of contact between residents and city government.
- Coordinate neighborhood service interdepartmental response teams.

Employment Hiring Center

- Administer contract to provide a hiring center that assists day laborers in obtaining employment.

Neighborhood Organization and Engagement Initiative

- Assist residents and business owners to create neighborhood organizations/associations to assist with enhancement and/or problem-solving.
- Engage neighborhood leaders in enhancement efforts.
- Assist residents and business owners to address neighborhood issues and concerns.

Volunteer Program

- Recruit and coordinate volunteer services.
- Match volunteers with appropriate programs and projects to allow for community problem solving and extension of city services.
- Encourage an environment of volunteerism throughout the community.
- Manage Mediation and Nextdoor Programs.
- Manage the CityStuff program.

PROGRAM: NEIGHBORHOOD SERVICES
FUND: GENERAL FUND
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES

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**ACCT NO. 00125XX/
0012910/1502810**

KEY ACHIEVEMENTS 2014-15

- Implemented GoEnforce, an online case management tool. This system enables the Code Compliance division to become more efficient and streamlined.
- Developed and created the first neighborhoods empowerment conference called Carlsbad-Love It! Nearly 200 residents and community organizations gathered to collaborate on how to improve the quality of life in Carlsbad and strengthen the sense of community.
- Via Nextdoor, staff now connects with over 6,000 residents weekly. Nextdoor is a social media effort to strengthen connections between neighbors and neighborhoods, and continue marketing and recruitment efforts for community functions.

KEY GOALS 2015-16

- Release the GoEnforce mobile application to the community.
- Continue to modernize Code Compliance and increase education campaign for programs.
- Establish strong neighborhood connections through various mediums.
- Establish community liaison programs and relationships.
- Continue dissolution actions for the Carlsbad Redevelopment Agency.
- Continue expanding the Leadership Academy Program, for youth and adults, to encourage greater civic engagement by a more diverse population.

SIGNIFICANT CHANGES

- A 1.0 full-time code compliance position was added to further enhance the city's code compliance program.

PROGRAM: AFFORDABLE HOUSING
FUND: HOUSING TRUST FUND
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 1332621

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$269,951	\$291,706	\$358,942	\$401,721
MAINTENANCE & OPERATIONS	3,936,151	185,264	178,438	214,919
CAPITAL OUTLAY	5,083	0	0	0
GRAND TOTAL	\$4,211,185	\$476,970	\$537,380	\$616,640
FULL TIME POSITIONS	2.62	2.27	3.27	3.40
HOURLY/FTE POSITIONS	0.30	0.30	0.00	0.00

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Affordable Housing Programs

Provide staff support to implement the various affordable housing programs as set forth within the city's housing element, including:

- Mortgage Credit Certificate Program (MCC).
- Provide staff support to the Housing Commission.
- Participate in the San Diego Regional Housing Task Force.
- Down Payment and Closing Cost Assistance Program.
- Minor Home Repair Program.
- Develop new opportunities for affordable housing.

Affordable Housing Financial Assistance

- Negotiate and prepare financial assistance and loan documents for construction of single-family and multi-family affordable housing projects.

Inclusionary Housing

- 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.
- Monitor the development and operation of affordable housing projects.
- Assist with development of affordable housing projects from concept to construction.

KEY ACHIEVEMENTS 2014-15:

- Partnered with municipalities throughout San Diego County to successfully submit the Analysis of Impediments to Fair Housing Choice.

KEY GOALS 2015-16:

- Continue to work with inclusionary housing developers to produce additional homes affordable to low income housings. The goal is to support the start of construction for at least 100 new affordable homes.

SIGNIFICANT CHANGES:

- None

PROGRAM: RENTAL ASSISTANCE
FUND: SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 190XXXX

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$359,041	\$358,270	\$381,815	\$379,162
MAINTENANCE & OPERATIONS	5,996,504	5,728,859	5,867,240	5,560,984
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$6,355,545	\$6,087,129	\$6,249,055	\$5,940,146
FULL TIME POSITIONS	3.60	3.60	3.60	3.60
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Serving to engage and connect the community, its neighborhoods, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

PROGRAM ACTIVITIES:

Section 8 Tenant-Based Rental Assistance

- Provide federal funding to subsidize rents for extremely low-income and very low-income households.
- Assist low-income households in the community to access rental housing that is decent, safe, and sanitary.
- Ensure program is being administered in compliance with federal regulations, federal guidelines, the Carlsbad Administrative Plan, and the Public Housing Agency (PHA) Plan.
- Achieve and maintain a lease rate that effectively and fully utilizes funding allocation.

Family Self-Sufficiency

- Enable unemployed, under-employed or under-educated low-income families achieve economic independence from welfare.
- Assist families identify barriers to becoming self-sufficient.
- Provide guidance to families for establishing a five-year goal and plan.
- Coordinate needed support services and act as an advocate on behalf of the client.

PERFORMANCE/WORKLOAD MEASURES:

- Maintain a Section Eight Management Assessment Program (SEMAP) ranking which is at a minimum "Standard Performer" and with a goal of "High Performer."
- Achieve and maintain a lease rate utilizing 98 percent of allocated funds.
- Update and revise Administrative Plan to adopt changes in federal regulations.
- Expand rental assistance knowledge by conducting community workshops, providing owner and participant educational opportunities, and conducting owner outreach presentations.

KEY ACHIEVEMENTS 2014-15:

- Provided monthly rental assistance to approximately 600 very low and extremely low-income households.
- Received "High Performer" ranking under SEMAP (sixth consecutive year, due to outstanding job performance).

KEY GOALS 2015-16

- Continue efforts to improve operational efficiency and reduce the need for paper file storage and increase the ability for electronic file storage.

SIGNIFICANT CHANGES:

- None

PROGRAM: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)
FUND: SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 391XXXX

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$66,419	\$69,116	\$72,476	\$84,806
MAINTENANCE & OPERATIONS	2,014,649	69,911	22,163	389,224
CAPITAL OUTLAY	14,472	69,995	0	0
GRAND TOTAL	\$2,095,540	\$209,022	\$94,639	\$474,030
FULL TIME POSITIONS	0.30	0.50	0.50	0.67
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Working in partnership with the community to provide tools and resources that promote and sustain vibrant, thriving neighborhoods.

PROGRAM ACTIVITIES:

- Provide staff support to the CDBG Funding Advisory Committee and City Council in the selection process for identifying activities to be included in the consolidated funding plan for the CDBG Program.
- Prepare a consolidated funding plan for submittal to U.S. Department of Housing and Urban Development (HUD).
- Ensure that documentation is maintained to meet guidelines established by HUD for continued CDBG funding.
- Monitor activities of grant sub-recipients to ensure that HUD and city requirements are met.
- Prepare Annual Performance and Evaluation Report for review and approval by City Council and HUD.

PERFORMANCE MEASURES:

- Hold four public meetings/hearings to review and obtain comments on the city's CDBG Program.
- Conduct selection process to identify those programs and projects that will provide the maximum benefit to low income residents of Carlsbad.
- Monitor grant sub-recipients and maintain documentation necessary to meet federal guidelines, resulting in no uncorrected audit findings from HUD.

KEY ACHIEVEMENTS 2014-15:

- Provided CDBG funding assistance to 12 nonprofit, non-city organizations and assisted over 1,700 low income Carlsbad residents.
- Met compliance requirements for timely expenditure of CDBG funds.
- Provided CDBG funds (\$454,000) and Housing Trust funds (\$2,646,000) to assist in the acquisition of Chestnut Village Apartments (16 very low income affordable homes), located in Carlsbad, for graduates from the Solutions for Change Academy for homeless families.
- Successfully completed and received approval for the FY 2015-2020 Consolidated Plan and the FY 2015-2020 Regional Analysis of Impediments to Fair Housing Choice.

KEY GOALS 2015-16

- Successful filing of the FY 2014-15 Consolidated Annual Plan Evaluation Report (CAPER).
- Successful submission and HUD approval of the 5 year Consolidated Plan, Analysis of Impediments to Fair Housing Choice, and the Annual CDBG Action Plan for FY 2015-16.
- Project identification and related expenditure plan for CDBG funds for additional affordable home project(s).
- Review and consideration of modifications for annual CDBG funding plan and selection process.

SIGNIFICANT CHANGES:

- None

PROGRAM: SUCCESSOR AGENCY (REDEVELOPMENT) OPERATIONS
VILLAGE AREA
FUND: TRUST
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT ACCT NO. 8012410

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$94,446	\$103,157	\$105,093	\$112,626
MAINTENANCE & OPERATIONS	668,903	606,663	1,210,186	1,177,508
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$763,349	\$709,820	\$1,315,279	\$1,290,134
FULL TIME POSITIONS	0.85	0.85	0.85	0.85
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM ACTIVITIES:

- Complete various activities associated with dissolution of the Redevelopment Agency.
- Complete any projects set forth within the approved Recognized Obligation Payment Schedule (ROPS) and ensure payment of all debt obligations as set forth by the Oversight Board.
- Coordinate the activities of the Oversight Board, and complete assignments of the Oversight Board.
- Transfer ownership of redevelopment agency property to appropriate agency, or sell said property as set forth by the Oversight Board.

KEY ACHIEVEMENTS 2014-15

- Successfully completed all of the required financial audits for the sunset of the program.
- Partnered and worked collaboratively to reach approval by the State of California's Department of Finance.

KEY GOALS 2015-16:

- HNS staff will coordinate with the City Attorney's Office, Finance Department, the Oversight Board, the State of California and County of San Diego to ensure proper implementation of the Successor Agency and take appropriate actions to continue to dissolve the former redevelopment agency in a timely manner and ensure repayment of all approved debt obligations.
- Complete approved redevelopment projects as set forth within the certified ROPS and submit all required reports on dissolution activities to the State of California and the County of San Diego.

SIGNIFICANT CHANGES:

- None



Comm Services



Community Services

Community Services

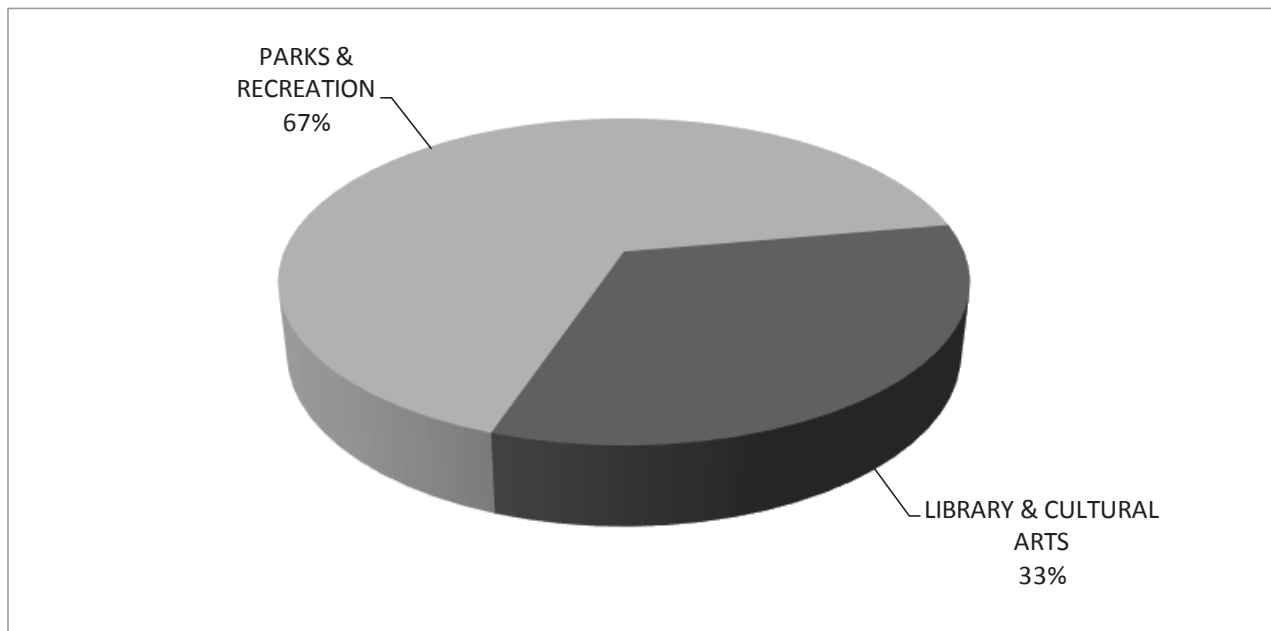
Org Chart by Function



PROGRAM: COMMUNITY SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$13,686,932	\$14,301,348	\$15,448,168	\$15,617,527
MAINTENANCE & OPERATIONS	16,796,486	18,520,298	19,696,075	21,560,772
CAPITAL OUTLAY	623,540	692,297	0	318,187
GRAND TOTAL	\$31,106,958	\$33,513,943	\$35,144,243	\$37,496,486
FULL TIME POSITIONS	119.65	118.85	111.85	108.65
HOURLY/FTE POSITIONS	118.11	135.10	137.79	139.83



PROGRAM: LIBRARY & CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$6,669,040	\$6,864,597	\$7,374,868	\$7,488,329
MAINTENANCE & OPERATIONS	3,738,815	3,788,891	3,982,050	4,779,158
CAPITAL OUTLAY	9,907	15,467	0	202,187
GRAND TOTAL	\$10,417,762	\$10,668,955	\$11,356,918	\$12,469,674
FULL TIME POSITIONS	51.25	51.25	50.25	50.50
HOURLY/FTE POSITIONS	61.50	61.50	60.11	59.83

DEPARTMENT DESCRIPTION:

The Library & Cultural Arts Department provides educational, informational, and cultural arts services for all community residents, which contributes to quality of life by supporting lifelong learning, the pursuit of knowledge, and creating the availability of community gathering places. The Library & Cultural Arts Department operates three public facilities that include the Carlsbad City Library on Dove Lane, the Georgina Cole Library on Carlsbad Village Drive and the Library Learning Center on Eureka Place, along with supporting public art and other arts and culture services throughout the community from the Cultural Arts Office. The Carlsbad City Library is also home to the Ruby G. Schulman Auditorium and the Cannon Art Gallery, which both offer a variety of visual arts, performing arts, and art education programming and services.

KEY ACHIEVEMENTS FOR 2014-15:

- Advanced the modernization and redesign of the Georgina Cole Library and Carlsbad City Libraries by developing a broad vision for the future of library services, completing final design and securing a general contractor for construction to begin fall 2015
- Executed final phase of four year plan to replace dated core technology systems with next generation solutions through procurement of updated radio frequency identification (RFID) solutions
- Secured more than \$2 million in private donations through direct gifts and endowments in collaboration with support organizations, to enhance library and cultural arts services
- Completed a public art master plan to advance public art in Carlsbad

KEY GOALS FOR 2015-16:

- Complete construction and relocation activities for the Georgina Cole Library and Carlsbad City Library, introducing new service delivery models and creating enhanced community gathering, learning and cultural experiences
- Increase accessibility and visibility of cultural arts services through relocation to the Carlsbad City Library
- Develop a comprehensive plan for arts and cultural development in Carlsbad through a Cultural Master Plan that responds to community interests and creates a vision and strategies to advance the development of arts and cultural programs and services
- Implement new RFID technology to further increase efficiency in the checkout, return and reshelving of 1.3 million items per year
- Automate manual work processes and maximize efficiency of resource deployment through the use of innovative solutions such as staff scheduling software and a collection development and analysis tool
- Increase the use of performance measures as a tool in prioritizing expenditures and resource allocation

SIGNIFICANT CHANGES:

- None

PROGRAM: LIBRARY & CULTURAL ARTS
 FUND: VARIOUS
 PROGRAM GROUP: LIBRARY & CULTURAL ARTS

PAGE TWO
 SUMMARY

WORKLOAD STATISTICS:

LIBRARY STATISTICS	FY11-12	FY12-13	FY13-14
System-wide			
Reference questions	299,464	283,802	271,855
Circulation	1,358,839	1,348,333	1,328,734
People count	858,422	821,045	791,533
Computer use	143,761	138,297	125,185
e/Audio book use	16,600	25,158	38,968
Total volunteer hours	25,561	24,586	25,106
Children's programs/Attendance	1,314/50,755	1,201/48,257	985/43,061
Adult programs/Attendance	475/13,570	501/13,610	473/12,692
Facility rentals/Attendance	954/46,940	886/48,044	925/47,384
Collections & Technical Services			
Items catalogued and processed	32,109	31,276	31,769
Items removed from collection	33,113	28,749	45,938
Literacy Programs			
Literacy learners	145	113	144
Literacy volunteer tutors	114	111	122
Literacy volunteer hours donated	13,430	11,499	12,996
CULTURAL ARTS STATISTICS	FY11-12	FY12-13	FY13-14
Events/Attendance	50/73,000	50/73,000	78/80,381
Community Arts Grants/\$\$\$	16/\$25,000	18/\$25,000	18/\$25,000

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014010

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,327,838	\$1,421,413	\$1,482,379	\$1,596,698
MAINTENANCE & OPERATIONS	948,185	945,267	849,265	1,135,020
CAPITAL OUTLAY	0	7,151	0	53,136
GRAND TOTAL	\$2,276,023	\$2,373,831	\$2,331,644	\$2,784,854
FULL TIME POSITIONS	12.00	12.00	12.00	12.00
HOURLY/FTE POSITIONS	5.13	5.13	3.90	3.39

WORK PROGRAM:

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; provides liaison services to Library Board of Trustees, Arts Commission, the Friends of the Library, the Carlsbad Library & Arts Foundation, the Friends of the Arts, the Historic Preservation Commission, and the Serra Cooperative Library System.

PROGRAM ACTIVITIES:

- Conduct strategic planning, set programs and services, monitor and respond to industry trends
- Manage all personnel and volunteer recruitment activities; develop and maintain policies and procedures; provide centralized training services for all staffing and volunteer services
- Develop and monitor budgets, contract and grant administration, and purchasing and accounting processes
- Develop and plan technology solutions to effectively deliver Library and Cultural Arts services
- Participate in and promote public education pertaining to the general history of Carlsbad, historic areas and sites

KEY ACHIEVEMENTS FOR 2014-15:

- Advanced Georgina Cole Library and Carlsbad City Library modernization and redesign projects: developed business plan to support additional scope of work for Carlsbad City Library, selected an architectural firm and completed the final design involving public input; secured a general contractor for construction to begin fall 2015; developed relocation and communication plans
- Completed the procurement for updated radio frequency identification system (RFID) including new self-service features, sorting systems and materials security solutions
- Partnered with the citywide performance measurement team to develop new community facing outcome measures; deployed a new analytics tool to pull performance related data; selected a collection development and analysis tool to strengthen selection of relevant materials for the public
- Completed community biannual survey for Library & Cultural Arts
- Updated the Art in Public Places Guidelines and implemented ordinance revisions to strengthen and clarify the public art process

KEY GOALS FOR 2015-16:

- Complete modernization and redesign improvements, signage and wayfinding at the Georgina Cole Library and Carlsbad City Library including all moving and relocation activities
- Implement a single service desk model at the Georgina Cole Library to improve the service experience and redeploy staff to direct service delivery, and implement a staff scheduling solution to support efficient deployment of resources
- Use collection analysis tools to assess customer use of collections across all library facilities and redistribute collections and funding to correlate with demand
- Use business analytic tools to evaluate visitor and collection usage patterns and make appropriate adjustments to staff schedules and resource allocations
- Complete evaluation of administrative support needs during and after redesign projects and implement changes

SIGNIFICANT CHANGES:

- None

PROGRAM: CIRCULATION SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014015

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$916,248	\$941,818	\$1,088,180	\$1,086,036
MAINTENANCE & OPERATIONS	140,433	150,436	156,880	162,071
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,056,681	\$1,092,254	\$1,245,060	\$1,248,107
FULL TIME POSITIONS	4.50	4.50	4.50	4.50
HOURLY/FTE POSITIONS	21.40	21.40	21.40	22.12

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

- Issue new and replacement library cards to borrowers and Internet users
- Circulate print, audio/visual materials and equipment
- Track reserved and overdue items; sort, organize and shelve all library materials
- Collect fines and fees; reconcile daily money transactions, and oversee collection agency accounts
- Coordinate Carlsbad's participation in county-wide delivery and return of Serra Cooperative member library materials
- Serve as a first point of inquiry and direction for patrons entering the library
- Handle phone calls and manage patron notification
- Schedule and coordinate library couriers for deliveries and donation pickup
- Coordinate library vehicles' maintenance and schedules
- Collect retired flags from deposit boxes; bundle and deliver to Fire Department for proper disposal

KEY ACHIEVEMENTS FOR 2014-15:

- Developed training and staffing plans for the 2016 deployment of single service desk model at Georgina Cole Library
- Developed the outline for a Circulation Procedures Wiki and identified procedures requiring authoring or updates
- Participated in the selection process for new radio frequency identification (RFID) solutions
- Assisted with conversion of outdated RFID tags at Georgina Cole Library to ensure compatibility with new RFID solutions

KEY GOALS FOR 2015-16:

- Implement new RFID solutions for self-checkout and automated materials handling
- Coordinate circulation move and relocation activities for library modernization and redesign projects
- Fully implement When to Work software for scheduling staff
- Implement new automated materials handling system at Georgina Cole Library
- Develop and implement procedures for routine collection inventories
- Complete conversion of outdated RFID tags at Carlsbad City Library to ensure compatibility with new RFID solutions

SIGNIFICANT CHANGES:

- None

PROGRAM: REFERENCE SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014016

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,561,907	\$1,619,049	\$1,761,532	\$1,744,006
MAINTENANCE & OPERATIONS	603,512	619,293	727,930	682,063
CAPITAL OUTLAY	0	3,115	0	0
GRAND TOTAL	\$2,165,419	\$2,241,457	\$2,489,462	\$2,426,069
FULL TIME POSITIONS	10.75	10.75	10.75	11.00
HOURLY/FTE POSITIONS	15.35	15.35	15.23	14.79

WORK PROGRAM:

Reference Services staff assists the public with information needs; locates library materials for patrons; provides instruction on resource use; performs research for the public, local business, and government; and provides reader's advisory assistance. The Genealogy & Local History Division collects and preserves Carlsbad history materials for public research. It provides reference and instructional assistance to patrons researching their ancestry and has served as liaison to the North San Diego County Genealogical Society since 1968.

PROGRAM ACTIVITIES:

- Respond to in-person, telephone, and email reference questions; provide instruction classes and tours; assist the public with access to digital and online resources; and administer services to homebound patrons
- Manage collection of over 300 magazines, newspapers and related back files; select books, digital resources, and other materials; facilitate book clubs; maintain repository for collecting and preserving Carlsbad historic information and photos
- The Local History & Genealogy Division manages the selection, classification, and organization of a 23,000 volume collection, 9,000 microfilm rolls, 150,000 microfiche, 900 periodical titles, digital resources, over 40 archival collections, and provides instruction and assistance to the public

KEY ACHIEVEMENTS FOR 2014-15:

- Increased library outreach to community events, like the Carlsbad Farmers' Market and schools
- Provided tablet computers available for patron in-library use at all three facilities
- Prepared for the Georgina Cole Library and Carlsbad City Library modernization and redesign projects by reviewing and evaluating the adult collections and discarding out-of-date, damaged, and unused materials
- Added digital assets to Portfolio archival management system for online viewing of historical items

KEY GOALS FOR 2015-16:

- Redesign reference services: adapt services, programs, and staffing to support a single service desk and provide flexible and mobile delivery of reference assistance
- Fully implement WhenToWork software for scheduling staff at reference service points
- Using data collected during surveys conducted in spring 2015, develop broader programming for adults and teens that reflects patron interests

SIGNIFICANT CHANGES:

- Exchanged .28 of various part-time positions from within the department for an additional .25 full-time library assistant position to enhance service to the public

PROGRAM: CHILDREN'S SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014035

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$812,243	\$845,476	\$935,193	\$927,831
MAINTENANCE & OPERATIONS	251,565	254,923	301,656	292,119
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,063,808	\$1,100,399	\$1,236,849	\$1,219,950
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	5.65	5.65	6.00	5.79

WORK PROGRAM:

The Children's Services Division supports the informational, recreational, literacy and cultural needs of young patrons from infants through teens, as well as their parents, caregivers and teachers. Staff also assists parents, teachers and adult students using a variety of resources.

PROGRAM ACTIVITIES:

- Plan, schedule and conduct learning and recreational programs year-round for youth of all ages which promote the library as a positive place, encouraging early literacy as well as information, digital and visual literacy
- Introduce youth to literature, at all levels and in all genres, and promote family learning through interactive story times, craft programs, puppet shows, reading groups, and special holiday events
- Respond to in-person, email, and telephone reference questions and provide readers' advisory assistance; provide Internet-accessible computers for research, homework and recreational use
- Provide entertaining and educational social activities and programs for teens encouraging library use and lifelong learning
- Work with other youth-related organizations to promote library services and outreach to the community
- Provide classroom visits, library instruction and tours for children, teens and other youth-related groups
- Offer age-appropriate introductory sessions on Microsoft Word, PowerPoint and other programs students need to achieve digital literacy

KEY ACHIEVEMENTS FOR 2014-15:

- Partnered with Macy's Be Book Smart program and Reading is Fundamental (RIF) to provide board books for "Baby Bundles" for parents of newborns
- Developed and implemented LEGO Builders' Club programs at all three library locations
- Contributed to Georgina Cole Library and Carlsbad City Library modernization and redesign projects through active participation in planning for new children's areas and implementation of single service desk
- Presented information on Science Saturday programs to other area library professionals at a Common Core Workshop facilitated by the Serra Youth Services Committee

KEY GOALS FOR 2015-16:

- Fully implement When to Work software for scheduling staff
- Successfully prepare for Georgina Cole Library and Carlsbad City Library modernization and redesign projects, from closure to reopening
- Ensure least possible disruption for patrons and most successful transition into newly remodeled spaces

SIGNIFICANT CHANGES:

- None

PROGRAM: COLLECTIONS & TECHNICAL SERVICES
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: LIBRARY & CULTURAL ARTS ACCT NO. 0014040/1454010-11

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$755,694	\$769,536	\$796,181	\$781,986
MAINTENANCE & OPERATIONS	975,622	994,738	1,035,980	1,345,259
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,731,316	\$1,764,274	\$1,832,161	\$2,127,245
FULL TIME POSITIONS	8.00	8.00	7.00	7.00
HOURLY/FTE POSITIONS	2.00	2.00	3.00	2.78
GENERAL FUND	\$1,693,172	\$1,692,532	\$1,832,161	\$2,010,245
SPECIAL REVENUE	38,144	71,742	0	117,000
TOTAL FUNDING	\$1,731,316	\$1,764,274	\$1,832,161	\$2,127,245

WORK PROGRAM:

Collections & Technical Services coordinates the selection of materials and manages collection development for all library facilities. Staff catalogs and prepares library materials for public use, evaluates new content formats, and devises new cataloging procedures as new formats are added.

PROGRAM ACTIVITIES:

- Catalog newly purchased print and audiovisual materials and electronic resources
- Add new items to the integrated library system and delete information on lost or discarded materials
- Provide physical processing of newly added materials; repair damaged materials
- Assist with maintenance of the integrated library system, including the catalog interface
- Generate daily, monthly, and annual statistical and system management reports
- Plan for new materials formats to add to collection
- Prepare division and library-wide materials budgets; monitor expenditures for division and materials
- Coordinate selection and ordering of print and non-print materials and oversee mailroom
- Keep collection current by removing outdated and unused materials

KEY ACHIEVEMENTS FOR 2014-15:

- Researched data analysis tools for collection management leading to the selection of the CollectionHQ solution
- Identified and removed over 30,000 outdated and worn materials from the collections at the Georgina Cole Library and Carlsbad City Library in preparation for the library modernization and redesign projects
- Provided subject expertise in the areas of collection shelving locations and capacity as part of the library modernization and redesign projects
- Implemented new material selection and acquisition service and trained staff in its use
- Participated in the assessment and recommendation phases of the radio frequency identification (RFID) procurement process

KEY GOALS FOR 2015-16:

- Integrate additional electronic ordering functionality into the division's workflow to expedite availability of materials to the public
- Implement new RFID solutions for asset tag programming, including training staff
- Implement new collection development and analysis tool to strengthen staff's ability to select relevant materials for the public
- Develop procedures for the removal and replacement of outdated RFID tags to ensure compatibility with new RFID solutions
- Coordinate shelving placement and space following library modernization and redesign projects

PROGRAM: LITERACY/LEARNING CENTER
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS **ACCT NO. 0014055/0014056**

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$368,915	\$377,587	\$470,581	\$483,977
MAINTENANCE & OPERATIONS	347,495	351,590	392,844	361,326
CAPITAL OUTLAY	0	5,201	0	0
GRAND TOTAL	\$716,410	\$734,378	\$863,425	\$845,303
FULL TIME POSITIONS	2.00	2.00	3.00	3.00
HOURLY/FTE POSITIONS	5.40	5.40	5.40	5.70

WORK PROGRAM:

The Library Learning Center serves as a resource to foster lifelong learning through its support of early literacy, family literacy, and adult literacy programs and activities. In addition to providing general library programs and services, the Learning Center provides two user-focused programs, Bilingual Services and Literacy Services. Bilingual Services offers a welcoming and culturally sensitive environment for Spanish-speaking patrons and non-traditional library users. Literacy Services provides tutoring to English-speaking adults who want to improve their reading, writing, and computer skills.

PROGRAM ACTIVITIES:

- Provide access to Spanish language and bilingual Spanish-English print and media collection, bilingual literature-based programs for children, homework assistance
- Offer learning assistance in reading, writing, comprehension, math, technology and life skills to English-speaking adults and students participating from Carlsbad High School
- Assess new learners to determine literacy needs and recommend curriculum to help meet learning goals
- Manage volunteer tutors' orientation, training, and on-going support in their role of promoting learners' practical application of literacy skills in the home, workplace, and community
- Actively network with community agencies and organizations, and schools, to provide outreach, presentations, information about library services, and the promotion of reading and literature
- Provide computer instruction to meet community needs particularly across North Carlsbad

KEY ACHIEVEMENTS FOR 2014-15:

- Gathered patron input on recently expanded facility hours and adjusted programs to meet community needs
- Developed plans for Library Learning Center support of the upcoming Georgina Cole Library and Carlsbad City Library modernization and redesign projects
- Developed a pilot e-learning program
- Implemented a broad marketing program through celebration of the 30th anniversary of Carlsbad Library Literacy Services as one of the original members of the California State Library Literacy Services program
- Tested, implemented, and was the pilot site for the When to Work software for scheduling staff

KEY GOALS FOR 2015-16:

- Implement plans for Library Learning Center support of the upcoming Georgina Cole Library and Carlsbad City Library modernization and redesign projects
- Develop and implement an English as a Second Language instruction program, funded by the Benson Family Trust managed by the Carlsbad Library & Arts Foundation

SIGNIFICANT CHANGES:

- None

PROGRAM: COMMUNITY RELATIONS
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: LIBRARY & CULTURAL ARTS ACCT NO. 0014060/1454013

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$366,340	\$345,980	\$266,885	\$273,172
MAINTENANCE & OPERATIONS	190,594	241,397	182,620	333,626
CAPITAL OUTLAY	9,907	0	0	0
GRAND TOTAL	\$566,841	\$587,377	\$449,505	\$606,798
FULL TIME POSITIONS	3.00	3.00	2.00	2.00
HOURLY/FTE POSITIONS	3.74	3.74	2.35	2.21
GENERAL FUND	\$513,221	\$529,888	\$399,130	\$388,668
SPECIAL REVENUE	53,620	57,489	50,375	218,130
TOTAL FUNDING	\$566,841	\$587,377	\$449,505	\$606,798

WORK PROGRAM:

The Community Relations Division oversees the library's adult programs delivery and provides a wide range of event management services and related activities in support of programs staged in the Ruby G. Schulman Auditorium and Gowland Meeting Room. Responsibilities include overseeing rental facility operations, facility scheduling and providing technical support for programs. Event services provided include lighting and sound, presentation technology and multi-media support. In addition, the Community Relations Division assists with marketing and publicity items for the department through managing the content and distribution of eNewsletters, display and stocking of print collateral, and handling in-house reprint projects.

PROGRAM ACTIVITIES:

- Coordinate marketing and publicity with the Communications Office for library programs and services. This includes website communications, e-newsletters and social media initiatives
- Plan, execute and evaluate programs including author lectures, play readings, film series, poetry readings, writing workshops, and concert series
- Provide quality support for City and community use of the Ruby G. Schulman Auditorium and Gowland Meeting Room through facility rentals
- Provide technical and event support for Library Learning Center and Georgina Cole Library programs
- Coordinate video and audio production services for library programs

KEY ACHIEVEMENTS FOR 2014-15:

- Participated in interior and technology design development for the Georgina Cole Library and Carlsbad City Library modernization and redesign projects including digital signage, meeting room technologies, and Ruby G. Schulman Auditorium improvements
- Increased the number of author lecture events presented from 6 to 11 and hosted nationally acclaimed authors including Diane Ackerman and Joyce Carol Oates

KEY GOALS FOR 2015-16:

- Implement technology upgrades for the Ruby G. Schulman Auditorium, meeting rooms, and digital signage as part of the library modernization and redesign project
- Introduce new program series for Health & Wellness and Small Business Development
- Evaluate and enhance rental procedures and policies including the updating and simplification of the rental fee schedule

SIGNIFICANT CHANGES:

- None

PROGRAM: CULTURAL ARTS
FUND: GENERAL AND SPECIAL REVENUE FUNDS
PROGRAM GROUP: LIBRARY & CULTURAL ARTS ACCT NO. 0014062-65,67
1484010-40/1754010-65

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$559,855	\$543,738	\$573,937	\$594,623
MAINTENANCE & OPERATIONS	281,409	231,247	334,875	467,674
CAPITAL OUTLAY	0	0	0	149,051
GRAND TOTAL	\$841,264	\$774,985	\$908,812	\$1,211,348
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	2.83	2.83	2.83	3.05
GENERAL FUND	\$798,122	\$744,425	\$830,312	\$1,131,848
SPECIAL REVENUE	43,142	30,560	78,500	79,500
TOTAL FUNDING	\$841,264	\$774,985	\$908,812	\$1,211,348

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

- Produce nine TGIF Concerts in the Parks with accompanying souvenir program
- Offer performing arts and film programming at the Ruby G. Schulman Auditorium and other Carlsbad locations
- Present five new exhibitions in the Cannon Art Gallery and coordinate all public art programs
- Administer Community Arts Grant program in coordination with Carlsbad Arts Commission
- Utilize volunteers for mailings, performing arts and film events, gallery programs, and arts education programs
- Work closely with Carlsbad Friends of the Arts on building their leadership and fundraising capacity
- Increase connection to residents through newsletters, website, direct emails and informational brochures
- Offer educational programs for youth and adults, including Family Open Studios, Three-Part-Art, and Art At TGIF
- Offer a variety of summer arts camps, including Creative Arts Camp and Club Pelican (a nature and art camp)

KEY ACHIEVEMENTS FOR 2014-2015:

- Completed fabrication and installation of public artwork at Coastal Rail Trail Roundabout
- Completed artist selection and public artwork design for the Boys and Girls Club mural in partnership with Housing and Neighborhood Services
- Presented exhibitions and programs in the Carlsbad Sculpture Garden for over 3,000 attendees since reopening in December 2013
- Completed a public art master plan process involving the Carlsbad Arts Commission, stakeholders, and community
- Launched successful new program Foreign Film Fridays

KEY GOALS FOR 2015-2016:

- Develop and implement strategies and recommendations for future public art development based on the public art master plan involving the Carlsbad Arts Commission, stakeholders, and community
- Engage the community, Carlsbad Arts Commission and stakeholders in developing a comprehensive community cultural plan
- Increase accessibility and visibility of cultural arts services through relocation to the Carlsbad City Library
- Complete final fabrication and installation of public artwork for the Fire Station #3
- Coordinate the implementation of the 30th anniversary of TGIF Concerts in the Parks including Alga Norte Community Park in summer 2015
- Collaborate with various local organizations to enhance and broaden arts and cultural experiences in Carlsbad

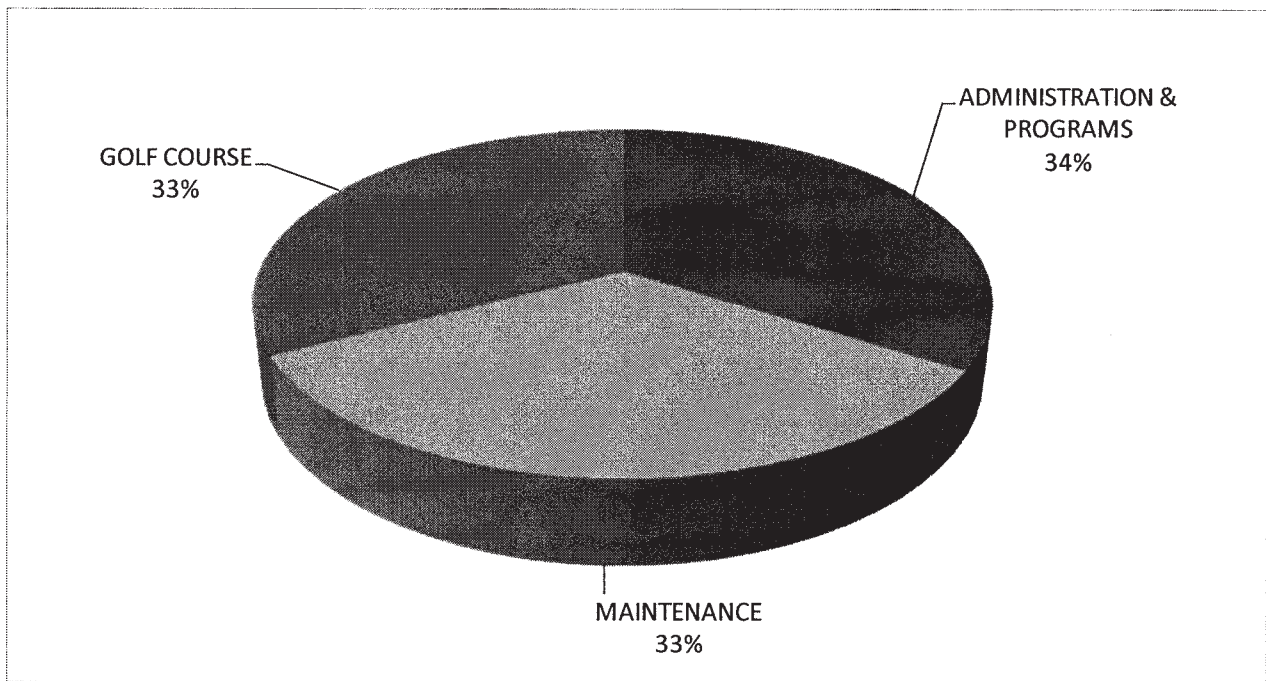
SIGNIFICANT CHANGES:

- None

PROGRAM: PARKS & RECREATION
FUND: VARIOUS
PROGRAM GROUP: PARKS & RECREATION

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$7,017,892	\$7,436,751	\$8,073,300	\$8,129,198
MAINTENANCE & OPERATIONS	13,057,671	14,731,407	15,714,025	16,781,614
CAPITAL OUTLAY	613,633	676,830	0	116,000
GRAND TOTAL	\$20,689,196	\$22,844,988	\$23,787,325	\$25,026,812
FULL TIME POSITIONS	68.40	67.60	61.60	58.15
HOURLY/FTE POSITIONS	56.61	73.60	77.68	80.00



PROGRAM: PARKS & RECREATION ADMINISTRATION
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014510,
0014511, 0014545, 0014635,
1404515, 1494502-149507

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,323,139	\$1,486,191	\$1,305,767	\$1,592,331
MAINTENANCE & OPERATIONS	473,789	933,494	516,013	594,104
CAPITAL OUTLAY	680	46,022	0	0
GRAND TOTAL	\$1,797,608	\$2,465,707	\$1,821,780	\$2,186,435
FULL TIME POSITIONS	11.55	10.25	9.50	10.60
HOURLY/FTE POSITIONS	7.88	6.15	0.50	0.50
GENERAL FUND	\$1,776,312	\$2,449,916	\$1,741,280	\$2,105,113
SPECIAL REVENUE	21,296	15,791	80,500	81,322
TOTAL FUNDING	\$1,797,608	\$2,465,707	\$1,821,780	\$2,186,435

WORK PROGRAM:

The Parks & Recreation Administration Division provides administrative support to the city's ongoing recreation programs, parks and community center activities, and parks and trails planning/development efforts. The Division also provides staff support to the department commissions, which act in an advisory capacity to the City Council to ensure that top quality park facilities and recreation programs are developed and sustained for the benefit of those who live, work, and play in the City of Carlsbad.

PROGRAM ACTIVITIES:

Parks & Recreation & Senior Commission

- Provide staff support to facilitate the effectiveness of the Parks & Recreation Commission, the Senior Commission and the Beach Preservation Committee in their goal of implementing the intent of the Parks & Recreation Element of the General Plan and advise the City Council on associated matters.
- Prepare Commission and Committee agendas and conduct meetings that address relevant issues, encourage public input, and foster public education on matters of parks and recreation and other associated civic matters.
- Implement and/or process recommendations by the Commissions and Committee for City Council consideration.
- Provide staff support to sub-committees of the Commissions and Committee which require a more detailed review of specific issues related to parks and recreation matters.

Administrative Services

- Develop and manage business systems.
- Manage Special Event Permitting processes.
- Develop and monitor department budget and annual Capital Improvement Program.
- Provide centralized accounting and contract agreement processing and monitoring.

Parks Acquisition, Planning, and Development

- Ensure adequate park acquisition, planning, and development in order to comply with the Parks & Recreation Element of the General Plan, and to meet the park performance standards of the Growth Management Plan.
- Provide for community needs by addressing recreation trends within parks.
- Provide staff liaison and support for the operations of the municipal golf course.
- Provide client department support during construction of city facilities, medians, and parkways. Process the actions required to expand the Citywide Trail System (land acquisition, trail construction, maintenance plan, volunteer assignment, etc.).
- Provide in-house design and coordination of various improvements/refurbishments within parks, facility landscapes, and downtown streetscapes.

PROGRAM ACTIVITIES (continued):

- Assist in the design, review, and planning coordination of the Carlsbad Coastal Corridor and Carlsbad Boulevard Roundabout projects.

Recreation Program Management

- Manage the implementation, performance, and adequacies of recreation programs.
- Monitor and evaluate the effectiveness of recreational programs through the use of participant surveys.
- Design, produce, and distribute the Community Services Guide two times per year, a summer camps booklet and quality marketing pieces to educate the public about the many programs and services available.
- Acquire funding and administer opportunity grants.
- Coordinate marketing and communication updates with the Communications Manager in the City Manager's Office.
- Review and evaluate all use agreements related to the operations of the Agua Hedionda Lagoon.

KEY ACHIEVEMENTS FOR 2014-15:

- Finalized revisions to the Parks & Recreation, Open Space and Conservation Element of the General Plan Update.
- Assisted in the design, review, and planning coordination of the Carlsbad Coastal Corridor project.
- Completed the Master Plan and conceptual designs for the enhancement projects on the five northern beach accesses.
- Completed the review, design and specifications for the Calavera Hills Community Park gateway improvements.
- Coordinated the city's responsibilities for the Agua Hedionda Lagoon maintenance dredging project.
- Completed the update to the Citywide Trails Master Plan.
- Expanded the Joint Use Agreement with the Carlsbad Unified School District for recreation programming on eight school properties.
- Renewed a Right of Entry Permit with the State of California Parks & Recreation Department for the assumption of restoration and maintenance responsibilities on the Tamarack Upper Picnic Facilities and the Tamarack/Frazee Coastal Bluffs.
- Entered discussions with the State of California Parks & Recreation Department for a long term maintenance and operations agreement.
- Finalized the Parks and Recreation Needs Assessment and Comprehensive Action Plan.
- Completed Master Plan Updates for Poinsettia, Aviara and Pine Avenue Community Parks, and Leo Carrillo Ranch Historic Park.
- Completed request for qualifications for design services for the Master Plan Updates for Poinsettia, Aviara and Pine Avenue Community Parks.
- Submitted application and self-assessment for accreditation with the Commission for Accreditation of Park and Recreation Agencies.
- Completed Leo Carrillo Ranch Historic Park Master Plan Phase 3 Priorities and Cost Estimate Update report.
- Participated in a Senior Experience Program offered by California State University San Marcos to identify ways to increase enrichment class enrollment and revenue.

KEY GOALS FOR 2015-16

- Continue monitoring SANDAG's leading of the Buena Vista Lagoon Enhancement Plan EIR/EIS, including the public review and comment period.
- Coordinate the review, design and specifications of enhancement projects on the five northern beach accesses.
- Continue implementation of the Lake Calavera Trails Master Plan, including the design, specifications and construction of a restroom facility.
- Commence implementation of the updated Citywide Trails Master Plan.
- Oversee the construction of the Calavera Hills Community Park gateway improvements.
- Complete the design and specifications for the Master Plan Updates for Poinsettia, Aviara and Pine Avenue Community Parks.
- Obtain department accreditation from the Commission for Accreditation of Park and Recreation Agencies.
- Complete designs, plans and permits for stable restoration at Leo Carrillo Ranch Historic Park.

PROGRAM: PARKS & RECREATION ADMINISTRATION PAGE THREE
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014510-11,
0014545, 0014635,
1404515 & 1494502-507

KEY GOALS FOR 2015-16 (continued):

- Update interpretive plan element of Leo Carrillo Ranch Historic Park Master Plan.
- Expand the use of WhenToWork, an online employee scheduling program, department-wide.

SIGNIFICANT CHANGES:

- None

PROGRAM: RECREATION
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014520-44,
0014547-73/1434567

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,367,878	\$2,877,152	\$3,656,437	\$3,754,929
MAINTENANCE & OPERATIONS	1,692,793	1,992,031	2,662,727	2,537,648
CAPITAL OUTLAY	4,505	0	0	0
GRAND TOTAL	\$4,065,176	\$4,869,183	\$6,319,164	\$6,292,577
FULL TIME POSITIONS	19.00	20.75	20.75	19.95
HOURLY/FTE POSITIONS	37.62	56.34	65.83	68.24
GENERAL FUND	\$4,039,729	\$4,844,180	\$6,282,564	\$6,245,977
SPECIAL REVENUE	25,447	25,003	36,600	46,600
TOTAL FUNDING	\$4,065,176	\$4,869,183	\$6,319,164	\$6,292,577

WORK PROGRAM:

The Recreation Division manages historic parks, community centers, gymnasiums, park and athletic field rentals, aquatic centers, a senior center and several city facilities used by the general public for recreational use. It also provides a broad range of services and activities designed to foster independence, health and wellness and provide opportunities for lifelong learning, fun and socialization for adults 50+. The division offers comprehensive opportunities for meeting the recreational and social needs and interests of the community by providing programs for all segments of the population. The division creates a sense of community through the value it places on people, the diversity of its facilities, parks and trails, as well as programs and services that help to sustain a healthy community.

PROGRAM ACTIVITIES:

The Recreation Division provides recreational programs for all ages, preschool to seniors. Recreation programs include enrichment classes, youth and adult sports, special events, youth day camps, preschool, aquatics and teen programs. Some of the activities performed by the division include the following:

Information and Enrollment Services

Staff provides information and registration services to the public on Recreation Division programs and facilities.

- Enroll participants via phone, mail, online, and in-person for classes, special events, and sports leagues.
- Collect and account for program revenue to ensure efficient and cost effective programming.

Facilities Operation

Staff coordinates public use of recreational facilities.

- Process applications and issue permits for use of facilities.
- Coordinate programs at community centers and other city facilities.
- Provide excellent customer service and promote good sportsmanship at all facilities and programs through our T.R.U.S.T program (Teaching Respect Unity Sportsmanship and Teamwork).
- Promote and balance fair and efficient use of scheduling of athletic facilities for resident non-profit sports organizations to allow for maximum rental opportunities and revenue generation.

Supervision

Supervisory staff coordinates operations of the community centers/gymnasiums, all city owned parks, historic parks and facilities.

- Staff recruitment, development and training.

PROGRAM ACTIVITIES (continued):

Specialized Programs and Services:

Aquatic Lessons/Training

Provide instruction in general aquatic, swimming, and diving skills for all ages and abilities. These programs provide the foundation on which all other aquatic programs built. Provide education and training to the general public and city employees in first aid, CPR, AED, and water rescue skills; serve as a North County certification/training site for men and women wishing to qualify for employment at public swimming pools by offering such courses as the Lifeguard Academy, Water Safety Instructor and Lifeguard Training Instructor.

Aquatic Competitive Programs

Provide opportunities for competitive swim instruction and coached workouts for youth and adults as a contract service or through rentals; coordinate and schedule school and age group club use of the pool for physical education, boys and girls swim teams and water polo teams. These programs assist participants in maintaining physical fitness and health and provide a source of social interaction and community pride.

Agua Hedionda Lagoon Permits

Issue annual lagoon use permits. Coordinate with the Police Department to publish and distribute information regarding use, rules and regulation of the lagoon. Coordinate with launching entities and maintain lagoon use data. As of spring 2013, aquatics staff provide on-site lagoon education and permit sales on a part-time basis.

Education/Learning for the 50+ Population

- Arrange for classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the 50+ population. Provide seminars on various topics such as on health and wellness, latest technology, and personal safety.
- Provide ongoing information and referral to community resources.
- Provide ongoing classes in computer use and software programs (i.e., email, Internet, Excel, Word, digital photography, etc.).
- Offer classes, special events, and activities of particular interest to the adults 50+ to promote social interaction.
- Provide programming in the evenings and on weekends to attract the rising baby-boomer population.
- Provide opportunities for multiple generations to participate.

Personalized Assistance & Health Services for the 50+ Population

- Coordinate the provision of professional services necessary to maintain independent lifestyles.
- Offer tax assistance to over 500 seniors.
- Arrange for free legal advice for over 200 seniors.
- Arrange for assistance with health insurance counselors.
- Arrange for screenings, services, classes, and lectures that promote healthy living.
- Weekly blood pressure checks, glucose and diabetes testing, and cholesterol testing.
- Offer annual flu shots.
- Provide a minimum of four "special" health screenings, (i.e., skin cancer, hearing, podiatry, eye, etc.).
- Offer programs and classes that promote physical and mental well-being.

Senior Grants: Senior Services for the 60+ Population

Transportation

- The transportation program provides an open door to the community servicing over 5,000 trips for Carlsbad seniors 60+ who have no other means of transportation.
- The program allows seniors to attend lunch and senior center activities/programs, as well as transportation to medical, dental and necessary appointments.

Congregate

- The senior population participating in the Nutrition Program receives in excess of 28,000 lunches annually. A hot, nutritious balanced meal is provided along with socialization, music, and fun!
- Continue to bundle activities with lunch and transportation to encourage participation (i.e., Lunch & a Movie).

Home Meal

- The Home Meal Program provides approximately 11,000 hot lunches to homebound seniors 60+ throughout Carlsbad. Over 30 volunteer drivers provide the transportation to get these meals delivered.
- Increase Home Meal participation by networking with senior/social health workers and faith based organizations.

PROGRAM: RECREATION
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

PAGE THREE
ACCT NO. 0014520-44,
0014546-73/1434567

KEY ACHIEVEMENTS FOR 2014-15:

- Completed a full year of operations at Alga Norte Community Park and Aquatic Center.
- Balanced budget for Alga Norte Community Park with operating revenues fully covering operating expenses.
- Hired consultant to assist with making the food & beverage component of Alga Norte Community Park a more cost effective, efficient venture which provides a quality menu. Restructured department to repurpose one full-time position dedicated to the success of the operation.
- Earned an Award of Excellence from the California Park & Recreation Society for Alga Norte Community Park.
- Increased online registration with new activity registration software from 22% to 82%.
- Developed and offered seven new special events.
- Added a third school to Teens-In-Action, a program offering recreational activities to students during lunch.
- Expanded the Kidz Camp Program to accommodate a growing demand for full day summer camps.
- Collaborated with the Carlsbad Unified School District to help promote healthy programs.
- Created efficiencies and opportunities to cross train staff by consolidating management for the Senior Center, Harding, Calavera, Stagecoach, Aviara and Poinsettia Community Parks.
- Developed and implemented agreement for wedding and special event management services with Personal Touch Dining at Leo Carrillo Ranch Historic Park.

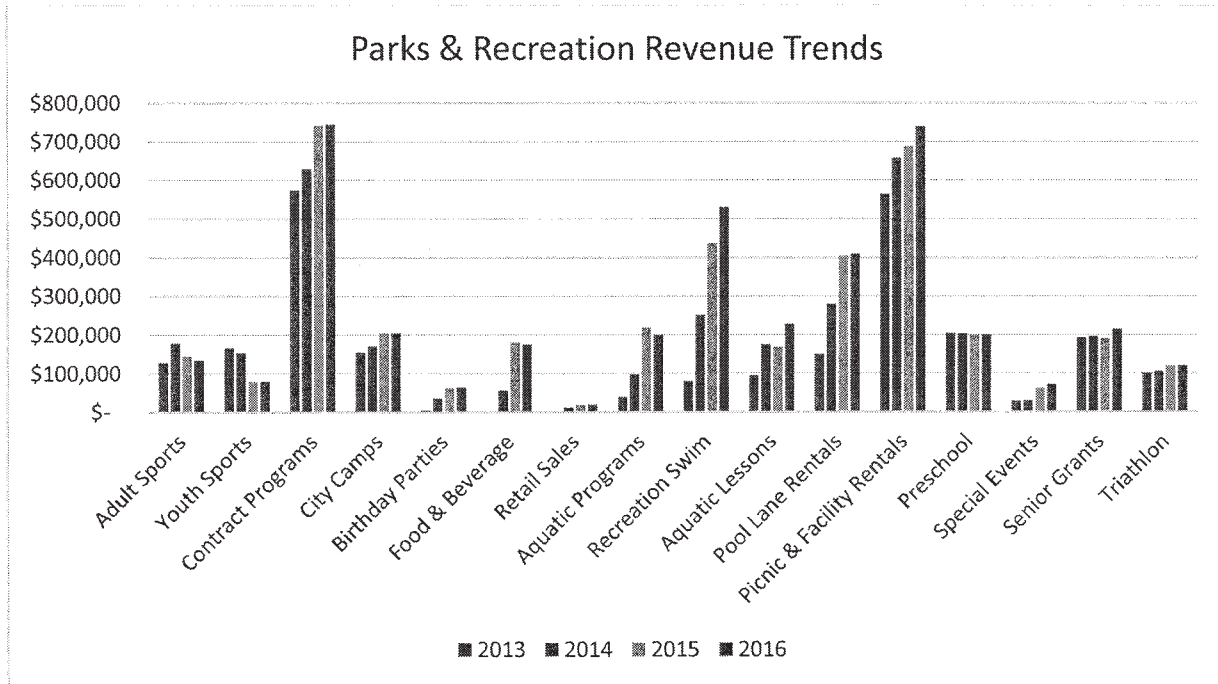
KEY GOALS FOR 2015-16:

- Continue to provide exceptional top quality services by listening, engaging and responding to citizens.
- Monitor and evaluate all program offerings and fees to remain competitive within the market.
- Expand opportunities, participation and revenue for enrichment classes.
- Continue to monitor and alter the business model at Alga Norte Community Park to maximize cost recovery.
- Focus on three key areas of growth including administration, operations and menu engineering to improve the food & beverage component at Alga Norte Community Park.
- Develop and implement a recreational use management plan for Aqua Hedionda Lagoon.

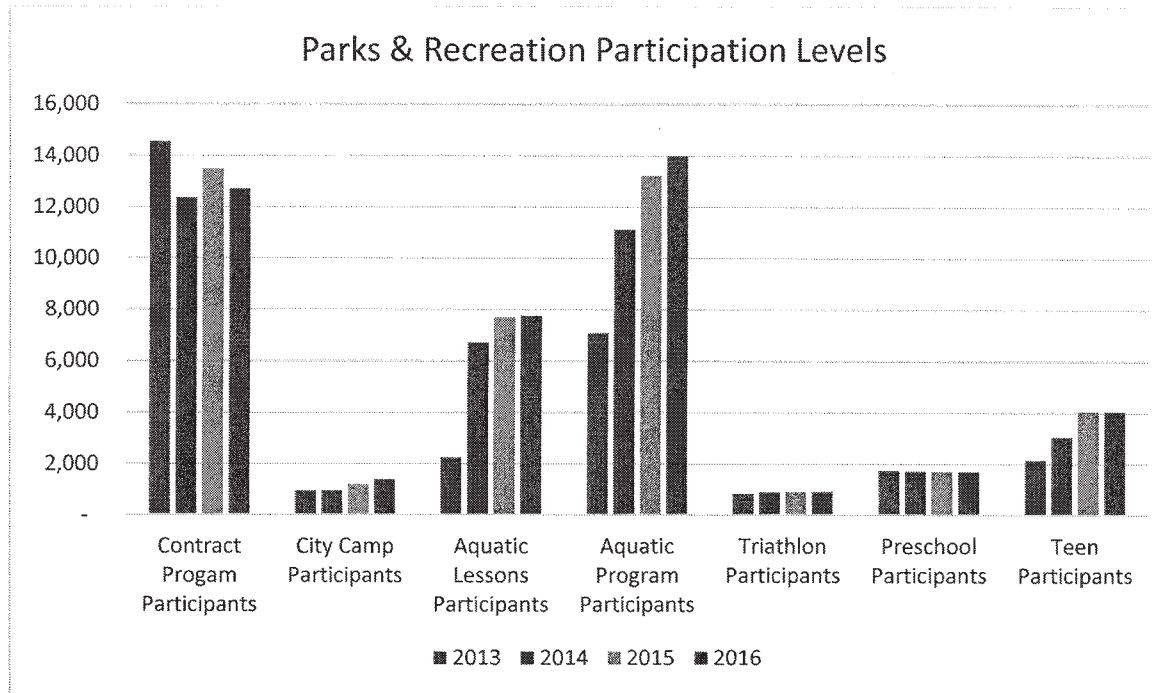
SIGNIFICANT CHANGES:

Part-time staffing changes include the addition of 2.34 full-time positions to expand two revenue generating programs; traditional camps and the food & beverage component at Alga Norte Community Park.

WORKLOAD STATISTICS:



	Actuals 2013	Actuals 2014	Estimated 2015	Projected 2016
Adult Sports	\$ 127,996	\$ 178,186	\$ 145,000	\$ 135,000
Youth Sports	\$ 166,454	\$ 152,902	\$ 80,000	\$ 80,000
Contract Programs	\$ 573,226	\$ 628,746	\$ 742,000	\$ 745,000
City Camps	\$ 154,843	\$ 171,198	\$ 205,000	\$ 205,000
Birthday Parties	\$ 4,278	\$ 35,507	\$ 62,116	\$ 64,000
Food & Beverage	N/A	\$ 56,442	\$ 180,000	\$ 175,000
Retail Sales	N/A	\$ 11,124	\$ 18,144	\$ 19,000
Aquatic Programs	\$ 39,762	\$ 97,605	\$ 218,867	\$ 200,000
Recreation Swim	\$ 80,008	\$ 251,211	\$ 437,525	\$ 530,000
Aquatic Lessons	\$ 94,980	\$ 174,894	\$ 168,000	\$ 228,000
Pool Lane Rentals	\$ 149,377	\$ 279,167	\$ 405,000	\$ 410,000
Picnic & Facility Rentals	\$ 563,262	\$ 657,604	\$ 688,435	\$ 739,000
Preschool	\$ 204,172	\$ 202,127	\$ 200,000	\$ 200,000
Special Events	\$ 27,769	\$ 28,906	\$ 62,000	\$ 72,000
Senior Grants	\$ 192,408	\$ 196,133	\$ 190,000	\$ 215,000
Triathlon	\$ 100,440	\$ 105,690	\$ 120,000	\$ 120,000
Total	\$ 2,478,975	\$ 3,227,442	\$ 3,922,087	\$4,137,000



	Actuals 2013	Actuals 2014	Estimated 2015	Projected 2016
Contract Program Participants	14,500	12,354	13,490	12,700
City Camp Participants	950	950	1,200	1,400
Aquatic Lessons Participants	2,240	6,720	7,700	7,750
Aquatic Program Participants	7,100	11,120	13,214	14,000
Triathlon Participants	838	905	912	920
Preschool Participants	1,750	1,725	1,700	1,700
Teen Participants	2,150	3,050	4,050	4,050

PROGRAM: PARKS AND TRAIL MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION ACCT NO. 0014610, 0014620, 0014630

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,767,588	\$2,541,317	\$2,711,709	\$2,304,564
MAINTENANCE & OPERATIONS	3,015,030	3,570,852	4,079,563	4,449,752
CAPITAL OUTLAY	4,731	0	0	0
GRAND TOTAL	\$5,787,349	\$6,112,169	\$6,791,272	\$6,754,316
FULL TIME POSITIONS	32.25	31.00	27.95	23.10
HOURLY/FTE POSITIONS	9.56	9.32	9.55	9.41

WORK PROGRAM:

Maintain approximately 336 acres of developed community parks and special use areas including 44 acres of civic facility landscape, 38 acres of school athletic fields, 18 acres of other amenities including Downtown Village streetscapes, beach access and community improvements; 685 acres of habitat preserve, urban forests, and undeveloped land; and 47 miles of trails.

PERFORMANCE MEASUREMENTS:

Category	Actuals 2012-13	Actuals 2013-14	Estimated 2014-15	Projected 2015-16
Parks				
Customer Service and Satisfaction	95%	94%	95%	95%
Maintenance Costs per acre	\$12,886	\$12,460	\$12,460	\$12,460
Trails				
Service Delivery: New Trails	No	No	No	Yes
Customer Satisfaction	92%	85%	90%	90%
Maintenance Costs per trail mile	\$4,511	\$4,522	\$4,522	\$4,522

PROGRAM ACTIVITIES:

Turf and Landscape Maintenance

Direct management of turf, irrigation, landscaping and contract administration at designated parks, civic facility landscapes, school athletic fields, beach access and community improvements.

Restroom Maintenance/Litter Control/Picnic Area Services

Inspect and maintain restroom facilities and picnic areas.

Court/Field/Tot Lot Maintenance

Inspect and maintain tennis courts, basketball courts, soccer fields, softball/baseball fields and tot lots.

Irrigation Maintenance

Inspect and maintain irrigation systems of all parks, civic facility landscapes, school athletic fields, Downtown Village streetscape and beach access.

Miscellaneous Maintenance/Repair and Special Request Response

Repair and maintenance of park structures, athletic field lighting, play equipment, and other park fixtures, in addition to special projects and requests from various divisions and departments.

Open Space Management

Provide oversight of preservation management of approximately 685 acres of habitat preserves, urban forests, and undeveloped lands.

Tree Inspection/Pruning

Perform regular inspection and pruning of all trees on a four year cycle, and perform inspection and pruning of selective high maintenance trees on a two year cycle, within all parks, civic facilities landscapes, school athletic fields, Downtown Village parking lots, beach accesses and community improvements. These actions help to ensure the appropriate canopy weights and structures of the trees.

Trail Maintenance

Maintain existing citywide trails. Coordinate development of new trails. Manage trail volunteer program.

KEY ACHIEVEMENTS FOR 2014-15:

- Completed the capital improvement projects and assumed ongoing maintenance responsibility for the Tamarack State Beach Upper Picnic Facilities and the Tamarack/Frazee State Beach Coastal Bluffs.
- Replaced and maintained recreation safety buoys at the Agua Hedionda Lagoon inner basin.
- Assumed maintenance responsibility for three additional school athletic fields as part of an updated Joint Use Agreement with the Carlsbad Unified School District.
- Transitioned maintenance of Calavera Hills and Aviara Community Parks from city staff to contractual staff.
- Coordinated with parks administration and consultants to update the Citywide Trails Master Plan.
- Provided field support to the Community and Economic Development Department, the Public Works Department, and Urban Place Consulting, on completing the first phase of the enhancement projects for the Downtown Village area.
- Completed the synthetic turf replacement project on the soccer field at Poinsettia Community Park.
- Completed the lighting retrofit project on the sports fields at Calavera Hills and Stagecoach Community Parks.
- Continued to provide field support to the Adopt-A-Trail sponsorship and volunteer program on maintenance and improvement projects. Volunteers logged approximately 2,000 hours.

KEY GOALS FOR 2015-16:

- Complete the design, specifications, and construction of the synthetic turf replacement project on the soccer field at Aviara Community Park.
- Provide field support to the Community and Economic Development Department, the Public Works Department, and Urban Place Consulting, on completing the second phase of the enhancement projects for the Downtown Village Area.
- Assume maintenance responsibility for the Lake Calavera restroom facility.
- Assist in implementation of the updated Citywide Trails Master Plan Update.
- Continue to provide field support to the Adopt-A-Trail sponsorship and volunteer program on maintenance and improvement projects.

SIGNIFICANT CHANGES:

- The department eliminated two Park Maintenance Worker positions and one Parks and Recreation Secretary position.

PROGRAM: STREET TREE MAINTENANCE
FUND: SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 1605023

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$351,182	\$340,305	\$215,071	\$271,696
MAINTENANCE & OPERATIONS	292,308	307,386	318,274	297,637
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$643,490	\$647,691	\$533,345	\$569,333
FULL TIME POSITIONS	3.70	3.75	1.90	2.75
HOURLY/FTE POSITIONS	0.95	0.95	0.95	0.97

WORK PROGRAM:

Provide maintenance to all city accepted street trees within the public right-of-way, including specialized maintenance services for street trees in the Downtown Village.

PROGRAM ACTIVITIES:

Maintenance Pruning

- Focus on city street tree maintenance in the Downtown Village to address City Council's priority for this area.
- Manage the block by block street tree inspection/pruning program. This program remains on a 4-year cycle for routine maintenance inspection/pruning of all city street trees, and a 2-year cycle for high maintenance street trees.

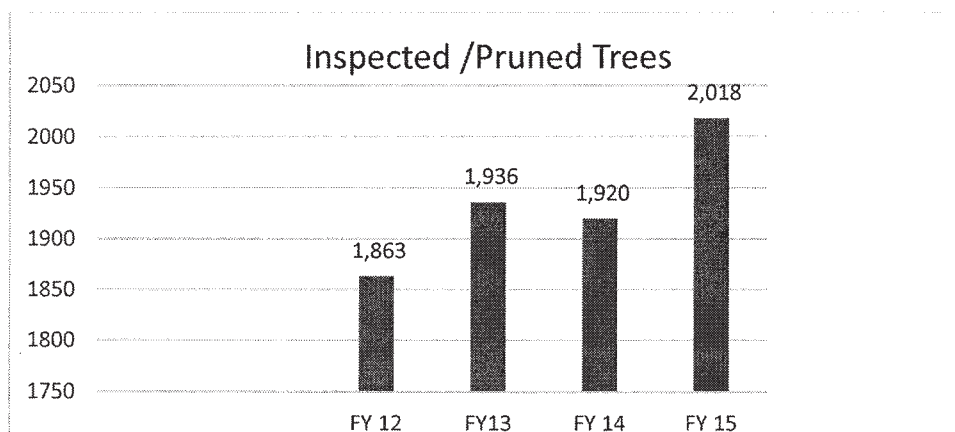
Service Request and Storm/Emergency Response

- Respond to approximately 500 street tree service requests, and provide storm, or other emergency assistance as necessary.

Acceptance of New Trees and Replanting of Vacancies

- Accept new street trees within approved developments, and replant street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.

PROGRAMMED WORKLOAD STATISTICS:



SIGNIFICANT CHANGES:

- None

PROGRAM: MEDIAN MAINTENANCE
FUND: SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 1615024

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$208,105	\$191,786	\$184,316	\$205,678
MAINTENANCE & OPERATIONS	522,230	682,211	659,517	861,914
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$730,335	\$873,997	\$843,833	\$1,067,592
FULL TIME POSITIONS	1.90	1.85	1.50	1.75
HOURLY/FTE POSITIONS	0.60	0.84	0.84	0.88

WORK PROGRAM:

Provide landscape, irrigation maintenance and litter control for all city medians planters and developed parkways, including the Downtown Village.

PROGRAM ACTIVITIES:

Median Maintenance

- Administer and oversee the contractual landscape and irrigation maintenance of approximately 65 acres of median planters. Maintenance includes litter control, weed abatement, pruning, shrub/tree refurbishment and irrigation repairs/adjustments.
- Perform citywide inspection and pruning of median trees on a 4-year cycle, and perform inspection and pruning of high maintenance trees on a 2-year cycle.
- Perform plan checks, conduct inspections, and ultimately assume maintenance responsibility for new medians that are constructed as a result of city capital improvement projects and conditions of private development.
- Perform plan-checks, review maintenance agreements, and conduct inspections for conversion of existing medians from city maintenance to private maintenance responsibility.

Streetscape Maintenance

- Administer and oversee the contractual landscape and irrigation maintenance of high profile streetscapes and developed parkways in the Downtown Village and other areas (approximately 8 acres), including litter control, weed abatement, pruning, shrub/tree refurbishment and irrigation repairs/adjustments.

SIGNIFICANT CHANGES:

- None

PROGRAM: THE CROSSINGS GOLF COURSE
FUND: ENTERPRISE
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 5724580

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	7,061,521	7,245,433	7,477,931	8,040,559
CAPITAL OUTLAY	603,717	630,808	0	116,000
GRAND TOTAL	\$7,665,238	\$7,876,241	\$7,477,931	\$8,156,559
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Crossings at Carlsbad is a municipal golf course located at Palomar Airport Road and The Crossings Drive. Amenities for public use and enjoyment include a 6,467 yard par 72 golf course, a 28,000 sq. ft. clubhouse and the Canyons restaurant overlooking the Pacific Ocean, as well as a trail system that connects to Veterans' Park on the northern boundary under Faraday Avenue. The purpose of the course and the clubhouse is to provide a world class recreational golf facility, and associated golf activities, as well as a place for non-golf recreational activities, such as private and community special events, weddings and other gatherings for residents and visitors of Carlsbad.

PROGRAM ACTIVITIES:

The Golf Course operator Kemper Sports Management (KSM), through its contract with the Carlsbad Public Financing Authority (CPFA), directs the management of the golf course and provides the following:

Golf Course Grounds and Landscape

Management and care for the turf, irrigation, landscaping and contract administration for all activities of the golf course maintenance, in accordance with an approved Integrated Pest Management Plan and standard practices of the American Golf League.

Restroom Maintenance/Litter Control/Picnic Area Services

Inspection and maintenance of restroom facilities and one picnic area, available for public use by trail patrons.

Snack Bar Operations and Maintenance

Provide for and maintain snack bar, snack cart, and all related services.

Players' Lounge

Staff, maintain, and provide food and beverage service at the clubhouse Players' Lounge.

Canyons Restaurant

Staff, maintain, and provide food and beverage service at the Canyons restaurant including special events for golf and non-golf related events and gatherings.

Marketing

Coordinate and promote golf to the golf community as well as other non-golf customers for special events and weddings.

Miscellaneous Maintenance/Repair

Repair and maintenance of the golf course and response to special projects and requests from various divisions and departments.

PROGRAM: THE CROSSINGS GOLF COURSE
FUND: ENTERPRISE
PROGRAM GROUP: PARKS & RECREATION

PAGE TWO

ACCT NO. 5724580

Course Volunteer Program

Train and provide oversight of volunteers who act as course marshals, greeters and assistants at the clubhouse and on the course.

KEY ACHIEVEMENTS FOR 2014-15:

- Replaced carpet in the main dining room of the clubhouse.
- Replaced synthetic turf at tee-line for driving range.
- Established an on-site nursery for growing sod to match the courses greens and fairways.
- Expanded the Players' Lounge patio area.
- Repaired and replaced mainline irrigation at various locations.
- Completed irrigation coverage analysis and implemented adjustments to improve course conditions.
- Repainted restroom block houses and refinished floors (at holes No. 6 and No. 14).

KEY GOALS FOR 2015-16:

- Create new decomposed granite walkways at selective locations of the golf course and club house for improved aesthetics and accessibility.
- Utilize SoCal Watersmart program to develop a plan to replace out of play areas with native habitat.
- Explore and coordinate on cell site facility locations that will be least disruptive to golf course operations.
- Purchase furniture, fixtures and equipment for expanded Players' Lounge patio area.
- Replace driving range ball dispensing system.

SIGNIFICANT CHANGES:

- None

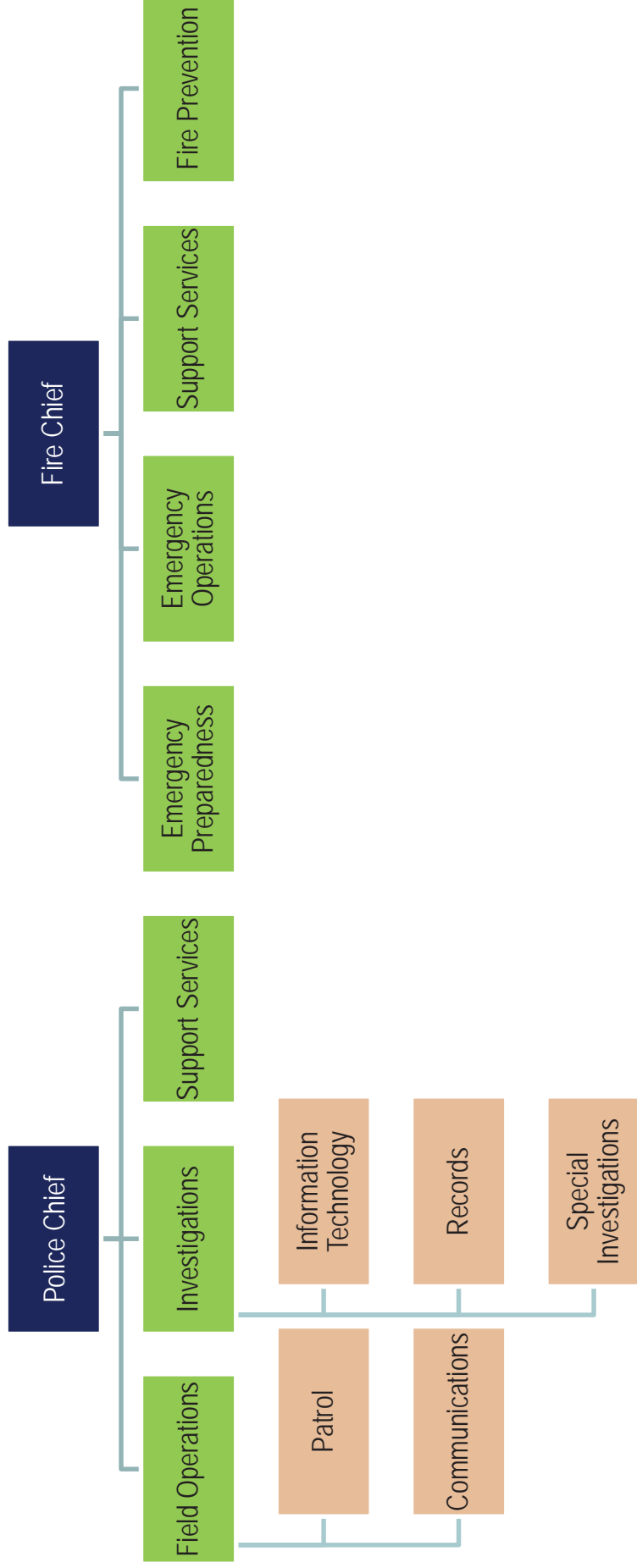
Public Safety



Public Safety

Public Safety

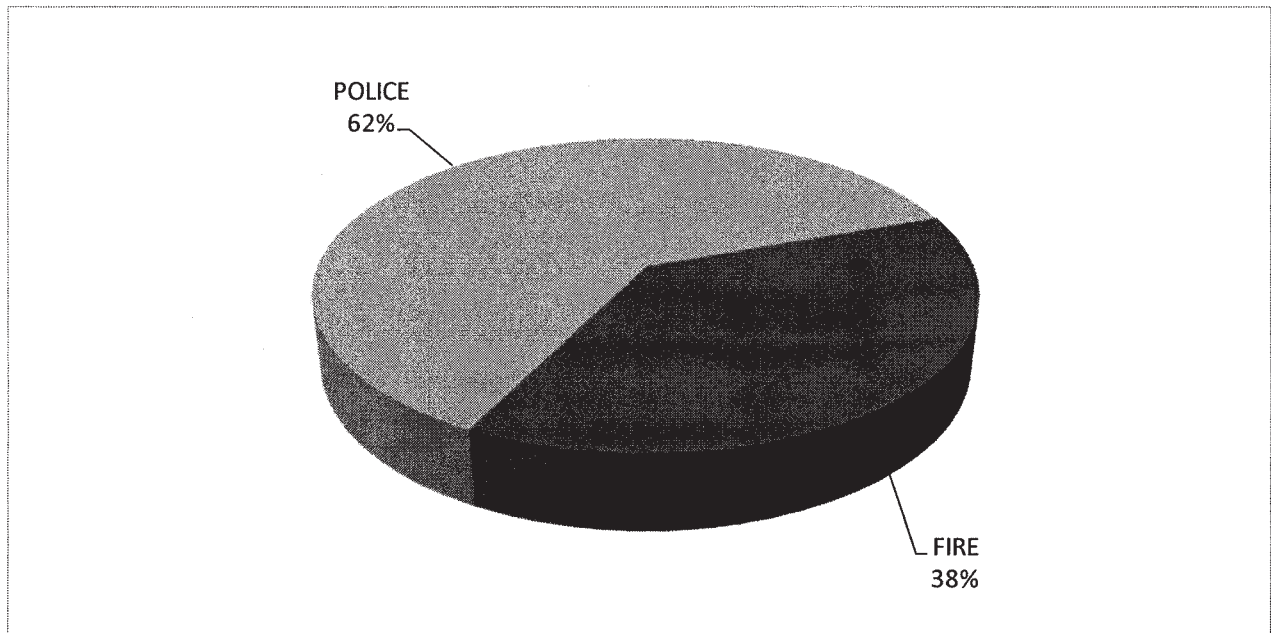
Org Chart by Function



PROGRAM: PUBLIC SAFETY
 FUND: VARIOUS
 PROGRAM GROUP: VARIOUS

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$36,770,708	\$38,284,364	\$38,545,656	\$40,494,610
MAINTENANCE & OPERATIONS	9,028,971	8,828,116	9,605,863	11,085,095
CAPITAL OUTLAY	742,603	349,414	183,521	1,547,764
GRAND TOTAL	\$46,542,282	\$47,461,894	\$48,335,040	\$53,127,469
FULL TIME POSITIONS	248.75	249.00	251.00	257.00
HOURLY/FTE POSITIONS	3.69	4.00	4.00	4.00



PROGRAM: FIRE
FUND: GENERAL
PROGRAM GROUP: FIRE

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$14,120,617	\$14,781,527	\$14,969,053	\$15,402,420
MAINTENANCE & OPERATIONS	3,453,033	3,205,162	3,864,439	4,430,201
CAPITAL OUTLAY	342,019	42,938	100,344	590,862
GRAND TOTAL	\$17,915,669	\$18,029,627	\$18,933,836	\$20,423,483
FULL TIME POSITIONS	87.75	88.00	89.00	89.00
HOURLY/FTE POSITIONS	0.86	1.17	1.17	1.17

PROGRAM GROUP DESCRIPTION:

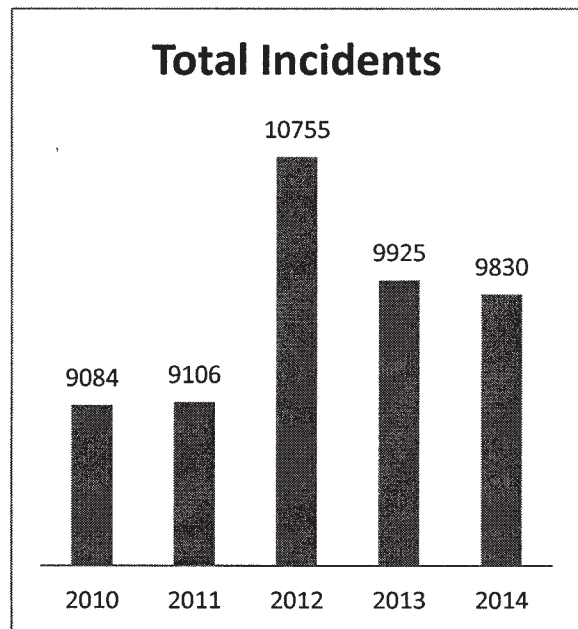
The Fire Department’s mission is to enhance the quality of life in our community by delivering exceptional services in safeguarding lives, property, and our environment. We measure our success in accomplishing our mission through customer surveys, comparative analysis, operational effectiveness, and goal accomplishment.

WORKLOAD STATISTICS:

**Paramedic Satisfaction Survey
 Percentage Good/Excellent**

911 Dispatcher	98%
Response Time	99%
Competence	98%
Courtesy	98%
Procedures Explained	96%
Pain Relieved	92%
Overall Satisfaction	97%

(As rated on a five-point scale of very poor, poor, fair, good, and excellent.)



Customer Service Ratings: The above chart shows our customer satisfaction level for emergency medical services. The results show that our paramedics continue to live up to the department’s values for “treating all patients as we would want our own family treated.”

Incidents & Response Times: The Fire Department reached the incident scene 63 percent of the time in less than six minutes, with the average response time being 05:36 minutes.

KEY ACHIEVEMENTS FOR 2014-15:

- Sustained service delivery levels and programs in light of financial impacts at state and local levels, including continued funding and service reductions for CalFire, as well as funding and service reductions for neighboring fire agencies.
- Expanded community outreach efforts, including partnering with the community in public education and service delivery.
- Inventory and identify all fire department 800 mhz radios for compliance, non-compliance, and/or ability to upgrade the radio's capability to P25. P25 is a suite of standards for digital radio communications for use by federal, state, and local public safety agencies in North America to enable them to communicate with other agencies and mutual aid response teams in emergencies.

KEY GOALS FOR 2015-16:

- Begin the purchase of next generation 800 mhz radios so that the Fire Department is P25 compliant with the new Regional Communication System by January 1, 2018.
- Continue close working relationship with Property & Environmental Management (PEM) through the design and construction phases of the Fire Station No. 3 relocation.
- Work with the city to maintain the maintenance schedule for Fire Station No. 2 and begin siting new station locations.
- Continued participation in the state-wide Community Paramedicine pilot program. Implement the new Electronic Patient Care Record (ePCR) software and telemedicine.
- Increase training levels and add those programs which are necessary for our department to continue to deploy as "all-threat" and "all-risk."
- Further development of the Fire Department's peer support program.
- Complete a Community Fire Service Performance Review through the Insurance Service Organization (ISO) to take advantage of strategic improvements to our service level, hoping to ultimately lower our ISO rating.

Fire Protection and Emergency Medical Services Performance Measures

Service Delivery/Benchmark	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
All Emergency Responses <u>first</u> unit on scene in 06:00 minutes or less from the time of dispatch/90% of the time	72%	71%	63%	64%
All Emergency Responses <u>second</u> unit on scene in 09:00 minutes or less from the time of dispatch/90% of the time	79%	75%	75%	76%
Carlsbad Resident Survey-Fire/90% or greater satisfaction	94%	96%	93%	95%
Overall Emergency Medical Service/90% or greater satisfaction	99%	99%	99%	97%
Net Operating Cost per Capita/\$176 (based on ICMA)	\$126	\$132	\$137	\$138

SIGNIFICANT CHANGES:

- None

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012210

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$376,357	\$528,282	\$470,226	\$489,463
MAINTENANCE & OPERATIONS	13,177	11,812	16,540	6,794
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$389,534	\$540,094	\$486,766	\$496,257
FULL TIME POSITIONS	3.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Administration Division is the office of the Fire Chief, and coordinates the overall operation of the Fire Department. It provides strategic planning to carry out the mission and vision of the organization.

PROGRAM ACTIVITIES:

Coordination

- Provide program direction and planning for all divisions.
- Implement and support Fire Department specific values, mission, and vision.
- Support and facilitate department managers in accomplishing their goals.
- Facilitate team-building programs for all members of the management team.
- Promote increased communication and participation at all levels within the department.

Planning

- Provide a planning interface with other city departments and regional agencies in order to facilitate improved Fire services.
- Participate in the San Diego County Unified Disaster Council, Hazardous Materials Response and North County Dispatch JPAs.
- Participate in regional planning activities, including cooperation and coordination of dispatching, training, recruitment, and facilities.

SIGNIFICANT CHANGES:

- None

PROGRAM: EMERGENCY OPERATIONS
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012220-28

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$12,730,321	\$13,135,500	\$13,232,207	\$13,592,004
MAINTENANCE & OPERATIONS	570,168	596,035	796,546	849,439
CAPITAL OUTLAY	338,057	35,799	100,344	590,862
GRAND TOTAL	\$13,638,546	\$13,767,334	\$14,129,097	\$15,032,305
FULL TIME POSITIONS	78.00	78.00	78.00	78.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Respond to requests for assistance in a timely manner with appropriate equipment and properly trained personnel.

PROGRAM ACTIVITIES:

Administration

Provide operational oversight for all services delivered by Emergency Operations.

Communications

Provide fire personnel with inter-agency communication capabilities utilizing state of the art technology.

Suppression

Extinguish fires and prevent spread to threatened property.

Technical Rescue

Provide all fire personnel equipment and training to enable "All-Risk" rescue needs.

Hazardous Materials (HazMat)/WMD

Provide training and equipment to handle the initial phases of a HazMat incident.

Training

Provide all fire personnel with state and federal mandated training in order to enhance their personal safety as well as services provided to the community.

Apparatus

Provide supplies to protect and maintain all apparatus.

Personal Protective Equipment

Provide state of the art protective clothing and equipment for all safety personnel.

Uniforms

Provide station uniforms with added Nomex fire protection to all fire personnel.

SIGNIFICANT CHANGES:

- None

PROGRAM: WEED ABATEMENT
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012235

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	27,830	33,094	102,550	102,609
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$27,830	\$33,094	\$102,550	\$102,609
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Manage the potential for grass and brush fires on unimproved property by means of a selective hazard abatement program.

PROGRAM ACTIVITIES:

Hazard Identification

- Identify and serve notice to owners of properties on which fire hazards exist or are likely to exist.
- Survey vacant lots and parcels for clearance.
- Obtain City Council approval for abatement.
- Mail notices to property owners.

Hazard Abatement

- Ensure effective abatement of identified hazards.
- Inspect all noticed property.
- During May through July, clean all property not previously abated by owners.
- Manage contractor performance and payment.
- Obtain City Council approval to place abatement costs onto property owners' property tax roll in July.
- Submit charges to County Auditor for recovery through property tax billing by August.
- Provide vegetation fire hazard reduction public education programs in urban wildlife interface zones.
- Provide computerized analysis of expected fire behavior in wildland areas adjacent to developed regions of the community.
- Coordinate vegetation hazard abatement on city owned vacant properties.

SIGNIFICANT CHANGES:

- None

PROGRAM: EMERGENCY PREPAREDNESS
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012240-43

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$125,190	\$141,353	\$130,672	\$147,606
MAINTENANCE & OPERATIONS	77,735	45,064	81,661	75,843
CAPITAL OUTLAY	3,962	0	0	0
GRAND TOTAL	\$206,887	\$186,417	\$212,333	\$223,449
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Develop and manage emergency management programs that reduce the impact of natural and man-made disasters. Emergency management programs include: prevention/mitigation, preparedness, response and recovery.

- The Emergency Preparedness Program strategic goals include: strengthen city preparedness programs, develop community relationships, strengthen mutual aid partnerships, and meet federal and state preparedness requirements. The major components of the city’s emergency management program include:
 - Emergency preparedness, hazard mitigation, continuity of operations planning, and incident response and recovery planning;
 - Emergency Operations Center (EOC) readiness;
 - Disaster Service Worker, Incident Command System and the National Incident Management System (NIMS) training;
 - CPR/First Aid/AED training; and
 - Public outreach, including Community Emergency Response Team (CERT) classes and maintenance of CERT readiness standards, and training and administrative support for Chamber of Commerce Ready Carlsbad Business Alliance.

PROGRAM ACTIVITIES:

Planning

- Direct and manage City of Carlsbad Emergency Management Administrative Team.
- Develop and manage EOC facility, staffing, equipment and supplies to ensure incident response readiness.
- Develop and maintain city mass care and sheltering capability.

Training and Education

- Conduct classroom and simulation training sessions for city staff.
- Conduct EOC training and exercises.
- Conduct city staff shelter training.
- Provide basic emergency response training to city employees.
- Conduct emergency preparedness public outreach and education in the community.
- Ensure city compliance with training and implementation of NIMS.

Inter-Agency Coordination

- Represent the interests of the city on the County Unified Disaster Council.
- Promote Federal Emergency Management Agency’s *Whole Community Approach to Emergency Management*, including those with access and functional needs.

SIGNIFICANT CHANGES:

- None

PROGRAM: SUPPORT SERVICES
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012250-53

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$434,074	\$511,918	\$550,942	\$556,388
MAINTENANCE & OPERATIONS	2,691,956	2,437,695	2,760,652	3,291,222
CAPITAL OUTLAY	0	7,139	0	0
GRAND TOTAL	\$3,126,030	\$2,956,752	\$3,311,594	\$3,847,610
FULL TIME POSITIONS	2.75	3.00	3.00	3.00
HOURLY/FTE POSITIONS	0.86	1.17	1.17	1.17

WORK PROGRAM:

Support Services provides internal support and logistic services to all Fire Department divisions. This includes recruitment, promotional testing, facilities' requests, and equipment purchasing.

PROGRAM ACTIVITIES:

Provide program support services including

- Assessment and selection of new probationary employees.
- Probationary training and testing.
- Annual promotional testing.
- Facilities management.
- Contract services management.
- Apparatus/Fleet management services.
- Procurement services (equipment and supplies).
- Department directives, policy and procedure management.
- Oversee the Fire Prevention Bureau.
- Participates in the development and administration of the department's budget.
- Computer program management.
- Provide coordination for fire and life safety public education programs.

SIGNIFICANT CHANGES:

- None

PROGRAM: PREVENTION
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012260

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$454,675	\$464,474	\$585,006	\$616,959
MAINTENANCE & OPERATIONS	72,167	81,462	106,490	104,294
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$526,842	\$545,936	\$691,496	\$721,253
FULL TIME POSITIONS	3.00	3.00	4.00	4.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Reduce the potential for fire and property loss in the community through Fire Code enforcement, Fire Protection Engineering, Fire Investigation, Public Education and Community Risk Reduction.

PROGRAM ACTIVITIES:

Enforcement and Engineering

- Provide code enforcement occupancy inspections in existing public buildings and those under construction.
- Conduct periodic fire inspections in commercial, industrial, and multi-family residential buildings.
- Perform code compliance reviews on construction plan submittals within 30 days.
- Perform new construction inspections within 48 hours of request.
- Conduct code compliance inspections in State Fire Marshal mandated facilities (public assemblies, schools, care facilities, hotels and motels, apartment complexes and hazardous materials handling facilities).
- Respond to citizen hazard inquiries and complaints.
- Conduct cause and origin investigations for suspicious or large loss fires.
- Manage contractor performance and payment.

SIGNIFICANT CHANGES:

- None

PROGRAM: POLICE
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: POLICE

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$22,650,091	\$23,502,837	\$23,576,603	\$25,092,190
MAINTENANCE & OPERATIONS	5,575,938	5,622,954	5,741,424	6,654,894
CAPITAL OUTLAY	400,584	306,476	83,177	956,902
GRAND TOTAL	\$28,626,613	\$29,432,267	\$29,401,204	\$32,703,986
FULL TIME POSITIONS	161.00	161.00	162.00	168.00
HOURLY/FTE POSITIONS	2.83	2.83	2.83	2.83

MISSION STATEMENT

To protect and serve the community with integrity, professionalism, and valor.

PERFORMANCE/WORKLOAD MEASURES:

Response Time

The Police Department compares its average response time to different priority calls to the national average. The national average response time for priority 1 calls is less than six minutes. The average response time for priority 1 calls in Carlsbad is 6.5 minutes. While the number of priority 1 calls increased by 14, the number of officers responding to calls has remained the same.

Crime Rate

The FBI Index is used to measure crime in Carlsbad. The FBI Index includes homicide, rape, robbery, aggravated assault, burglary, larceny/theft, and motor vehicle theft. In 2014, Carlsbad's violent crime rate was 2.0 per 1,000 population and the property crime rate was 19.3 per 1,000 population. Both are lower than the county averages of 3.7 and 22.3 respectively.

Community Perception of Crime

The Police Department measures citizens' perceptions of crime by asking, "How safe do you feel walking alone in your neighborhood?" Ninety-one percent responded "very safe" during the daytime, and 64 percent responded "very safe" at night, the benchmarks are 60 percent and 31 percent respectively.

KEY ACHIEVEMENTS FOR 2014-15:

- Implemented an on-line reporting system so community members can report selected low-level crimes electronically.
- Completed an organizational assessment by the International City/County Management Association. The assessment included recommendations for optimal structure and operations to best serve the community.

KEY GOALS FOR 2015-16:

- Continue recruitment and hiring of new officers within a competitive job market.
- Continue to work on department's technology foundation to be more effective and efficient, acquire more timely and accurate data, and to implement a data driven approach to policing.
- Repurpose existing staff and add non-sworn staff to maximize service and efficiency.
- Continue training and professional development for succession planning.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012110

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$656,484	\$661,836	\$675,878	\$718,352
MAINTENANCE & OPERATIONS	768,825	863,404	797,708	913,801
CAPITAL OUTLAY	0	23,225	0	0
GRAND TOTAL	\$1,425,309	\$1,548,465	\$1,473,586	\$1,632,153
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Develop and administer functions and programs that support the city's and the Police Department's statement of values in a manner responsive to the city and its citizens. Provide leadership and support to department divisions. Establish policies and long-range plans to meet department goals and city needs.

Mission Statement: To protect and serve the community with integrity, professionalism and valor

Values, leading with:

- Commitment: Dedication to duty and responsibility
- Honesty: Sincere and truthful in our endeavors
- Respect: Treat everyone with dignity
- Accountability: Responsible and transparent in our actions and words
- Compassion: Concern and sympathy for others ensures our organizational success
- Vision: Embrace the future and honor the past in pursuit of a safer tomorrow

PROGRAM ACTIVITIES:

Service Programs

- Develop and manage programs that reduce crime, encourage citizen participation, and improve community safety.

Organization

- Assist staff with individual and group development.

Division Support

- Provide support to divisions to assist with meeting goals.

Leadership

- Provide department staff with the knowledge and training necessary to carry out the department's mission.
- Department leadership will focus on the following areas in Fiscal Year 2015-16:
 - Continuity of operations and expertise, given changes in leadership
 - Staffing enhancements which will have the biggest impact on public safety and quality of life
 - Training and professional development
 - Recruitment

SIGNIFICANT CHANGES:

- None

PROGRAM: FIELD OPERATIONS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012120

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$9,821,575	\$10,843,871	\$10,557,486	\$11,068,585
MAINTENANCE & OPERATIONS	1,261,810	1,141,974	1,257,505	1,648,331
CAPITAL OUTLAY	0	7,742	0	878,742
GRAND TOTAL	\$11,083,385	\$11,993,587	\$11,814,991	\$13,595,658
FULL TIME POSITIONS	67.00	70.47	71.47	73.60
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Respond to calls for service and provide emergency services, preventative patrol, traffic enforcement, and special enforcement in the community. Enforce laws and ordinances, preserve the peace, and provide for the protection of life and property through proactive programs of enforcement and prevention.

PROGRAM ACTIVITIES:

Calls for Service

- Respond to calls for emergency and non-emergency services.
- Investigate crimes.
- Enforce laws and ordinances.

Reports

- Take reports including crime, arrest, collisions, incident, citation, and field interview.

Response Time

- Respond to priority one calls in less than six minutes.

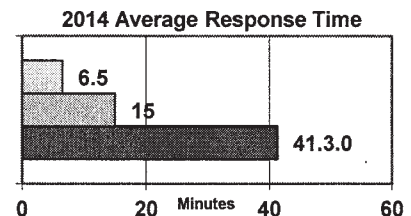
WORKLOAD STATISTICS:

	CY2010	CY2011	CY2012	CY2013	CY2014
Police Activities/Calls for Service	97,414	93,248	90,122	87,976	91,314
Cases	8,188	7,963	8,314	8,296	8,349

PERFORMANCE/WORKLOAD MEASURES:

2014 Average Response Times

Priority one calls are those in which there is an immediate threat to life or property. Our goal is to respond to all priority one calls in an average of six minutes or less. Priority one calls were 3 percent of our total call volume in 2014. Priority two (urgent calls) and priority three (calls for reports) made up 80 percent of our total call volume. The remaining 17 percent were priority four calls.



SIGNIFICANT CHANGES:

- 2.0 full-time positions were added to better fit the workload of the department and allocate responsibilities for the operations staff. 2.0 full-time police officer positions were unfunded to offset the cost of the new positions. Reallocated .13 full-time position from another division to better reflect workload.

PROGRAM: COMMUNITY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012119, 2121-23, 2125, 2142

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,868,438	\$1,661,275	\$1,750,078	\$1,834,343
MAINTENANCE & OPERATIONS	420,716	377,558	370,555	437,166
CAPITAL OUTLAY	0	0	28,620	0
GRAND TOTAL	\$2,289,154	\$2,038,833	\$2,149,253	\$2,271,509
FULL TIME POSITIONS	14.00	14.00	12.00	12.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Community Services division includes the following programs:

Traffic

- Provide traffic enforcement as a means of reducing collisions and hazardous violations in the community. Provide accident investigation and traffic safety programs to make the streets and highways safer.

Volunteer Program

- Provide support to the members of the Police Department and help enhance community safety and security through education and crime prevention.

Reserve Program

- Provide assistance to the patrol and traffic functions, as well as other divisions within the department by assignment as transport, cover, or working with officers.

Lagoon Patrol

- Maintain order in and around Agua Hedionda Lagoon. Provide general coverage and respond to concerns involving Agua Hedionda and the other city lagoons.

Media Relations and Crime Prevention

- Provide information to the media in order to inform the public regarding crime activity in the city.
- Help improve the quality of life for Carlsbad citizens through crime prevention awareness and education, and help reduce the fear of crime through the dissemination of information.

Explorer Program

- Provide volunteer opportunities for youth interested in careers in law enforcement.

PROGRAM ACTIVITIES:

Traffic

- Maintain a high profile of traffic enforcement in order to reduce traffic collisions citywide.
- Conduct accident investigations to document location, time, and cause of traffic collisions in order to provide targeted traffic enforcement.
- Provide data for traffic engineering.

PROGRAM: COMMUNITY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

PAGE TWO

ACCT NO. 0012119, 2121-23, 2125, 2142

PROGRAM ACTIVITIES (continued):

Senior Volunteer Patrol

- Conduct crime prevention patrols.
- Assist with traffic control and special events.
- Conduct education activities in the community.
- Provide regular contact for homebound citizens.

In-House Volunteers

- Provide general clerical assistance.
- Provide data entry assistance.
- Contact crime victims.
- Provide assistance with special assignments and projects.

Reserves

- Provide patrol assistance to the Police Department.

Lagoon Patrol

- Monitor recreational boating operation on Agua Hedionda Lagoon.
- Patrol lagoon, trail, and park areas.

Media Relations and Crime Prevention

- Communicate department information to the media in order to keep the public informed.
- Use social media, including Facebook and Twitter, to share crime prevention information with the community.
- Create and implement education and awareness programs that reduce the threat of crime and enhance safety and security.
- Target community groups including businesses, crime victims, and visitors utilizing community forums, the department web site, social media, email subscriptions, and electronic newsletters.

SIGNIFICANT CHANGES:

- None

PROGRAM: CANINE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012124

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$656,153	\$669,804	\$646,674	\$663,189
MAINTENANCE & OPERATIONS	104,567	106,050	117,863	181,246
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$760,720	\$775,854	\$764,537	\$844,435
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	0.00	1.00	0.00	0.00

WORK PROGRAM:

Augment patrol officers in general law enforcement efforts to deter crime. Enhance department's ability to locate hidden suspects while providing greater officer safety through the use of trained police dogs.

PROGRAM ACTIVITIES:

- Enforce laws throughout the city.
- Provide canine coverage on each patrol watch.
- Provide canine demonstrations to schools and civic groups throughout the year to show the capabilities of police canine teams.

SIGNIFICANT CHANGES:

- None

PROGRAM: INVESTIGATIONS/FIELD EVIDENCE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012126, 2128, 2130, 2136

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,610,417	\$2,561,704	\$2,649,803	\$2,767,657
MAINTENANCE & OPERATIONS	343,002	325,130	302,754	345,841
CAPITAL OUTLAY	2,158	58,202	0	0
GRAND TOTAL	\$2,955,577	\$2,945,036	\$2,952,557	\$3,113,498
FULL TIME POSITIONS	15.00	15.00	15.00	15.00
HOURLY/FTE POSITIONS	1.00	0.00	1.00	0.50

WORK PROGRAM:

Investigations

Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of crimes. Provide coordination of the criminal justice process; recover stolen property; process property and evidence.

Violent Crimes Unit

Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of violent crimes.

Field Evidence

Collect and process evidence collected in the field by police employees. Evidence may include fingerprints, photographs, plaster casting, bodily fluids, and other items.

SWAT Team

Assist in the preservation of all life and ensure a safe resolution to critical incidents such as barricaded suspects and armed threats. Serve high-risk search warrants. Ensure the immediate ability of advanced lifesaving treatment to any injured persons with specially trained Fire Department paramedics. Program activities include:

- Conduct monthly training for team members.
- Respond to critical incidents.
- Serve high-risk search warrants.

Crisis Negotiation Team

The team's responsibilities include:

- Negotiate with suicidal, barricaded and hostage taking subjects for a safe and timely resolution.
- Provide intelligence information to the command staff and the SWAT Team.
- Evaluate tactical operations and providing liability related input to command staff.

WORKLOAD STATISTICS:

	<u>CY2010</u>	<u>CY2011</u>	<u>CY2012</u>	<u>CY 2013</u>	<u>CY2014</u>
Violent Crime Clearance Rate	49%	45%	50%	71%	92%
Property Crime Clearance Rate	21%	19%	16%	20%	21%
Property Recovery Rate	23%	19%	17%	14%	12%

SIGNIFICANT CHANGES:

- Reallocated .50 part-time position from another division to better reflect workload.

PROGRAM: VICE/NARCOTICS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012131

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$714,038	\$637,047	\$687,983	\$741,299
MAINTENANCE & OPERATIONS	99,532	77,343	89,448	90,898
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$813,570	\$714,390	\$777,431	\$832,197
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Enforce the laws relating to vice and narcotics violations. Identify and assist in the prosecution of those responsible for the use, distribution, sale, and proliferation of illegal drugs in the community. Identify and arrest those responsible for the violation of laws concerning prostitution, gambling, liquor laws, and other illegal activities.

SIGNIFICANT CHANGES:

- None

PROGRAM: YOUTH/SCHOOL PROGRAMS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012132, 2143

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$708,860	\$607,674	\$553,073	\$572,642
MAINTENANCE & OPERATIONS	77,101	80,682	78,800	98,290
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$785,961	\$688,356	\$631,873	\$670,932
FULL TIME POSITIONS	5.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	0.33	0.33	0.33	0.00

WORK PROGRAM:

Police School Resource Officers

Maintain order in and around schools to deter crime through enforcement, and to create a positive interaction among students, citizens, and educators.

Juvenile Diversion

Provide juvenile diversion services and programs to all age levels of youth within the City of Carlsbad, both delinquent and pre-delinquent, and within and prior to entering the criminal justice system.

PROGRAM ACTIVITIES:

Police School Resource Officers

- Maintain order and enforce laws on school campuses located within the City of Carlsbad.
- Educate staff and students regarding laws pertaining to schools, child abuse, and law enforcement in general.
- Conduct follow-up investigations on juvenile and school-related crime.
- Serve as a resource for school safety preparedness.

Juvenile Diversion

- The Juvenile Justice Program has expanded to include a new partnership with Project Aware, a program which provides a series of workshops to enrollees in juvenile diversion to teach them skills related to emotional literacy, anger management, problem solving and healthy relationships.

SIGNIFICANT CHANGES:

- Reallocated .33 part-time position to another division to better reflect workload.

PROGRAM: PROPERTY AND EVIDENCE/RECORDS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012133, 2145

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$703,814	\$717,551	\$665,789	\$808,646
MAINTENANCE & OPERATIONS	45,865	51,622	59,190	71,298
CAPITAL OUTLAY	5,182	0	0	0
GRAND TOTAL	\$754,861	\$769,173	\$724,979	\$879,944
FULL TIME POSITIONS	8.00	7.47	7.47	9.00
HOURLY/FTE POSITIONS	0.50	0.50	0.52	0.35

WORK PROGRAM:

Property and Evidence

Responsible for the processing, retention, disposal, and security of all property and evidence obtained or seized by the department.

Records

Provide processing, filing, and maintenance of all department law enforcement official records; responsible for data entry into the Automated Regional Justice Information System (ARJIS) countywide system and statewide system for the purpose of reporting crime information; responsible for public reception, information, fingerprinting services and general access to the department for the public.

PROGRAM ACTIVITIES:

Property and Evidence

- Physically maintain and accurately track all property and evidence.
- Return property to lawful owners.
- Dispose of property according to law.

Records

- Process Police records including arrests, crime cases, citations, traffic collisions, and incident reports.
- Perform data entry on same.
- Interact with public and other government/law enforcement agencies.
- Prepare reports for release according to law.
- Provide statistical data to State of California.

WORKLOAD STATISTICS:

	<u>CY2010</u>	<u>CY2011</u>	<u>CY2012</u>	<u>CY2013</u>	<u>CY2014</u>
Police Cases	8,188	7,963	8,314	8,296	8,349

SIGNIFICANT CHANGES:

- A project to implement a new records management system will get underway this fiscal year. The system, NetRMS, will create paperless reporting and distribution of reports throughout the department, creating new workload efficiencies.
- 1.0 full-time position was added to assist with evidence, records and to assist with the new records management system.
- Reallocated .53 full-time position from another division to better reflect workload.
- Reallocated .17 part-time position to another division to better reflect workload.

PROGRAM: FAMILY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012134

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$882,720	\$940,942	\$881,516	\$914,345
MAINTENANCE & OPERATIONS	43,900	47,586	45,359	59,133
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$926,620	\$988,528	\$926,875	\$973,478
FULL TIME POSITIONS	6.00	6.00	6.00	6.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide follow-up investigation leading to the identification and apprehension of persons responsible for the commission of crimes relating to juvenile offenders, juvenile victims, elder abuse, and domestic violence incidents. Provide coordination of the criminal justice process as it relates to prevention, education, diversion, and enforcement.

PROGRAM ACTIVITIES:

- Investigate and follow up on crime and incident reports as they relate to all phases of the family.
- Assist in the coordination of diversion, prevention, and education activities offered by the department such as GUIDE (Greater Understanding through Intervention, Diversion and Education), Juvenile Justice Panel, parenting skills classes, mentoring at-risk youth, fraud and elder abuse.

SIGNIFICANT CHANGES:

- None

PROGRAM: TASK FORCE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012135

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$389,452	\$421,328	\$473,930	\$482,444
MAINTENANCE & OPERATIONS	75,614	69,545	88,175	68,436
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$465,066	\$490,873	\$562,105	\$550,880
FULL TIME POSITIONS	4.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Participate in specialized regional crime-fighting task forces including North County Gang Task Force and the Narcotics Task Force.

SIGNIFICANT CHANGES:

- None

PROGRAM: SUPPORT SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012140

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$861,253	\$1,099,330	\$991,389	\$921,888
MAINTENANCE & OPERATIONS	150,455	203,673	130,990	138,386
CAPITAL OUTLAY	13,316	0	0	0
GRAND TOTAL	\$1,025,024	\$1,303,003	\$1,122,379	\$1,060,274
FULL TIME POSITIONS	5.00	5.00	6.00	5.00
HOURLY/FTE POSITIONS	0.50	0.50	0.50	1.00

WORK PROGRAM:

Provide support to the Police Department in the form of training, internal affairs, professional standards, and personnel recruitment and hiring.

PROGRAM ACTIVITIES:

- Coordinate all department training.
- Recruit new employees.
- Organize testing programs and conduct Police Officer Standards and Training (POST) and mandated pre-employment investigations.
- Establish, maintain and enforce department professional standards.
- Investigate citizen complaints.

SIGNIFICANT CHANGES:

- Reallocated 1.0 full-time position to another division to better reflect workload.
- Reallocated .50 part-time position from another division to better reflect workload.

PROGRAM: COMMUNICATIONS CENTER
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012144

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,103,206	\$2,178,816	\$2,331,992	\$2,652,807
MAINTENANCE & OPERATIONS	163,870	152,031	179,780	216,591
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,267,076	\$2,330,847	\$2,511,772	\$2,869,398
FULL TIME POSITIONS	19.00	19.00	19.00	21.00
HOURLY/FTE POSITIONS	0.50	0.50	0.48	0.48

WORK PROGRAM:

Provide public safety communication including answering 9-1-1 and other calls and dispatching appropriate emergency personnel.

PROGRAM ACTIVITIES:

Provide routine and emergency public safety communication services.

WORKLOAD STATISTICS:

	<u>CY2010</u>	<u>CY2011</u>	<u>CY2012</u>	<u>CY2013</u>	<u>CY2014</u>
Police Activities	97,414	93,248	90,122	87,976	91,314
9-1-1 calls	29,869	30,076	26,954	26,901	28,864
Total Phone Calls	164,724	160,179	157,890	139,673	148,400

SIGNIFICANT CHANGES:

- 2.0 full-time positions were added to assist with call volume and increase minimum staffing levels.

PROGRAM: INFORMATION TECHNOLOGY
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012147

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$403,019	\$295,460	\$570,904	\$708,672
MAINTENANCE & OPERATIONS	1,800,978	1,998,374	2,094,454	2,293,476
CAPITAL OUTLAY	0	32,490	0	0
GRAND TOTAL	\$2,203,997	\$2,326,324	\$2,665,358	\$3,002,148
FULL TIME POSITIONS	3.00	3.00	4.00	5.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide information technology support to the Police Department.

PROGRAM ACTIVITIES:

- Maintain and develop the department's automated systems such as CAD, ARJIS, and the microcomputer network.
- Implement and install new technology.

SIGNIFICANT CHANGES:

- One full-time Client Systems Associate position was added.

PROGRAM: POLICE ASSET FORFEITURE
FUND: SPECIAL REVENUE
PROGRAM GROUP: POLICE

ACCT NO. 1212110, 1222110

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	111,263	76,335	126,583	88,281
CAPITAL OUTLAY	90,898	86,646	54,557	78,160
GRAND TOTAL	\$202,161	\$162,981	\$181,140	\$166,441
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The City of Carlsbad periodically receives forfeited funds and assets as a result of the Police Department's narcotics enforcement efforts. These funds are restricted by statute for use by the Police Department only, and cannot be used to supplant existing budgets.

KEY GOALS FOR 2015-16:

- Planned purchases:
 - Ballistic shields
 - Speed Sentrys
 - LIDAR units
 - Training props

SIGNIFICANT CHANGES:

- None

PROGRAM: CITIZENS OPTION FOR PUBLIC SAFETY
FUND: SPECIAL REVENUE
PROGRAM GROUP: POLICE

ACCT NO. 1232150

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$124,984	\$123,397	\$140,108	\$189,281
MAINTENANCE & OPERATIONS	0	1,640	2,260	3,720
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$124,984	\$125,037	\$142,368	\$193,001
FULL TIME POSITIONS	2.00	1.06	1.06	1.40
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

This is the sixteenth year the city has received funding from the Citizens Option for Public Safety (COPS) grant program. This program focuses on front-line police services.

PROGRAM ACTIVITIES:

- Identify problems and causes.
- Develop short-term and long-term solutions.
- Work in cooperation with citizens, community groups and other agencies.

SIGNIFICANT CHANGES:

- Reallocated .34 full-time positions from another division to better reflect workload.

PROGRAM: POLICE GRANTS
FUND: SPECIAL REVENUE
PROGRAM GROUP: POLICE

ACCT NO. 124-125XXX

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$145,678	\$82,802	\$0	\$48,040
MAINTENANCE & OPERATIONS	108,440	50,007	0	0
CAPITAL OUTLAY	289,030	98,171	0	0
GRAND TOTAL	\$543,148	\$230,980	\$0	\$48,040
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

WORK PROGRAM:

At the time of budget adoption, grant funds had not been finalized and appropriated in the budget documents. Estimated budget amounts to be appropriated during the FY 2015-16 are summarized below:

The Police Department has requested \$66,811 from the US Department of Homeland Security Operation Stonegarden grant, to reimburse Carlsbad for overtime expenses. Operation Stonegarden is a program to enhance security along the borders of the United States by increasing law enforcement presence. Carlsbad will provide additional patrol to help increase security along San Diego's coastline and deny coastal egress routes to human and drug smuggling organizations.

The Justice Assistance Grant will provide the department with approximately \$18,000 to purchase needed equipment.

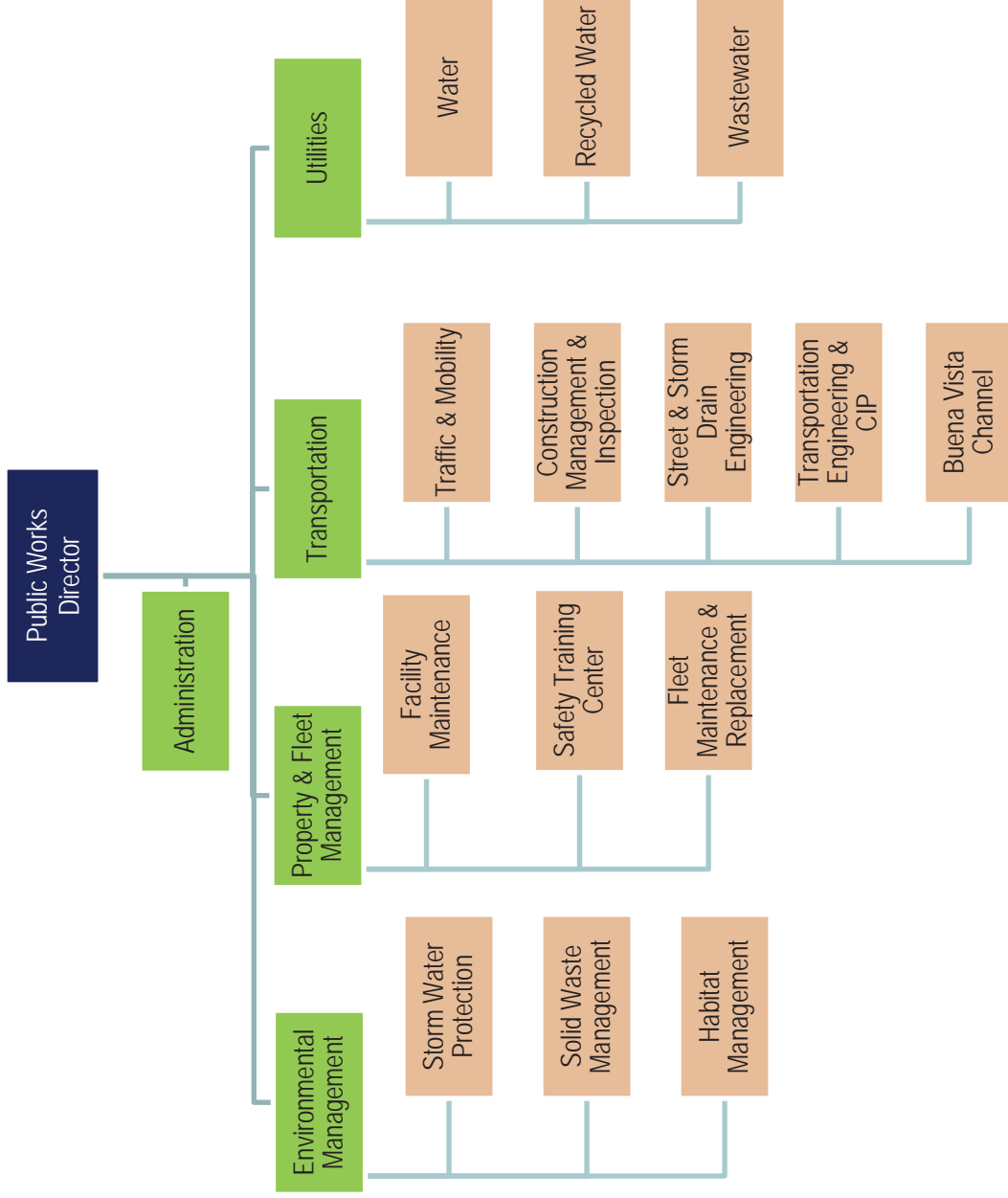
SIGNIFICANT CHANGES:

- Reallocated .50 part-time position from another division to better reflect workload.



Public Works

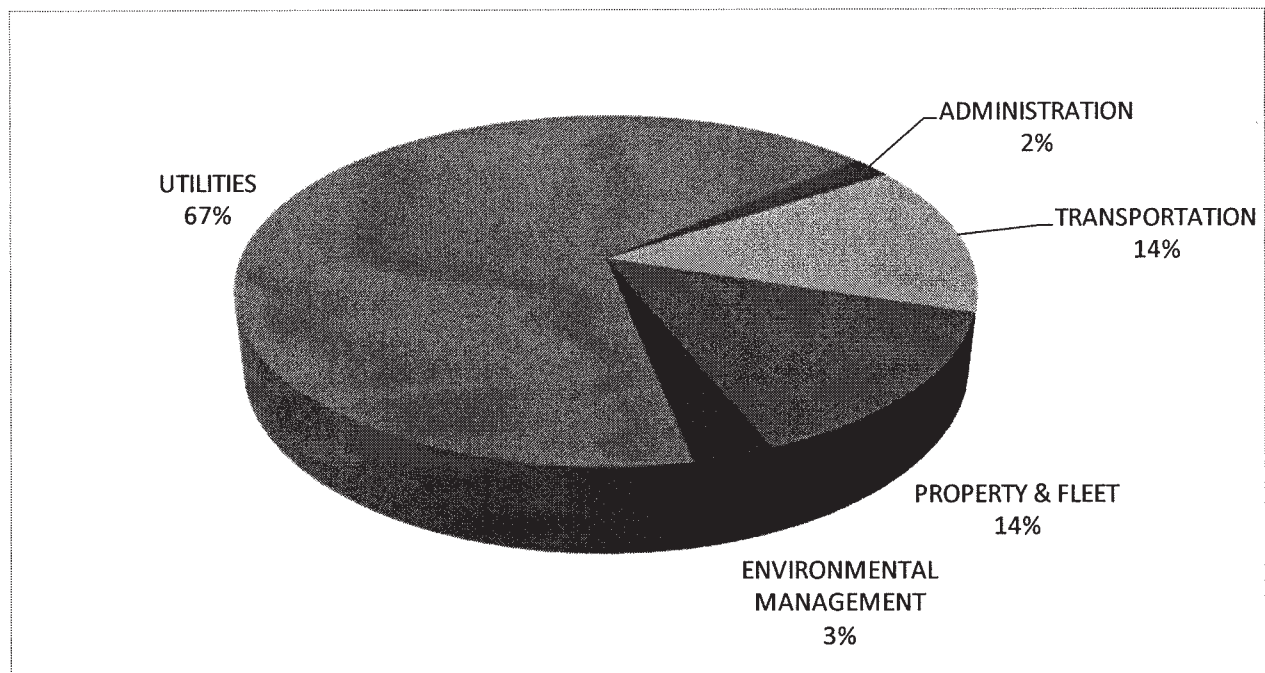
Org Chart by Function



PROGRAM: PUBLIC WORKS
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$15,887,194	\$15,950,131	\$17,793,253	\$19,131,826
MAINTENANCE & OPERATIONS	57,731,600	64,492,153	63,884,183	64,229,786
CAPITAL OUTLAY	695,705	2,245,145	1,904,500	3,520,618
GRAND TOTAL	\$74,314,499	\$82,687,429	\$83,581,936	\$86,882,230
FULL TIME POSITIONS	162.60	159.40	160.40	162.85
HOURLY/FTE POSITIONS	3.84	4.59	5.75	5.25



PROGRAM: PUBLIC WORKS ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: PUBLIC WORKS

ACCT NO. 0018310

PERSONNEL	\$0	\$715,688	\$717,856	\$1,154,749
MAINTENANCE & OPERATIONS	0	394,959	491,971	407,851
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$0	\$1,110,647	\$1,209,827	\$1,562,600
FULL TIME POSITIONS	0.00	6.00	6.00	8.05
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Public Works is responsible for planning, providing and maintaining the infrastructure to support a high quality of life in Carlsbad. The department also manages the Capital Improvement Program in partnership with the community, which encompasses street pavement programs; traffic management; major facilities maintenance, repairs and renovations; water and sewer infrastructure; construction of civic buildings; and other infrastructure projects.

PROGRAM ACTIVITIES:

Public Works Administration provides coordinated, efficient and effective work systems and administrative support services to the entire Public Works department, with a focus on strategic alignment to the Community Vision and City Council goals. Functional areas include department management, budget oversight, communications and outreach, contract administration, organizational development, performance measurement, project management, records management, technology strategy and training.

KEY ACHIEVEMENTS FOR 2014-15:

- Successful filling of more than 20 vacant positions department-wide through external recruitments and promotions, including Public Works Director, Senior Management Analyst, Senior Utilities Engineering Manager, Utility Manager Water Operations, Traffic Signal Operations Specialists, Management Analysts, Administrative Secretaries and various other positions.
- Re-organization of department into eight divisions: Administration, Construction Management & Inspection, Environmental Management, Property & Fleet Management, Streets & Storm Drains Maintenance, Traffic & Mobility, Transportation Engineering & Capital Improvement Program Administration, and Utilities.

KEY GOALS FOR 2015-16:

- Complete APWA accreditation self-assessment.
- Implementation of PlanetBids online bid software.
- Provide enhanced training opportunities in advanced Excel, communications and writing, project management software, and Sharepoint.
- Provide cross-training opportunities as well as facilitated training sessions for staff on innovation, change management and other professional development topics.
- Examine opportunities for improved project management through application of the PMP curriculum recently completed by several Public Works staff.

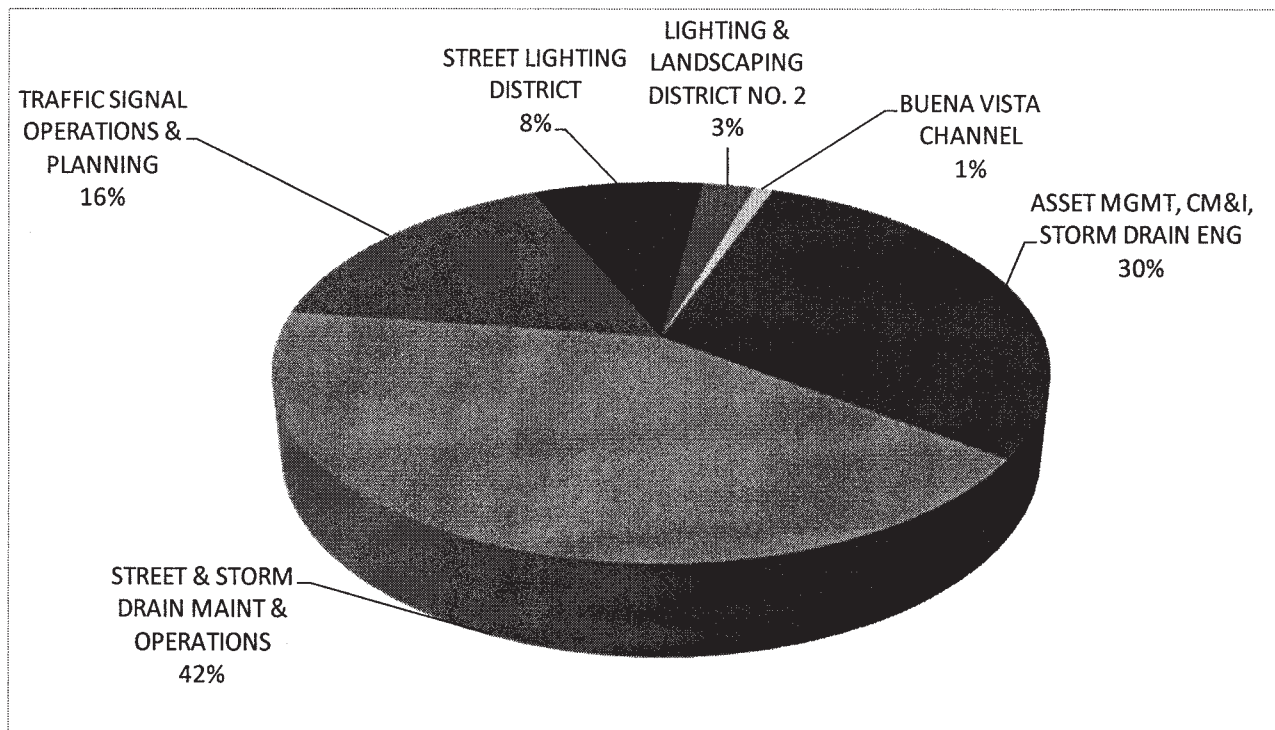
SIGNIFICANT CHANGES:

- This org key was formerly known as Transportation Administration, and included several line items that have been re-allocated to the appropriate division budgets for FY 2015-16. Minor full-time re-allocations were also completed to better reflect work performed.

PROGRAM: TRANSPORTATION
FUND: VARIOUS
PROGRAM GROUP: TRANSPORTATION

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$6,233,594	\$5,573,736	\$6,125,033	\$6,558,907
MAINTENANCE & OPERATIONS	4,667,414	4,529,440	4,974,511	5,375,088
CAPITAL OUTLAY	6,987	12,754	0	0
GRAND TOTAL	\$10,907,995	\$10,115,930	\$11,099,544	\$11,933,995
FULL TIME POSITIONS	61.65	54.20	55.10	57.35
HOURLY/FTE POSITIONS	1.00	1.00	0.00	0.00



PROGRAM: ASSET MANAGEMENT, CONSTRUCTION MANAGEMENT & INSPECTION, STORM DRAIN ENGINEERING
FUND: GENERAL ACCT NO. 0016310, 0018010, 0018020,
PROGRAM GROUP: TRANSPORTATION 00185XX, 00187XX

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$3,927,701	\$2,568,022	\$2,558,058	\$2,924,962
MAINTENANCE & OPERATIONS	782,843	608,174	545,052	593,962
CAPITAL OUTLAY	6,547	0	0	0
GRAND TOTAL	\$4,717,091	\$3,176,196	\$3,103,110	\$3,518,924
FULL TIME POSITIONS	33.75	19.00	20.20	22.60
HOURLY/FTE POSITIONS	1.00	0.50	0.00	0.00

WORK PROGRAM:

The Public Works Department supports the City Council’s goals by providing high-quality service in transportation engineering, storm drain engineering, asset management, Capital Improvement Program administration and construction management and inspection.

PROGRAM ACTIVITIES:

Public Works Administration

Transportation Engineering and Capital Improvement Program Administration

Design transportation maintenance and improvement projects, prepare master plans and conduct special studies and investigations. For each project a variety of services are provided including planning, engineering and environmental investigations, preparation of construction plans and specifications, construction engineering assistance, and project management. This area includes storm drain engineering, responsible for designing drainage and flood control maintenance and improvement projects, preparing master plans and conducting special studies and investigations.

Coordinate the preparation of the annual update to the city’s Capital Improvement Program, manage the ongoing implementation of the financing districts and assist developers with the formation of additional financing districts and reimbursement agreements. Update and maintain the city’s inventory of the water, recycled water, sewer, storm drain and transportation assets, and prepare and deliver mapping products and complete analysis of asset inventory data to various customers. Coordinate the utilization of the asset inventory data with the city’s maintenance management business systems and Geographic Information System Division.

Construction Management and Inspection / Stormwater Inspection Services

Perform construction management and inspection for capital improvement projects and private developments. Ensure construction of high quality public improvements. Minimize inconvenience to the public while ensuring safe work sites. Ensure construction project stormwater compliance, special event stormwater compliance and continue to oversee the Treatment Control Best Management Practices Inspection Program.

KEY ACHIEVEMENTS FOR 2014-15:

Transportation and Storm Drain Engineering Projects Completed

- 2014 Slurry Seal Project
- 2014 Pavement Overlay Project
- 2014 Concrete Replacement Project
- Carlsbad Boulevard Bridge over the Railroad, bridge railing replacement and sidewalk improvements
- Madison Avenue Storm Drain Project
- Valley, Highland and Linda Lane Storm Drain Project
- Basswood and James Drive Storm Drain Project

PROGRAM: ASSET MANAGEMENT, CONSTRUCTION PAGE TWO
MGMT & INSPECTION, STORM DRAIN ENGINEERING
FUND: GENERAL ACCT NO. 0016310, 0018010, 0018020,
PROGRAM GROUP: TRANSPORTATION 00185XX, 00187XX

KEY ACHIEVEMENTS FOR 2014-15 (continued):

Transportation and Storm Drain Engineering Design Completed

- 2015 Slurry Seal Project
- 2015 Overlay Project
- 2015 Concrete Replacement Project
- El Camino Real Widening, Tamarack Avenue to Chestnut Avenue
- Carlsbad Comprehensive Active Transportation Strategy
- Madison Avenue Storm Drain Project
- Valley, Highland and Linda Lane Storm Drain Project
- Basswood and James Drive Storm Drain Project
- Grand Avenue Storm Drain, Street Lighting, Water Valve and Pavement Overlay Project
- Romeria Storm Drain and La Costa Avenue Slope Repair
- La Gran Via Storm Drain

Asset Management & Capital Improvement Program Administration Activities Completed

- Facilitated the preparation of the annual update to the city's Capital Improvement Program
- Carlsbad Comprehensive Active Transportation Strategy
- Utilities Asset Management Program
- Created Asset Inventory Data associated with new Utilities, Transportation and Parks & Recreation Department assets
- Produced a variety of atlas books, mapping products and data analysis for use by the Utilities, Transportation and Park & Recreation Department design, maintenance and operations staff
- Completed 11 Private Development Inspections and Projects, with a total value of \$5.7 million
- Completed 12 Capital Improvement Projects, with a total value of \$8.9 million
- Completed 13 grading projects, with a total value of \$9.9 million

Construction Management and Inspection / Stormwater Inspection Services

- Exceeded the required number of inspections for active construction sites; 573 inspections were conducted which exceeds the 546 inspections required for the wet and dry seasons
- All of the required TCBMP inspections were completed prior to the end of the rainy season
- Issued 2 administration citations to TCBMP responsible parties in the amount of \$3,600 for non-compliance issues
- Staff attended the annual CASQA Conference in September 2014 to acquire skill and understanding of Storm Water Management, the Construction General Permit, BMP Effectiveness Assessment, Regulations and Policies, Storm Water Treatment and other related topics.
- Conducted inspections for special events as required by the Municipal Permit
- Two Public Works Inspectors received the certifications in erosion, sediment and storm water inspections (CESSWI), and the Senior Construction Inspector received her certified professional in storm water quality certification (CPSWQ)

KEY GOALS FOR 2015-16:

Asset Management and Capital Improvement Programs Administration

- Complete the various ongoing transportation and drainage system projects as included in the Capital Improvement Program
- Facilitate preparation of the annual update to the city's Capital Improvement Program
- Amend the city's component of the Regional Transportation Improvement Program as needed in conjunction with the adoption and changes to the city's Capital Improvement Program
- Continue work that supports the formation of Finance Districts and the completion of College Boulevard Reach A, Poinsettia Lane Reach E, and the widening of El Camino Real at various locations
- Once the General Plan update is complete, initiate an update of the city's Traffic Impact Fee Program
- Continue updating and refining the inventory of the city's Water, Recycled Water, Sewer, Storm Drain and Transportation assets and implementation of the Local Government Information Model database structure
- Support implementation of technology that will enable the use of mobile solutions in conjunction with creation, refinement and use of asset inventory data in the field

PROGRAM: ASSET MANAGEMENT, CONSTRUCTION PAGE THREE
MGMT & INSPECTION, STORM DRAIN ENGINEERING
FUND: GENERAL ACCT NO. 0016310, 0018010, 0018020,
PROGRAM GROUP: TRANSPORTATION 00185XX, 00187XX

KEY GOALS FOR 2015-16 (continued):

Construction Management and Inspection Services

- Provide Construction Management and Inspection Services for Capital Improvement Projects for private development and the Desalination Project
- Continue to improve the permanent private pollution control facilities database
- Continue process improvements for permanent private pollution control facilities inspections, verifications and tracking
- Develop assessment tools for National Pollutant Discharge Elimination Systems (NPDES) activities

Construction Management and Inspection / Stormwater Inspection Services

- Two inspectors will pursue their CESSWI certification and the Municipal Projects Manager will pursue a certification in erosion and sediment control (CPESC)
- Staff will attend the annual StormCon and CASQA conferences to obtain additional training and professional experience in storm water compliance
- Two Public Works Inspectors will pursue certifications as Qualified SWPPP Practitioners (QSP) and the Senior Construction Inspector will pursue certification as Qualified SWPPP Developer (QSD)
- A consultant will be hired to conduct detailed inspections of all High priority TCBMPs, including photo documentation, verification of maintenance, and state of condition
- A new intern will be recruited to assist with TCBMP program administration and inspection
- New CMI storm water compliance procedures, forms, and enhancements will be implemented throughout FY 2015-16

SIGNIFICANT CHANGES:

- Addition of 2.0 full-time Associate Engineers to Transportation Engineering division to assist with acceleration of Capital Improvement Program projects schedule

PROGRAM: STREET & STORM DRAIN MAINTENANCE AND OPERATIONS SERVICES
FUND: GENERAL & ENTERPRISE
PROGRAM GROUP: TRANSPORTATION ACCT NO. 0018210, 00184XX, 5216310

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,039,629	\$1,993,543	\$2,305,845	\$2,427,127
MAINTENANCE & OPERATIONS	2,087,383	2,077,235	2,498,822	2,607,916
CAPITAL OUTLAY	440	907	0	0
GRAND TOTAL	\$4,127,452	\$4,071,685	\$4,804,667	\$5,035,043
FULL TIME POSITIONS	25.25	26.30	25.00	25.90
HOURLY/FTE POSITIONS	0.00	0.50	0.00	0.00
GENERAL FUND	2,864,314	2,787,079	3,269,520	3,492,962
ENTERPRISE	1,263,138	1,284,606	1,535,147	1,542,081
TOTAL FUNDING	\$4,127,452	\$4,071,685	\$4,804,667	\$5,035,043

WORK PROGRAM:

The Streets and Storm Drain Maintenance Division performs street and roadside maintenance to maximize the safety and circulation efficiency of the transportation system for vehicles and pedestrians. It ensures that the city's storm drain system is inspected, cleaned and maintained. This division also responds when there is a threat to the storm drain system, or the surrounding lagoons and ocean outfalls, such as a fuel spill or illicit connection to the storm drain.

PROGRAM ACTIVITIES:

- Contract Management: contract design, inspection and support
- Roadside Maintenance: weed abatement, debris hauling, brow ditch and drainage facility cleaning and repair, and handrail and guardrail maintenance
- City Sign Maintenance: fabrication, installation, and maintenance of all traffic, street name and special signs throughout the city
- Asphalt Maintenance: crack sealing, surface patching, trench repair, pavement repairs, and pothole patching
- Concrete Maintenance: curb repair/replacement and median patching and work
- Sign Shop: installation and removal of permanent and temporary street signs
- Paint Maintenance: pavement markings include line striping, crosswalks and stop bars, pavement messages, and curb painting, painting retaining walls, handrails, guardrails and graffiti removal on public property
- Storm Drain Maintenance: In accordance with the National Pollutant Discharge Elimination System Urban Storm Water Permit, the Storm Drain Maintenance division is responsible for inspection and removal of waste/debris from the city's storm drain system each year and documentation of amount of materials removed. In addition, the Storm Drain Maintenance Program contracts with outside vendors for citywide street sweeping services, and for removal of solid waste and bulky items from the Municipal Separate Storm Sewer System (MS4). The program is also responsible for managing and monitoring all nonhazardous materials cleanup on public property.

KEY ACHIEVEMENTS FOR 2014-15:

- Began citywide street name sign replacement project in order to conform to new mandated federal and state retro-reflectivity standards
- Supported the pilot way finding sign effort with the city's Communications Department
- Identified regulatory and warning signs that are candidates for replacement under the recently adopted federal and state mandated retro-reflectivity requirements
- Revised workflow systems used to document completed inspections and quantities of material removed from the storm drain conveyance system to streamline the administrative portions of the program
- Received "A" ratings in summer and winter months from the independent organization, Heal the Bay, and Carlsbad State Beach was named, by the "Family vacation Critic", the second best beach in the nation for families
- Installed a new innovative trash removal structure at the Agua Hedionda Lagoon

PROGRAM: STREET & STORM DRAIN MAINTENANCE PAGE TWO
AND OPERATIONS SERVICES
FUND: GENERAL & ENTERPRISE
PROGRAM GROUP: TRANSPORTATION ACCT NO. 0018210, 00184XX, 5216310

KEY GOALS FOR 2015-16:

- Support way finding sign replacement effort city wide.
- Continue replacement of all street name signs within the city in order to conform to new mandated standards.
- Complete plans and specifications for replacement of all regulatory and warning signs to conform to new retro-reflectivity standards.
- Complete a condition assessment of the upper and lower seawall concrete improvements and stairs.
- Continue to improve the storm water runoff quality at the municipal yard with new Best Management Practices (BMPs).
- Work with other city departments to interpret and implement the new San Diego Regional Water Quality Control Board's Permit.
- Enhance use of technology in the field, such as IPAD's, to ensure GIS accuracies within the storm drain infrastructure. Continue to work with GIS to update the storm drain inventory.

SIGNIFICANT CHANGES:

- None

PROGRAM: TRAFFIC OPERATIONS, PLANNING AND SIGNALS
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION ACCT NO. 0018220, 00186XX, 00188XX

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$102,394	\$841,808	\$1,083,010	\$1,023,846
MAINTENANCE & OPERATIONS	671,824	928,988	890,730	933,827
CAPITAL OUTLAY	0	11,847	0	0
GRAND TOTAL	\$774,218	\$1,782,643	\$1,973,740	\$1,957,673
FULL TIME POSITIONS	0.95	7.20	8.20	7.15
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Traffic and Mobility Division addresses the community vision of increasing travel options through enhanced walking, biking and public transportation systems. The division's focus is to enhance mobility through increased connectivity and intelligent transportation management in three main areas: planning, engineering and operations, and signal maintenance.

PROGRAM ACTIVITIES:

- Transportation Planning: conduct strategic long-range and implementation planning related to transportation facilities. Responsible for transportation policy development and regional agency coordination. Update the Traffic Monitoring Program annually in accordance with the Growth Management Plan. Manage the Carlsbad Residential Traffic Management Program to reduce speeds and volumes on residential streets through a collaborative public outreach process. Review environmental documents according to regulations and adopted policies.
- Traffic Engineering and Operations: review, investigate, analyze, and resolve a wide variety of transportation issues, concerns, complaints and inquiries. Maintain records of collision reports, speed surveys and traffic counts. Review and approve traffic control plans for construction and special events. Facilitate the Traffic Safety Commission public meetings.
- Traffic Signal Maintenance: design, inspection and maintenance related to the installation and modification of traffic signals and telecommunication equipment related to the city's Traffic Management Center. Staff assist with marking underground utilities in coordination of the Dig Alert System and administration of the city's Traffic Signal Maintenance Agreement. Ensures timely response to traffic signal service requests

KEY ACHIEVEMENTS FOR 2014-15

- Activated video feeds from 160 intersections to the centralized Traffic Management Center
- Developed new traffic signal coordination programs along El Camino Real and Palomar Airport Road.
- Upgraded 350 video detection cameras on the major corridors including El Camino Real, Palomar Airport Road, Cannon Road, Carlsbad Village Drive, College Boulevard, Rancho Santa Fe Road and Faraday Avenue.
- Continued to reduce Carlsbad's environmental footprint and energy costs by converting illuminated street name signs to retro-reflective street name signs.
- Installed programmable emergency vehicle pre-emption equipment at all 176 signalized intersections so that illegal units are blocked from unsafely disrupting traffic flow.
- Upgraded battery back-up systems so that traffic signals will be fully operational for 2 hours during a power outage
- Assisted Community and Economic Development Department with development of the Mobility Element for the General Plan

PROGRAM: TRAFFIC OPERATIONS, PLANNING AND
SIGNALS
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION

PAGE TWO

ACCT NO. 0016310, 0018710, 0018720

KEY GOALS FOR 2015-16:

- Complete decorative lights CIP projects on Grand Avenue in the Village.
- Close out the Traffic Signal Program CIP.
- Continue to evaluate and improve the Traffic Signal Maintenance Program to achieve lower costs.
- Continue to replace deteriorating equipment along the coast with materials better suited for the coastal environment.
- Replace deteriorated cabinets and Type III Electric Service Pedestals throughout the city.
- Develop a new Mobility Analysis Guideline to guide the development review under the new General Plan Mobility Element
- Update the Carlsbad Residential Traffic Management Program to be a true Traffic Calming Program
- Develop an annual Traffic Safety Monitoring report
- Conduct a pedestrian and cyclist workshop with the Traffic Safety Commission
- Complete the Coastal Corridor Mobility Readiness Plan
- Prepare designs for the Tamarack/Carlsbad Boulevard intersection
- Install Rectangular Rapid Flashing Beacons at uncontrolled crosswalks (e.g., Carlsbad Boulevard)
- Continue to reduce energy costs with conversion of illuminated street name signs to retro-reflective street name signs as equipment reaches life cycle.
- Install audible pedestrian push buttons at select locations to aid visually impaired pedestrians and countdown pedestrian heads for safe crossing on busy roadways.
- Continue to provide underground utility location services to reduce chance of unnecessary damage to signal equipment during construction activities.

SIGNIFICANT CHANGES:

- None

PROGRAM: STREET LIGHTING
FUND: SPECIAL REVENUE
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 1626357

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$159,630	\$164,146	\$171,620	\$182,972
MAINTENANCE & OPERATIONS	691,470	582,939	688,656	823,480
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$851,100	\$747,085	\$860,276	\$1,006,452
FULL TIME POSITIONS	1.70	1.70	1.70	1.70
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Maintain the city's street lighting system to maximize the safety and circulation efficiency of the roadway system.

PROGRAM ACTIVITIES:

Street light maintenance activities include the department's timely response to street light repair requests, troubleshooting and/or repair of underground circuits and associated equipment, marking of underground utilities in coordination with the Dig Alert System, conducting night surveillance to identify and schedule needed repairs and the installation of technological advances.

KEY ACHIEVEMENTS FOR 2014-15:

- Installed 109 pedestrian oriented decorative street lights in the village.
- Implemented a foundation inspection program and repaired 19 street light foundations found to be defective.
- Incorporated necessary lighting conduit replacement projects into the El Camino Real Widening and Grand Avenue storm drain CIP project.

KEY GOALS FOR 2015-16:

- Implement the adaptive control system associated with the recently installed decorative street lights in the village.

SIGNIFICANT CHANGES:

- None

PROGRAM: LIGHTING & LANDSCAPING DISTRICT NO. 2
FUND: SPECIAL REVENUE
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 164XXXX

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	233,666	238,307	251,476	305,503
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$233,666	\$238,307	\$251,476	\$305,503
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Lighting & Landscaping District No. 2 is for newer developments in the city. The maintenance assessment district funds the cost of streetlights, street trees and medians within the district boundaries.

PROGRAM ACTIVITIES:

Each development within District No. 2 is a separate zone, with a separate assessment based on the cost for that particular area of the city. The 13 zones in District No. 2 are Calavera Hills II, Kelly Ranch, the Oaks South, Thompson/Tabata, the Palomar Forum/Raceway, Bressi Ranch, the Greens, the Ridge, the Oaks North Industrial, Robertson Ranch (East Village), the Oaks North Residential, La Costa Town Square and Fair Oaks Valley developments.

SIGNIFICANT CHANGES:

- None

PROGRAM: BUENA VISTA CREEK CHANNEL MAINTENANCE
FUND: SPEICAL REVENUE
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 1636312

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$4,240	\$6,217	\$6,500	\$0
MAINTENANCE & OPERATIONS	200,228	93,797	99,775	110,400
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$204,468	\$100,014	\$106,275	\$110,400
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Buena Vista Creek Channel Maintenance Assessment District was created to ensure that adequate funds would be collected to administer and maintain the Buena Vista Creek Channel from Jefferson Street easterly to South Vista Way Bridge. Property owners are assessed annually and the revenues are placed in a fund to cover annual maintenance, mitigation, environmental permitting, monitoring and reporting, and major dredging of the creek.

PROGRAM ACTIVITIES:

- Administration of the Buena Vista Creek Channel Maintenance Assessment District, monitoring revenues and calculating fees.
- Maintaining a healthy channel through monitoring and periodic clearing of the overgrowth and silt within the channel.
- Removal of exotic growth and replanting native vegetation as necessary.
- Removal of trash and graffiti.
- Clearing one-fifth of the north side of the channel every year.
- Compliance with California Environmental Quality Act (CEQA) and environmental permitting and permits.

KEY ACHIEVEMENTS FOR 2014-15:

- Completed the Supplemental Environmental Impact Report for the next cycle of clearing and applied for permits from California Department of Fish and Wildlife and California Coastal Commission.
- Obtained the Costal Development Permit from the California Coastal Commission
- Obtained the Streambed Alteration Agreement from the California Department of Fish and Wildlife.
- Solicited proposals, selected a contractor and executed the agreement with the maintenance and monitoring contractor to continue the maintenance activities.
- The maintenance and monitoring contractor initiated routine maintenance activities.

KEY GOALS FOR 2015-16:

- Compliance with California Environmental Quality Act (CEQA) and environmental permitting and permits.
- Clear one fifth of the northern half of the channel length starting at Jefferson Street and moving easterly.
- Maintain the three drainage outfalls entering the channel from Oceanside.
- Continue exotic plant and trash removal.
- Monitoring and reporting as required by agency permits.

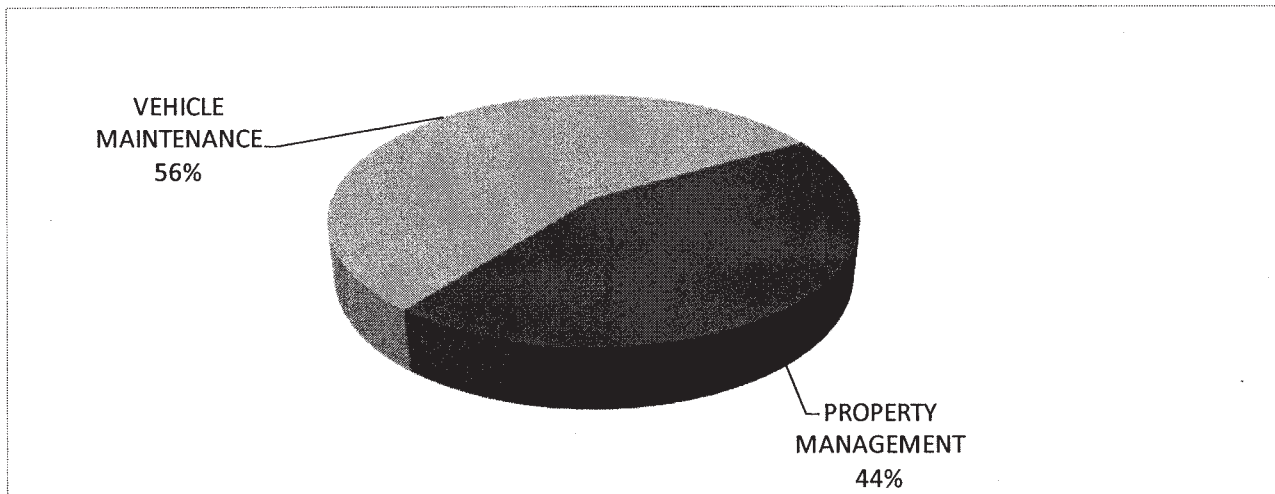
SIGNIFICANT CHANGES:

- None

PROGRAM: PROPERTY & FLEET MANAGEMENT
FUND: VARIOUS
PROGRAM GROUP: PROPERTY & FLEET MANAGEMENT

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$3,007,298	\$3,173,146	\$3,478,150	\$3,150,935
MAINTENANCE & OPERATIONS	4,246,967	4,902,231	5,658,601	5,618,948
CAPITAL OUTLAY	653,702	2,211,740	1,904,500	3,520,618
GRAND TOTAL	\$7,907,967	\$10,287,117	\$11,041,251	\$12,290,501
FULL TIME POSITIONS	33.25	33.55	33.10	28.10
HOURLY/FTE POSITIONS	1.84	2.59	4.75	4.75



PROGRAM: PROPERTY & FLEET MANAGEMENT
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PROPERTY & FLEET MANAGEMENT

ACCT NO. 0015010, 0015220, 0015310,
0015320, 3155110

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$2,366,317	\$2,437,865	\$2,729,845	\$2,267,550
MAINTENANCE & OPERATIONS	2,178,332	2,538,597	3,087,902	3,104,748
CAPITAL OUTLAY	0	52,507	2,000	29,160
GRAND TOTAL	\$4,544,649	\$5,028,969	\$5,819,747	\$5,401,458
FULL TIME POSITIONS	25.80	26.10	25.65	19.55
HOURLY/FTE POSITIONS	1.34	2.09	4.25	4.25
GENERAL FUND	4,502,290	4,986,773	5,775,747	5,357,458
SPECIAL REVENUE	42,359	42,196	44,000	44,000
TOTAL FUNDING	\$4,544,649	\$5,028,969	\$5,819,747	\$5,401,458

MISSION STATEMENT:

The Property & Fleet Management Division strives to provide the best service at the highest standards and responsibly manage the city's fleet, facilities, and property resources in partnership with stakeholders and the community. The division also manages the design and construction of new civic facilities. The department focuses on a team-centered business model that is ethical, efficiently uses resources, is performance oriented, communicates effectively, provides high quality customer service and appropriately develops employees.

WORK PROGRAM:

This program includes operations and administration of municipal property management, facilities maintenance and civic projects, and the Safety Training Center.

PROGRAM ACTIVITIES:

Real Estate

- Administer and oversee the city's real property assets, including negotiation of leases
- Maximize revenue potential from unused or underutilized city property assets through a real estate revenue optimization plan
- Optimize asset usage and return on city investment for the city's real property and leasing interests, including cell site leases

Facilities Maintenance

- Perform repairs and alterations as required to maintain and operate city facilities at a professional level.
- Perform emergency repairs to eliminate hazards or unsanitary conditions and reduce liability.
- Remodel and/or renovate city facilities to accommodate programmatic changes for city departments.
- Provide assistance in the relocation of staff and/or office furnishings as required.
- Implement and manage a preventative maintenance program.
- Provide professional level custodial services for all city facilities by using a combination of city staff and contract services.
- Prepare and administer contracts for all building maintenance services.
- Implement a team-centered approach for delivery of top quality civic facilities and other capital projects and provide technical consulting on facilities maintenance issues.

PROGRAM: PROPERTY & FLEET MANAGEMENT
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: PROPERTY & FLEET MANAGEMENT

PAGE TWO

ACCT NO. 0015010, 0015220, 0015310,
0015320, 3155110

PROGRAM ACTIVITIES (continued):

Safety Training Center

- Provide high quality facilities for city police, fire and public works department training activities staffed by trained professionals.
- Create and enforce use policies and safe training procedures.
- Maximize cost recovery by securing rentals from other public agencies.
- Schedule resources for the various agencies' training requirements.
- Provide facility capability tours and coordinate with agencies for large public safety events.

KEY ACHIEVEMENTS FOR 2014-15:

- Completed rehabilitation of the historic visitor's depot in the heart of the village
- Completed rehabilitation of the Tamarack beach restrooms previously maintained by the state
- Replaced critical HVAC infrastructure at the Safety Center
- Completed IT Data Center remodel at Faraday
- Resurfaced the gym floors at Calavera and Stage Coach community centers
- Completed renovation of the Las Palmas facility and began lease to Mira Costa College
- Painted exterior of the Faraday building
- Installed solar photovoltaic system at Alga Norte park, projected to produce 80% of the parks energy demands
- Completed design and permit process for remodel of the Dove and Cole libraries
- Negotiated lease agreement for Lot 9 near The Crossings At Carlsbad Golf Course
- Prepared a request for proposal and made selection for new tenant at 2833 State Street
- Began relocation and construction of Fire Station 3

KEY GOALS FOR 2015-16:

- Continue to pursue revenue maximization from unused or underutilized city property, including creation of new lease revenue from The Crossings Lots 4 and 5
- Begin construction of solar photovoltaic system at Maerke Dam with the goal of providing renewable energy to citywide facilities
- Continue Fire Station 2 design and renovation project
- Begin construction of new Maintenance and Operation Center
- Complete remodel of Fleet Maintenance yard
- Refurbish the Senior Center
- Develop software to monitor energy consumption throughout city facilities in order to track and aid in energy usage reductions
- Sell two parcels owned in the City of Oceanside
- Complete refurbishments at the Harding Center
- Install solar photovoltaic system at the Safety Training Center

SIGNIFICANT CHANGES:

- Eliminated four full-time custodian positions and a Property and Environmental Management Director position. Staffing allocation changes were made between departments to better reflect actual workload and assist with upcoming large civic projects.

PROGRAM: VEHICLE MAINTENANCE & REPLACEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: PROPERTY & FLEET MANAGEMENT

ACCT NO. 6205460, 6205461

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$640,981	\$735,281	\$748,305	\$883,385
MAINTENANCE & OPERATIONS	2,068,635	2,363,634	2,570,699	2,514,200
CAPITAL OUTLAY	653,702	2,159,233	1,902,500	3,491,458
GRAND TOTAL	\$3,363,318	\$5,258,148	\$5,221,504	\$6,889,043
FULL TIME POSITIONS	7.45	7.45	7.45	8.55
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

WORK PROGRAM:

The Fleet Vehicle Maintenance program funds labor, parts, services, fuel and oil necessary to maintain the city's fleet of vehicles and equipment. It is responsible for fleet preventative and breakdown maintenance, fuel system, accident and body work, as well as associated quality control, administrative, contract management and value-added services such as 24/7 road calls for emergency vehicles. This program manages all facets of vehicle repair, maintenance, and parts; ensures that adequate supplies of fuel and oil are available to operating departments, and administers the collection and disposal of hazardous waste generated by city departments.

The Fleet Vehicle Replacement program funds the replacement and outfitting of the city's fleet assets. Adequate fleet assets enable client departments to achieve their operational mission in a safe, efficient manner. Cost-effective vehicle procurement is achieved through cooperative purchasing agreements, and formal and informal bidding processes. Policies and procedures for the vehicle replacement program are outlined in Administrative Order No. 3, which includes guidelines for vehicle replacement and a recommended replacement schedule by vehicle class.

The Fleet Vehicle Replacement program is funded through a replacement charge for each vehicle or piece of equipment in service. Charges are collected from client departments on a monthly basis once a vehicle has been placed in service. Monthly charges are calculated using the actual costs of vehicle procurement divided by the expected life of the vehicle. At the end of the vehicle's life the funds collected from the client department, along with interest earned by the replacement fund, become available for purchase of a replacement vehicle. Additional revenue is collected from the sale of retired city fleet assets at auction.

PROGRAM ACTIVITIES:

- Provide safe and appropriately maintained vehicles for use by city staff; inspect vehicles required for the Biannual Inspection of Terminals (BIT) and smog programs.
- Perform timely repairs to city vehicles, and maintain 24/7 road call services for emergency vehicles.
- Provide cost-effective fleet maintenance and repair services through a combination of in-house and contracted services, and cooperative purchasing agreements that allow procurement at lower pricing.
- Comply with relevant regulations.
- Provide reliable, cost-effective fuel management by maintaining sufficient fuel supplies for emergencies, continuing to supply fuel to Encina Wastewater Authority and monitoring fuel tanks in accordance with state and county regulations.
- Maintain critical records related to fleet asset inventory and work order history through management of the Assetworks fleet maintenance database.
- Improve data integrity of Assetworks fleet maintenance database to more accurately report labor time, cost and work order information.
- Evaluate the city fleet on an annual basis to identify units eligible for replacement in accordance with Administrative Order No. 3 and calculate estimated acquisition costs.
- Convene the Fleet Replacement Committee, comprised of city staff from various client departments, to make recommendations for unit replacement, retention or disposal.
- Establish the replacement charge for each vehicle or piece of equipment in service and charge back departments on a monthly basis.

PROGRAM: VEHICLE MAINTENANCE & REPLACEMENT PAGE TWO
FUND: INTERNAL SERVICE
PROGRAM GROUP: PROPERTY & FLEET MANAGEMENT

ACCT NO. 6205460, 6205461

PROGRAM ACTIVITIES (continued):

- Advise on development of specifications for the purchase of replacement units that satisfy client department performance requirements while optimizing life cycle return on investment.
- In partnership with the Finance Department, purchase replacement units through the public bid process or in cooperation with other public agencies through cooperative purchasing programs.
- Arrange for the public auction of replaced units or sell them to other interested public agencies or special districts.

KEY ACHIEVEMENTS FOR 2014-15:

- Continued BMW certification program for technicians to perform warranty work and repairs on police motorcycles, reducing vehicle downtime and saving time for police officers on transport of motorcycles to and from outside vendors.
- Purchased and outfitted 59 city vehicles and prepared replaced units for auction
- Accelerated replacement purchases previously delayed pending results of a third party study hired to examine efficiencies of city departments as compared with contractual services

KEY GOALS FOR 2015-16:

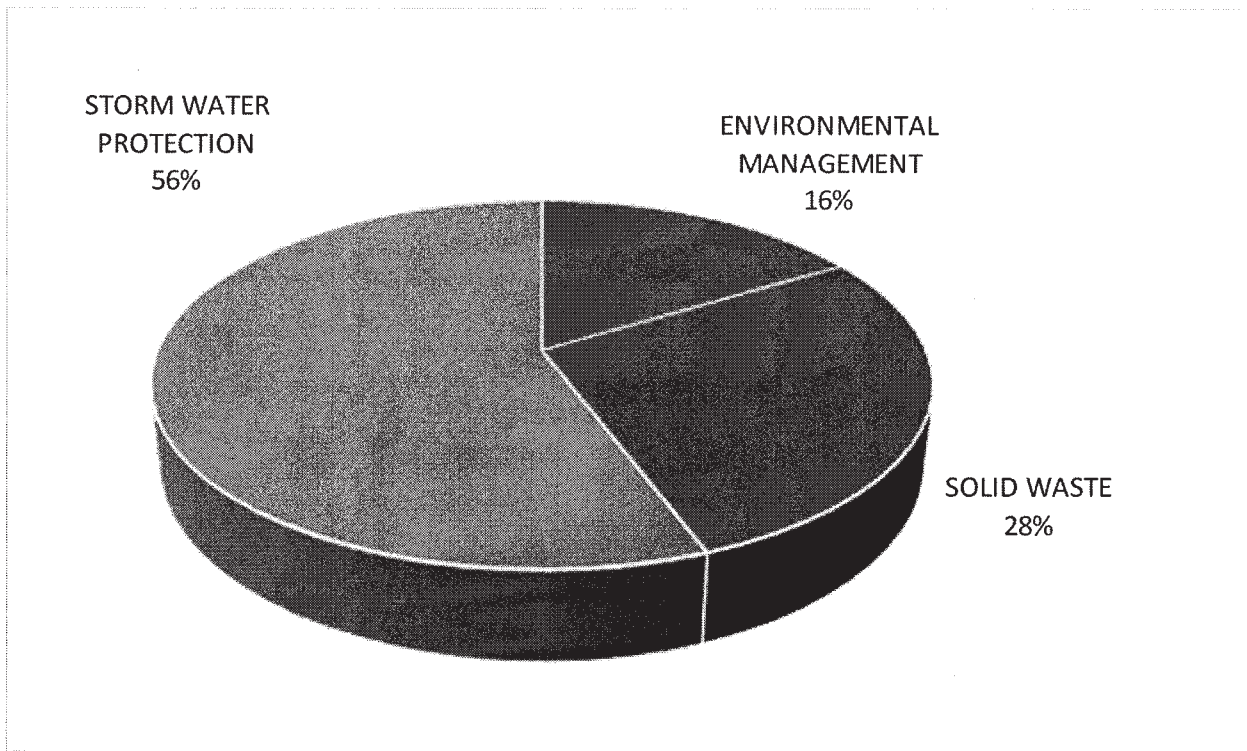
- Continue professional development of technicians to ensure a well-trained, responsive work force.
- Continue to provide cost-effective and regulatory compliant maintenance and fueling services for the city's fleet of vehicles and equipment.
- Utilization and analysis of new electronic fueling system data to provide management with tools to reduce vehicle operational costs.
- Maintain direct time of 75% or greater for all equipment technicians.
- Remodel the Fleet Maintenance Center for improved safety and enhanced service delivery for customers.
- Ensure preventative maintenance is conducted within 30 days as scheduled for all city vehicles.
- Evaluate hybrid vehicle options and increase hybrid count in fleet
- Evaluate emissions controls and green house gas reduction tools
- Replace and outfit 69 city vehicles and equipment meeting replacement criteria and sell replaced assets at auction

SIGNIFICANT CHANGES:

- Converted 1.0 Custodian to a 1.0 Equipment Technician I in order to better serve internal and external customers.

PROGRAM: ENVIRONMENTAL MANAGEMENT
FUND: VARIOUS
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT **SUMMARY**

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$910,948	\$804,676	\$876,400	\$1,001,325
MAINTENANCE & OPERATIONS	918,905	1,019,191	1,427,415	1,505,582
CAPITAL OUTLAY	220	17,302	0	0
GRAND TOTAL	\$1,830,073	\$1,841,169	\$2,303,815	\$2,506,907
FULL TIME POSITIONS	8.40	8.05	7.80	8.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00



PROGRAM: ENVIRONMENTAL MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

ACCT NO. 0015010

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$179,696	\$180,109	\$192,849	\$272,608
MAINTENANCE & OPERATIONS	52,336	83,875	132,195	135,956
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$232,032	\$263,984	\$325,044	\$408,564
FULL TIME POSITIONS	1.25	1.35	1.45	1.95
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

This program includes oversight of the city's habitat management plan, along with sustainability and energy initiatives.

PROGRAM ACTIVITIES:

Habitat Management Plan

- Provide leadership and coordination citywide related to compliance with Habitat Management Plan (HMP) regulations, oversee Preserve Steward contract, support internal city departments with HMP compliance and mitigation, and participate in regional efforts.
- Act as City liaison with regulatory agencies, community stakeholders, and other preserve managers in SD County
- Participate regionally in SANDAG's Environmental Management Program Working Group and San Diego Management and Monitoring Program.
- Make presentations at regional, state, and national conferences to increase awareness of the city's award-winning habitat management plan.

Sustainability and Energy Initiatives

- Assist the city in implementing the Sustainability Guiding Principles where feasible, research and monitor upcoming regulations and activities related to energy initiatives, coordinate and promote commercial and residential Property Assessed Clean Energy (PACE) programs, monitor regional climate change preparedness activities, provide training opportunities, participate in SANDAG Energy Working Group activities.
- Participate in the San Diego Regional Climate Collaborative, and the North Coast Energy Action Collaborative

KEY ACHIEVEMENTS FOR 2014-15:

- Partnered with US Fish and Wildlife and California Department of Fish and Wildlife (CDFW) to host the HMP annual public meeting.
- Completed work related to a grant from CDFW for wildlife corridor movement through the city's preserves.
- Participated in the Poinsettia Fire Recovery team and assisted with coordination of post fire recovery efforts such as property owner consent to inspect privately owned lands, mapping and removal of junk, mapping and treatment of invasive plants, identification of access control needs and a biological monitoring protocol for post fire habitat recovery.
- Celebrated the 10 year anniversary of the HMP through a City Council proclamation.
- Completed SANDAG's Energy Roadmap program including an energy audit of select municipal facilities.
- Partnered with Center for Sustainable Energy to implement a Home Energy Coach program to promote energy efficiency for municipal employees.
- Assisted the Planning Division with revisions for and editing of the Climate Action Plan.
- Provided staff to serve as a voting member of the Regional Alternative Fuel Coordinating Council.
- Participated in the vision team for the San Diego Climate Science Alliance.

PROGRAM: ENVIRONMENTAL MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

PAGE TWO
ACCT NO. 0015010

KEY GOALS FOR 2015-16:

- Pursue and complete an innovative partnership with NCTD, CCC, and CDFW to preserve the vernal pools next to Poinsettia Place.
- Pursue and complete preservation of gnatcatcher habitat acreage at the Crossings Golf Course to meet compliance requirements in the HMP permit.
- Collaborate with regional partners to assist with studying habitat recovery in the HMP preserves burned by the Poinsettia Fire.
- Collaborate with regional partners to further analyze wildlife movement through HMP preserves and into and out of adjacent conserved lands outside the city boundary.
- Research and process two additional PACE providers for residents and businesses in Carlsbad.
- Research costs and workload related to developing the city's Climate Mitigation and Adaptation Plan.
- Explore incorporating "climate-smart" conservation standards into HMP preserve management plans.

SIGNIFICANT CHANGES:

- Minor staffing allocation changes were made between departments to better reflect actual workloads.

PROGRAM: SOLID WASTE MANAGEMENT
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT ACCT NO. 520XXXX

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$103,439	\$43,933	\$106,005	\$175,422
MAINTENANCE & OPERATIONS	381,013	379,372	500,460	524,630
CAPITAL OUTLAY	220	17,302	0	0
GRAND TOTAL	\$484,672	\$440,607	\$606,465	\$700,052
FULL TIME POSITIONS	1.10	1.00	1.00	1.60
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

The Environmental Management division of the Public Works Department is responsible for the waste reduction and recycling components of the Source Reduction and Recycling Element and Household Hazardous Waste Element of the General Plan to comply with state mandated AB939, AB341, and SB1016 diversion and disposal requirements. The Division also administers and monitors the Coast Waste Management contract for recycling and trash services, the Palomar Transfer Station agreement, a contract with Solana Center for composting services and the Regional Solid Waste Association for household hazardous waste services.

PERFORMANCE MEASURES:

Customer Satisfaction

- Ninety five percent (95%) are satisfied with trash collection services based on Fiscal Year 2013 results.
- Ninety three percent (93%) are satisfied with recycling collection services based on Fiscal Year 2013 results.

Cost Efficiency

- Commercial and residential rates continue to be in the lowest third in San Diego County when compared to our benchmark partners.

Disposal Rate

- In 2013, the disposal rate (pounds per person per day) as reported to CalRecycle is 6.5, below the maximum target of 8.4.

PROGRAM ACTIVITIES:

- Maintain and improve the city's compliance with AB939 Integrated Waste Management Act of 1989, AB341 Mandatory Commercial Recycling, and SB1016 Solid Waste per Capita Disposal Measurement Act.
- Represent the city at meetings with the State of California regulatory agency CalRecycle, businesses, residents, regional partners and other stakeholders.
- Oversee contract management for residential recycling, green waste, electronic waste, composting, household hazardous waste, bulky items, shredding, and trash programs.
- Work with City Facilities, Custodial, Library, and Parks staff to improve the city's municipal recycling and waste diversion operations.
- Implement an outreach program and monitor results for businesses to encourage recycling and waste reduction.
- Administer and monitor the lease agreement with Palomar Transfer Station.
- Prepare state and county grant applications with Council approval, appropriate funds, implement grant activities and track financials, and submit reports.
- Coordinate outreach and education to residents, businesses, municipal employees and the general public about Recycling resources and Trash disposal.
- Conduct annual rate analysis compared to index pricing.
- Prepare and submit required annual recycling, composting, and disposal reports to CalRecycle as required by SB 1016— Solid Waste per Capita Disposal Measurement Act.

PROGRAM: SOLID WASTE MANAGEMENT
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

PAGE TWO

ACCT NO. 520XXXX

PROGRAM ACTIVITIES: (continued)

- Participate in regional activities with the Countywide Technical Advisory Committee.
- Research innovative environmental stewardship best practices to improve diversion rates for all materials including organic waste.

KEY ACHIEVEMENTS FOR 2014-15:

- Held the ninth annual special collection event for Household Hazardous Waste while using grant funding for promoting and volunteers to help staff the event.
- Continued to review special event applications for compliance with recycling and trash best practices.
- Continued maintaining and improving working relationships with state regulators, contractors and regional stakeholders.
- Responded to CalRecycle's compliance questions related to previous year's annual report of existing programs activities and statistics.
- Actively promoted innovative methods to engage businesses and residents to increase recycling and waste diversion.

KEY GOALS FOR 2015-16:

- Expand emphasis on commercial recycling and improve outreach to businesses.
- Review, prioritize, and implement improvements needed based on feedback from CalRecycle in the mandatory commercial recycling and construction/demolition recycling programs.
- Continue monitoring and analyzing outcomes of the trash services agreement with Coast Waste Management.
- Continue tracking disposal rate (pounds per person per day).
- Evaluate household hazardous waste program participation.
- Ensure grant monies are appropriated and utilized to maximum efficiency.
- Evaluate new programs to meet AB1826 – Organics Recycling which requires businesses to recycle their organic waste starting January 1, 2016.
- Seek technical assistance to provide outreach on commercial food scrap diversion.
- Continue researching compliance requirements and implementing corresponding activities.
- Increase outreach and education to residents, businesses, municipal employees and the general public about recycling resources and trash disposal efforts.

SIGNIFICANT CHANGES:

- AB1826– Organics Recycling will require businesses to recycle their organic waste starting January 1, 2016.
- A total of 0.60 full-time positions have been reallocated from other division to better reflect each division's workload.

PROGRAM: STORM WATER PROTECTION
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

ACCT NO. 5215110

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$627,813	\$580,634	\$577,546	\$553,295
MAINTENANCE & OPERATIONS	485,556	555,944	794,760	844,996
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,113,369	\$1,136,578	\$1,372,306	\$1,398,291
FULL TIME POSITIONS	6.05	5.70	5.35	4.95
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide leadership and stewardship of the city's resources protecting our beaches, creeks, and lagoons. Coordinate the citywide Storm Water Protection Program and maintain compliance with the Existing Development section of the Municipal Storm Water Permit issued by the San Diego Regional Water Quality Control Board through the following program activities.

PERFORMANCE MEASURES:

- Customer Service: No beach postings related to urban runoff within the City of Carlsbad; no Notices of Violation for the Existing Development section of the city's storm water program as required by Regional Board Order R9-2013-0001
- Customer Satisfaction: For any issue related to an illicit discharge into the street or storm drain system that is currently occurring, an environmental specialist will be onsite within 45 minutes from the receipt of the issue via the storm water hotline or email, 90% of incidents. A representative sample of residents that report a change in behavior to prevent water pollution based on outreach received is at least 75% or higher.
- Costs Efficiency: Cost per capita for storm water protection program.
- Internal Divisional Performance Measures: Costs are calculated per Customer Service issue or investigation to ensure competitive implementation of permit requirements while maintaining the highest level of customer service to residents and protection of the city's natural resources. Costs are calculated per business inspection and compared to contractor costs to ensure best value implementation of permit requirements while maintaining the highest level of customer service.

PROGRAM ACTIVITIES:

1. City Representation - The Storm Water Protection Program personnel represent the city at meetings with the Environmental Protection Agency, the Regional Water Quality Control Board, Copermittees, environmental non-profit groups, and other related stakeholders. .
2. Watershed Principal and Participation – The Storm Water Protection program personnel participate in watershed activities with neighboring cities in the Carlsbad Watershed. Activities are focused on preparing the Water Quality Improvement Plan (WQIP) for the Carlsbad Watershed to be submitted in June 2015, and then implementing water quality protection activities in FY 15-16. As the Principal Copermittee for the Watershed, the city serves as a liaison with the San Diego Regional Water Quality Control Board and participates in the San Diego County Copermittees Regional Program Planning Committee.
3. Water Quality Monitoring - The Storm Water Protection Program staff developing and implementing a monitoring program to evaluate Municipal Separate Storm Sewer (MS4) discharges. Required monitoring programs include Receiving Water monitoring, MS4 outfall discharge monitoring, Sediment Quality monitoring and various Special Studies.
4. Education/Outreach and Public Participation – The Storm Water Protection Program staff implement a public outreach and educational program to promote and encourage behavior changes that reduce the discharge of pollutants into the MS4 and protect water quality in our receiving waters. Outreach to municipal staff is conducted to inform and educate employees and city contractors on the requirements for municipal facilities and operations.

PROGRAM ACTIVITIES (continued):

5. Business Program – Businesses are assessed using either a property-based method or as a single entity to ensure the use of proper Best Management Practices and Pollution Prevention activities, to prevent discharges into the MS4 and protect receiving waters. Follow-up visits and targeted education may be required.
6. Illicit Discharge Detection and Elimination (IDDE) – The permit requires an IDDE program to detect and eliminate illicit discharges into the MS4. This program includes the response to, and investigation of, potential illicit discharges in the city, field screening at major outfalls and the management of a public hotline.
7. Municipal Program - The permit requires that all existing municipal facilities be inspected, with programs reviewed and modified as needed to prevent or reduce the pollutants in runoff. The permit also requires review of pesticide, herbicide, and fertilizer use at all municipal facilities.
8. Annual City Report Writing - Program personnel are responsible for compiling the annual Jurisdictional Runoff Management Program (JRMP) report. In addition, program personnel coordinate the writing of the new program documents at the beginning of each permit cycle.
9. Inter-departmental Support - The Storm Water Protection Program continues to work inter-departmentally on storm water and other environmentally-related activities, such as with the Carlsbad Fire Department during emergency response, Land use Engineering, the Construction Management Division, and the Transportation, Facilities and Utilities Department.
10. Total Maximum Daily Load (TMDL) Regulation Management - In the past few years, the Regional Water Quality Control Board has issued several draft and final TMDL orders that affect the City of Carlsbad. The Storm Water Protection Program has proactively spent resources to track pending regulations, review drafts, comment, coordinate watershed or Hydrologic Area (HA) communication and meetings, gather water quality information, and submit formal de-listing applications. To date, the program has successfully processed three de-listings: a) the Pacific Ocean from Buena Vista Lagoon mouth south to Pine Street for bacteria, b) Agua Hedionda Lagoon for sediment, and c) Agua Hedionda Lagoon for bacteria. The program is currently analyzing other 303(d) impaired water bodies for availability and accuracy of water quality data.

KEY ACHIEVEMENTS FOR 2014-15

- Facilitated public panel workshops required by the new permit on behalf of the watershed agencies.
- Worked inter-departmentally to prepare for implementation of the new National Pollutant Discharge Elimination System Municipal permit and possible impacts to the city.
- As the Carlsbad Watershed principal, managed the contract for a Watershed Coordinator to assist the watershed agencies with developing the Water Quality Improvement Plan to optimize the watershed's compliance with the new permit.
- Continued San Marcos HA participation in the Beaches and Creeks Bacteria TMDL.
- Strengthened partnerships with other stakeholders within the region on a TMDL Reference Study to provide accurate and scientifically valid data for future TMDL regulations.
- Revised and updated Divisional procedures and work plan to better define and monitor program performance and costs.
- Worked inter-departmentally to prepare the Jurisdictional Runoff Management Plan to direct the implementation of strategies developed in the Water Quality Improvement Plan.
- Continued working on citywide project teams to implement the Integrated Community Development System (ICDS).
- Participated in Beach Fest 2014, Village Street Faire, Carlsbad Love It, Beaches to Creeks cleanup event, and other outreach and education activities within the City of Carlsbad and regionally.
- Successfully completed a safety audit with no documented issues.

KEY GOALS FOR 2015-16:

- Continue to support Carlsbad's quality of life by responsibly managing environmental resources in partnership with our stakeholders.
- Continue serving as the Principal Copermittee for the Carlsbad Watershed Management Area.
- Implementing the WQIP on behalf of the Carlsbad Watershed to the San Diego Regional Water Quality Control Board.
- Incorporate innovative methods to implement the city's JRMP in conjunction with the Carlsbad Watershed WQIP.
- Expand use of tablet computers in the field to access and record data in other components, and facilitate implementation of the new permit.
- Continue actively working on acquiring new data management software in conjunction with citywide ICDS team.

PROGRAM: STORM WATER PROTECTION
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

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ACCT NO. 5215110

KEY GOALS FOR 2015-16 (continued):

- Continue streamlining programs and improving efficiencies where possible.
- Proactively submit TMDL de-listing applications for 303(d) listed impaired water bodies where complete and accurate water quality data are available.

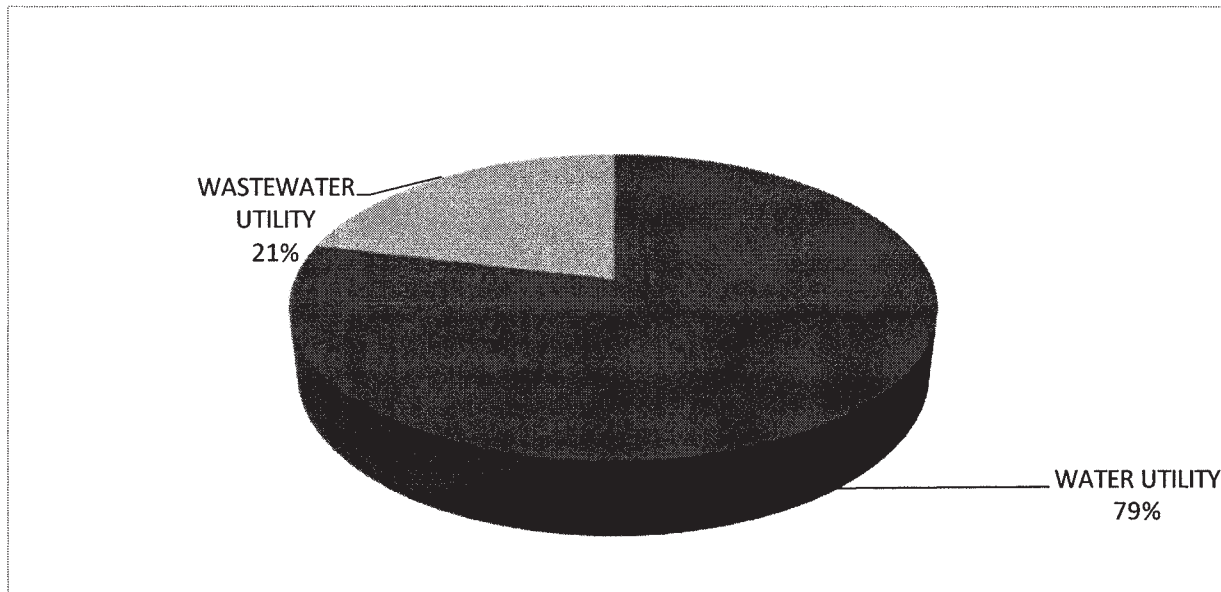
SIGNIFICANT CHANGES:

- Minor reallocations of full-time positions for Environmental Manager, Senior Office Specialist and Management Analyst to better reflect work assignment.
- A total of 0.40 full-time positions have been reallocated to other divisions to better reflect each division's workload.

PROGRAM: UTILITIES
FUND: VARIOUS
PROGRAM GROUP: UTILITIES

SUMMARY

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$5,735,354	\$5,682,885	\$6,595,814	\$7,265,910
MAINTENANCE & OPERATIONS	47,898,314	53,646,332	51,331,685	51,322,317
CAPITAL OUTLAY	34,796	3,349	0	0
GRAND TOTAL	\$53,668,464	\$59,332,566	\$57,927,499	\$58,588,227
FULL TIME POSITIONS	59.30	57.60	58.40	60.85
HOURLY/FTE POSITIONS	1.00	1.00	1.00	0.50



PROGRAM: WATER OPERATIONS
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

ACCT NO. 5016310/5026310

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$3,760,302	\$3,732,719	\$4,435,795	\$4,913,474
MAINTENANCE & OPERATIONS	38,515,959	44,455,887	41,067,505	41,269,877
CAPITAL OUTLAY	4,165	3,349	0	0
GRAND TOTAL	\$42,280,426	\$48,191,955	\$45,503,300	\$46,183,351
FULL TIME POSITIONS	38.15	37.10	38.55	40.60
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

PROGRAM GROUP DESCRIPTION:

The Carlsbad Municipal Water District, a subsidiary district of the City of Carlsbad, provides water service to approximately 85 percent of the city. The District purchases 100 percent of its potable water as treated water from the San Diego County Water Authority. The District also supplies customers with recycled water from the Carlsbad Water Reclamation Facility (CWRF), and through purchase agreements with the Leucadia Wastewater District and Vallecitos Water District.

PROGRAM ACTIVITIES:

Water Operations

- Provide operation and maintenance of the potable and recycled water reservoirs, pumping, regulating, and disinfection systems; collect water quality samples to ensure compliance with state and federal regulations, and provide emergency response services.

Water Construction/Maintenance

- Schedule and perform water system maintenance to ensure a safe and efficient water distribution system, and provide emergency response services and repairs.

Meter Services

- Collect water customer usage data to ensure financial viability of the District through timely and accurate revenue collections; provide customer service for water utility customers; and install, replace and maintain water meters.

Cross-Connection Control

- Implement and enforce cross-connection control and backflow prevention of potable and recycled water systems to ensure a safe supply of potable water and compliance with state and federal regulations.

PERFORMANCE/WORKLOAD MEASURES:

Water Losses

- Annual water loss not to exceed 6 percent as set by the California Department of Water Resources. Industry wide, distribution system losses commonly range between 6 percent and 15 percent. The American Water Works Association recommends that the loss after treatment be maintained at 10 percent or less.

Fiscal Year	Percent of Water Loss
2009-10	6.1%
2010-11	5.3%
2011-12	5.1%
2012-13	6.1%
2013-14	5.3%

PERFORMANCE/WORKLOAD MEASURES (continued)

Potable Water Quality

- Benchmark: Ninety-eight percent (98 percent) of bacteria samples free of coliform bacteria as adopted by the city’s Performance Measurement Team. The state requirement is that less than 5 percent of all samples collected during any month are total coliform-positive.

Carlsbad Water Quality – Last 5 Years		
Fiscal Year	Number of Samples Collected	Percent Bacteria-Free
2009-10	1,560	100%
2010-11	1,560	99.9%
2011-12	1,560	100%
2012-13	1,560	99.7%
2013-14	1,560	100%

Water Service Delivery

- The ratio of total leaks and breaks compared to the total water pipe in the system. This measure is calculated by dividing the total number of leaks and breaks during the reporting period by the total miles of pipe in the water distribution system and multiplying the result by 100. The benchmark is to not exceed the national average rate of 32.7 as reported by the American Water Works Association.

Carlsbad System Integrity – Last 5 Years		
Fiscal Year	Potable Water System Integrity Rate	Recycled Water System Integrity Rate
2009-10	28.4	1.3
2010-11	26.4	7.8
2011-12	20.3	13.8
2012-13	15.4	7.5
2013-14	27.5	2.5

KEY ACHIEVEMENTS FOR FY 2014-15:

- Exchanged 4,258 water meters which will complete the implementation of the AMR Program and will bring the total AMR meters to 29,029.
- Assisted residents, businesses and institutions with water conservation efforts during Level 2 drought conditions.
- Participated in community events such as the Home Depot drought tolerant plant sale and the Citizen’s Academy.
- Prepared approximately 30 new retrofit plans (potable to recycled water) for properties located in areas where recycled water will be available in FY2016. Also connected 6 new properties to existing recycled water system.
- Provided reliable water operation services and met all regulatory requirements for over 29,000 services.
- Completed construction of Maerkle Reservoir Hydroelectric Facility.
- Secured \$4 million in the State of California Proposition 84 grant funding for expansion of the Recycled Water system.
- Awarded a design-build contract for expansion of the Carlsbad Water Recycling Facility Expansion project.
- Awarded a design contract for the Palomar/Impala Recycled Water pipeline.
- Awarded a construction contract for the Avenida Encina Recycled Water pipeline.
- Completed construction of the La Costa Recycled Water pipeline segment in El Camino Real.
- Completed Asset Management Plan.

PROGRAM: WATER OPERATIONS
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

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ACCT NO. 5016310/5026310

KEY GOALS FOR FY 2015-16:

- Enforcement of Level 2 Drought Alert Response Requirements.
- Assist all meter customers in achieving state mandated water use reduction targets.
- Participate in and host community outreach events such as the Home Depot drought tolerant plant fairs and the California Friendly Landscaping Training classes.
- Maintain 98% water meter read rate via the drive-by automated meter reading system.
- Implement a customer Water Usage management system.
- Integrate water conservation activities into the Hansen asset management system.
- Complete testing of large meters (3 inch to 8 inch).
- Continue participating with surrounding agencies in the North County Water Reuse Coalition to develop recycled water opportunities for the region.
- Continue to work with the appropriate State and County agencies to address regulatory issues and requirements.

SIGNIFICANT CHANGES:

- A total of 2.05 full-time positions have been reallocated from other divisions to better reflect each division's workload.
- Existing vacant full-time positions were reclassified into an Asset Manager and two Associate Engineers. These positions are shared amongst the water and wastewater enterprises.
- One part-time position has been reallocated from another division to assist with conservation efforts.

PROGRAM: WASTEWATER OPERATIONS
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

ACCT NO. 5116310

	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 BUDGET	2015-16 BUDGET
PERSONNEL	\$1,975,052	\$1,950,166	\$2,160,019	\$2,352,436
MAINTENANCE & OPERATIONS	9,382,355	9,190,445	10,264,180	10,052,440
CAPITAL OUTLAY	30,631	0	0	0
GRAND TOTAL	\$11,388,038	\$11,140,611	\$12,424,199	\$12,404,876
FULL TIME POSITIONS	21.15	20.50	19.85	20.25
HOURLY/FTE POSITIONS	1.00	1.00	1.00	0.00

PROGRAM GROUP DESCRIPTION:

The Wastewater Division operates and maintains the sanitary sewer system which covers approximately 65% of the geographic area of the city. Sewage is treated by the Encina Wastewater Treatment Plant, a facility jointly owned by the cities of Carlsbad and Vista, the Leucadia Wastewater District, the Vallecitos Water District, the Buena Sanitation District, and the City of Encinitas.

PROGRAM ACTIVITIES:

Sanitation Operations

- Provide operation, maintenance and inspection of 14 sanitary sewer system lift stations and wet wells to ensure compliance with state and federal regulations.

Sanitation Collections

- Provide cleaning and inspection of approximately 288 miles of sanitary sewer system main lines and associated manholes to ensure proper system performance and compliance with state and federal regulations.

PERFORMANCE MEASURES:

Sewer Cost Efficiency

This measure represents the cost of service by Fiscal Year divided by the Annual Flow, which results in the Cost per Million Gallons (MG) metric.

Sewer Cost Efficiency			
Fiscal Year	Expenses	Annual Flow (MG)	\$/MG
2009-10	\$6,852,857	2,590	\$2,646
2010-11	\$6,806,434	2,762	\$2,464
2011-12	\$6,698,700	2,524	\$2,654
2012-13	\$5,289,296	2,426	\$2,180
2013-14	\$6,919,980	2,152	\$3,216

PERFORMANCE MEASURES (continued):

Sewer System Reliability

This measure is an indication of the collection system piping condition and the effectiveness of routine maintenance. This measure is calculated by dividing the total number of sewer overflows during the reporting period by the total miles of pipe in the sewage collection system and multiplying the result by 100.

Sewer System Reliability			
Calendar Year	Number of Overflows	Total Miles of Sewer Pipes	Rate per 100 miles
2010	4	288	1.39
2011	2	288	0.69
2012	2	288	0.69
2013	4	288	1.39
2014	2	288	0.69

KEY ACHIEVEMENTS FOR 2014-15:

- Completed construction of Home Plant Lift Station.
- Completed design of Poinsettia Lift Station stand-by pump system.
- Completed design and award of construction contract for the Agua Hedionda Lift Station and the Vista/Carlsbad Sewer pipeline reaches 11B through 15.
- Completed design of the Buena Odor Control Unit.
- Completed improvements to the Vallecitos Water District/Buena Sewer Outfall easement access road.
- Completed comprehensive list of rehabilitated sewer assets, including manholes and cured-in-place-pipe.
- Completed design report for Simsbury Sewer Extension.
- Completed 90 percent design for Foxes Landing Lift Station Replacement.
- Completed multiple manhole rehabilitations in various locations throughout the City.
- Completed installation of six new SmartCover manhole covers.

KEY GOALS FOR 2015-16:

- Begin construction of Agua Hedionda Lift Station and the Vista/Carlsbad Sewer pipeline reaches 11B through 15.
- Complete construction of the Buena Odor Control Unit.
- Complete design and construction of Foxes Landing lift Station.
- Complete construction of Poinsettia Lift Station Stand-by pump.
- Complete design for Simsbury Sewer Extension and Simsbury Lift Station removal.
- Complete installation of Odor Control Unit on Buena Interceptor Sewer.
- Complete removal of Gateshead sewer Lift Station (dependent upon land developer's schedule).
- Rehabilitate Ponto Sewer Manholes.
- Install six SmartCover manhole covers.
- Continue creation of a condition assessment priority list of collection lines that are in need of repair.
- Continue proactive cleaning and condition assessment of sewer trunk lines.

SIGNIFICANT CHANGES:

- A total of 0.40 full-time positions have been reallocated from other divisions to better reflect each division's workload.
- Existing vacant full-time positions were reclassified into an Asset Manager and two Associate Engineers. These positions are shared amongst the water and wastewater enterprises.
- One part-time position has been reallocated to another division to assist with conservation efforts and one part-time position has been eliminated due to changing operational priorities.

Capital Improvement Program



Capital Improvement Program

2015-16 CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

The City of Carlsbad Capital Improvement Program (CIP) is a 15 year planning document that outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures. The CIP is a financial planning document, not a commitment for spending. All construction costs are estimates and are reviewed and further refined each year. Spending authorization is given only at the time the City Council formally adopts the proposed budget, and, at that time, funds are only appropriated for the upcoming fiscal year. Information is shown in subsequent years to provide the most comprehensive overview of all the known future facilities the City of Carlsbad plans to construct.

The Fiscal Year (FY) 2015-16 Capital Improvement Program outlines approximately \$73.5 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for new projects. Projected revenues during the same fiscal year are estimated at \$45.2 million. 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 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. This Plan is the foundation for making decisions about the timing and prioritization of the capital projects under consideration. A discussion of the city's Growth Management Plan is located at the end of this report. The remainder of the report explains the process and the results of the city's plan for its capital facilities.

Proposition C was approved by the voters of Carlsbad in November 2002. It allowed the city to expend over \$1 million (per project) of city funds to help finance the following projects:

- City/Safety Training Center
- A portion of Cannon Road – East of College (Reach 4)
- Trails and Open Space
- Alga Norte Swimming Pool Complex

After the voters approved the ballot initiative, the city set aside \$35 million for Proposition C projects. Currently, \$16.3 million has been appropriated for Alga Norte Park, \$13.7 million has been appropriated for the Joint First Responders Training Facility, and \$5 million has been allocated to Trails and Open Space.

It is still anticipated that the city will continue to meet its growth management standards. This reflects the Council's continued commitment to construct the facilities as needed to serve the current and anticipated development occurring throughout the city.

PROJECT EVALUATION

Projects that are shown in the CIP are generally defined as any construction (or reconstruction/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.

2015-16 CAPITAL IMPROVEMENT PROGRAM

The CIP and the Operating Budget are integral parts of the total city financing plan. Staff began the process by evaluating the construction schedules for city facilities in conjunction with the workload of the staff needed to complete the projects. Staff also met with the City Council to identify their priorities, and to ensure that the CIP was in alignment with the Council and Community Vision. In the FY 2015-16 CIP, there are approximately 240 continuing and new projects planned in the next 15 years. All projects were analyzed using the criteria shown in the table. Project timing was reviewed, and an evaluation of the availability of capital construction funds as well as operating funds was then factored into the evaluation process.

Project Ranking Criteria	
1.	Is the project required to ensure the health and safety of the citizens, as the result of a legal mandate?
2.	Is the project needed soon for growth management compliance?
3.	Is the project needed now for other city standards (example: ball field standards)?
4.	Does the project complete or provide part of the basic infrastructure (example: a linking road segment)?
5.	Are there other reasons to construct the project (example: Council priority, timing or funding opportunity, public demand)? Are operating funds available to operate the facility?

CAPITAL PROJECTS

The following two sections provide information about the major capital projects. The first section focuses on projects planned in the next five years, and the second section contains an overview of the entire expenditure plan through FY 2029-30 (the next 15 years). All construction costs are estimates and only projects scheduled for FY 2015-16 receive appropriations. The information shown in the future years reflect the most comprehensive snapshot of the known future facilities and their associated cost at this point in time.

THE NEXT FIVE YEARS

PARK PROJECTS

The city is in the process of updating existing city park master plans based on the outcomes of a recent needs assessment that re-evaluated current and future park needs.

Multi-Use/Multi-Generational Community Center – As a result of the needs assessment, funds are included to study the feasibility of a multi-use, multi-generation indoor community center, located at Poinsettia Park, which will serve a larger cross section of the community.

Leo Carrillo Phase III – Located in the southeast quadrant of the city, a recent update re-evaluated the remainder of the Carrillo Ranch Master Plan and prioritized projects based on community input to make sure that the proposed project amenities are serving the greatest need of the community. Expenditures include restoration of the horse stables. The total estimated cost is \$980,000.



2015-16 CAPITAL IMPROVEMENT PROGRAM

Pine Avenue Park Community Facility and Garden Areas – The remaining elements of the park include a multi-purpose community center and gymnasium, a community garden with rentable plots, and a botanical/ornamental garden. This final phase of the park is estimated at \$10.4 million.

Aviara Community Park Amphitheater and Picnic Areas – The additional park amenities include a large passive outdoor community social space with a small amphitheater, group picnic areas, a perimeter walking path and a warming kitchen complete with appliances to support outside catering and food and beverage services and small events. The total cost is \$3.1 million.

Poinsettia Community Park – Park improvements include a fenced dog park for both large and small dogs, updated tot lots and a multi-sports arena with a picnic area and artificial turf field, at a total cost of \$3.9 million.

Outdoor Adventure Park Feasibility Study – The proposed Capital Plan includes funding to study the feasibility and possible location of an outdoor adventure park for recreational activities not typically done in community centers or gymnasiums, such as a bike skills course, rope skills, zip lines, and rock climbing.

CIVIC FACILITIES

Civic facilities include a variety of facilities from which the city can offer its services to the public.

Library Renovation Projects – Funding was previously budgeted for significant renovation projects at the Dove and the Cole libraries. Improvements are designed to accommodate current staffing needs, meet patron demands for modern library services and allow for better wireless and communications services for the public. Renovation at Cole Library is expected to begin in the fall of 2015 and be complete around the end of the year. Dove Library improvements will begin after the Cole Library is re-opened and is planned for completion by June 2016.

Safety Center Improvements – Improvements include new and renovated office space, a new lobby wall, an expanded women's locker room and dispatch area, as well as lighting and HVAC improvements. The total estimated cost is \$3.2 million.

Maintenance & Operations Center – This city facility will bring together offices, the maintenance yard, a warehouse, and parking to accommodate the various work groups at one location, currently planned near the existing Safety Center and Fleet yard. The total estimated construction cost is \$25.9 million.



Facilities Maintenance – As the city facilities begin to age, maintenance and repair projects are needed to keep them in good condition. New projects have currently been identified at a total cost of about \$8.9 million. Projects are planned at the following locations:

- Aviara Community Park – Synthetic turf replacement
- City Hall Complex refurbishment
- EOC Relocation
- Faraday Facility rehabilitation
- Fire Station No. 1
- Fleet Maintenance
- Harding Center

Trails – Additional funding is included for the Lake Calavera Trails system for restrooms and a drinking fountain.

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STREET AND CIRCULATION PROJECTS

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 livable streets concept, also called "complete streets," acknowledges that streets are an important part of the livability of today's communities and ought to be for everyone. Carlsbad has made livable streets a priority when planning and constructing improvements to city roadways. In addition to constructing improvements, the city continues to invest in the maintenance and operation of the transportation infrastructure by providing timely repairs and rehabilitation of the public assets associated with the roadways and public rights of way throughout the city.

ADA Improvements – ADA projects throughout the city are scheduled for \$1.2 million in funding over the next five years. The project includes various accessibility improvements, including sidewalk curb ramps and pedestrian signals.

Public Beach Access Improvements – This project will make improvements to beach access locations along Ocean Street, including removal and replacement of stairs, installation of shade structures, improved signage, trash receptacles and landscaping. The total cost is \$2.6 million.

Avenida Encinas Widening – Widening to full secondary arterial standards along Avenida Encinas from Palomar Airport Road to just south of Embarcadero Lane is scheduled for design in FY 2016-17. The CIP includes \$5.4 million to fund this project in the next five years.

Street Road Diet and Traffic Calming Projects along Chestnut Avenue, Valley Street, Kelly Drive, and La Costa Avenue – Three new projects are planned in the next five years to provide complete street solutions so that the varied user of these roads, including pedestrians and bicyclists, are provided for in a balanced and equitable manner. The total cost is estimated at \$8.2 million.

Intersection Improvements – Two intersection projects along El Camino Real - at Cannon Road and at College Boulevard are scheduled to receive an additional \$775,000 in the next five years.

El Camino Real Widening – There are a number of projects that are scheduled over the next five years that will focus on the widening of El Camino Real to prime arterial roadway standards, in addition to other improvements, such as median construction. The projects include widening from Cassia Road to Camino Vida Roble, Arenal Road to La Costa Avenue, Lisa Street to Crestview Drive and Tamarack to Chestnut. In the next five years, \$4.9 million in additional funding is included for these projects, which are expected to cost over \$20 million by completion.

Pavement Management – Carlsbad's local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the streets. Part of the maintenance program is the sealing and overlay of the existing street surface. In addition, any problem areas are addressed as they are identified. The FY 2015-16 CIP has \$18.5 million budgeted in the next five years for this program.

Parking Lot Maintenance Program – Parking lot maintenance is a relatively new program and is scheduled to receive funding of \$845,000 in the next five years.

Concrete Repair and Maintenance – The proposed spending plan included \$1 million in the next five years for repairs to sidewalks, curb and gutter, pedestrian ramps, driveway approaches and cross gutters.

Traffic Signals – In the next five years, four traffic signal installations are planned at the following locations, at a total cost of \$780,000:

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- El Fuerte Street and Rancho Pancho
- Faraday Avenue and Camino Hills Drive
- Faraday Avenue and Palmer Way
- La Costa Avenue and Levante Street

WATER/WASTEWATER PROJECTS

The city's water and wastewater projects are vital to the continued health and welfare of its citizens. Most new lines are built and paid for by developers. As the city ages, it will become necessary to repair and replace the lines that already exist, and an increase in these projects is anticipated in future years. In the next five years, an additional \$32.4 million in funding is scheduled for both new and replacement water and sewer projects.

Vista/Carlsbad Interceptor & Agua Hedionda Lift Station Replacement – This project consists of a set of individual projects that will ultimately construct a parallel sewer interceptor system to accommodate existing and future sewer flows from the cities of Vista and Carlsbad. The individual projects include a main in Jefferson Street, replacement of the Agua Hedionda Lift Station, and a main from the lift station to the Encina Wastewater Facility. The overall total cost estimate for this set of projects totals \$64.3 million, of which the remaining \$20 million is to be funded by the City of Carlsbad, with the remaining \$44.3 million to be funded by the City of Vista.

Wastewater

Other wastewater facilities scheduled for construction or replacement within the next five years include:

- Buena Interceptor Sewer Improvements
- Chinquapin
- Crest Drive
- Faraday/El Camino Real Sewer Replacement
- Las Palmas Trunk Sewer
- Marron Road
- North Batiquitos
- Poinsettia Lane Lift Station Emergency Overflow Basin
- Quarry Creek Sewer Extension
- Terramar Sewer Replacement

In addition to the new construction and replacement projects and ongoing condition assessments, repairs and upgrades to the city's wastewater facilities are expected to cost \$2.1 million in the next five years.

Water Lines

Major water facilities scheduled for construction or replacement within the next five years are estimated at \$35.9 million, and include the following locations:

- Aviara Parkway and Plum Tree
- Carlsbad Boulevard – South of Avenida Encinas
- Crestview Drive
- El Fuerte and Corintia
- Fire Flow System Improvements
- Hydroelectric Generator at Palomar Airport Road/White Sands
- La Costa High Reservoir Inlet Pipeline

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- Maerkle Reservoir Floating Cover Replacement
- Maerkle Pump Station Improvements and Transmission Main
- Poinsettia Lane – Casia Road to Skimmer Court
- Santa Fe II Inlet Pipeline
- Tri-agencies Water Transmission Pipeline Replacements

Recycled Water Expansion

Expansion to the Carlsbad Water Recycling Facility, including construction of additional pipelines and a reservoir, are anticipated to cost \$30 million. These facilities are expected to meet the 76 percent increase in future recycled water demand. The expansion is expected to increase the recycled water supply from 4 to up to 8 mgd (million gallons per day). With diminishing potable water resources available, alternative supplies such as recycled and desalinated water become increasingly important in supplementing the total water supply.



DRAINAGE PROJECTS

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. Carlsbad supports programs that will ensure that all water bodies within the city are safe and clean and, where possible, open to the public at all times. The system consists of drainage pipes 30-inches or larger in diameter, large concrete and rock lined channels, permanent sedimentation basins and miscellaneous large facilities. As the city continues to age, it will become necessary to repair and replace the lines that already exist. An additional \$1.3 million will be added to the program in the next five years.

CAPITAL PROJECTS THROUGH FISCAL YEAR 2029-30

The CIP for FY 2015-16 to FY 2029-30 outlines approximately 240 projects at a cost of \$454.9 million as shown below:

CIP Projects - All Future Project Costs		
Project Type	Percent	Total Cost
Streets/Circulation	28%	125,926,075
Civic Projects	17%	79,140,455
Wastewater	15%	67,715,887
Parks	18%	82,496,360
Water	14%	63,247,275
Drainage	3%	15,549,012
Other (loans)	5%	20,839,636
Total Future	100%	454,914,700

OVERVIEW OF FY 2015-16 TO 2029-30

The spending plan includes \$82.5, million, or 18 percent for future park development projects located within all four quadrants of the city.

Approximately 28 percent of future expenditures, or \$125.9 million, are planned for street and traffic signal construction projects. Projects include several road-widening projects, road diet and traffic

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calming projects, Carlsbad Boulevard Realignment, and funding for sidewalk construction, concrete repair work, ADA projects, and parking lot and pavement maintenance.

Wastewater projects are expected to cost over \$67.7 million, or 15 percent for numerous pipeline construction and rehabilitation projects.

Future water and recycled water projects include construction of new waterlines, both potable and recycled, and expansion of the Carlsbad Water Recycling Facility. Replacement of existing potable waterlines and reservoir improvements are also included in this category. A total of \$63.2 million, or 14 percent of the total CIP, is planned for these projects.

Construction and maintenance of civic facilities such as libraries, administrative buildings, and police and fire facilities are currently estimated at \$79.1 million, or 17 percent of the total planned capital expenditures to build out.

Drainage projects are 3 percent of the total spending plan, at \$15.5 million and the remaining 5 percent, or \$20.8 million are for loans and repayments. There are times when one fund will loan money to another fund to cover a temporary shortfall due to the timing of revenues and expenditures. For example, the Sewer Replacement Fund loaned money to the Sewer Connection Fund in the current fiscal year.

UNFUNDED PROJECTS

There are several projects identified in the CIP for which there is no identifiable funding source and, in some cases, where only partial funding has been identified. The city will investigate obtaining possible outside funding, such as federal and state grants, loans, or other financing sources. Once funding is identified for these projects, the project costs will have to be reviewed and updated to reflect actual cost estimates. The unfunded projects do not receive annual inflationary increases. These projects are:

- Agua Hedionda Channel (partial)*
- Business Park Recreational Facility (partial)
- Cannon Lake Park
- Cannon Road - Reach 4B – Cannon Road/College Boulevard to City Limits (partial)
- Carlsbad Boulevard Widening Mountain View to Northerly City Limits (partial)**
- Carlsbad Boulevard/Palomar Airport Road Improvements (partial)**
- Carlsbad Boulevard Realignment, Segments 3-5
- Hosp Grove/Buena Vista Lagoon Improvements
- Pine Avenue Park – Madison Property Phase 2
- Robertson Ranch (NE Quadrant) Park Development (partial)

(*) The Agua Hedionda Channel project is funded in part with Planned Local Drainage Area fees. The unfunded amount is listed in this section.

(**) These projects are in the Traffic Impact Fee (TIF) program approved by the City Council on May 12, 2009, which was planned to generate enough revenue to pay for 20 percent of the total cost of these projects, the remaining 80 percent is unfunded.

FUTURE GROWTH AND DEVELOPMENT

There are a variety of revenues that are used to fund the capital projects. In order to estimate revenues received from development, several assumptions about the rate and type of future development need to be made. These assumptions can change from year-to-year and tend to correlate with the economic climate.

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Every year, city staff evaluates all existing and future private development projects and compares this information to the capacity of the city using 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 will occur. The following table shows the number of residential units and non-residential square feet of development used in calculating estimated revenues for FY 2015-16 and subsequent years to build out.

Projected Development Residential and Non-Residential Construcion		
Year	Residential Units	Non-Residential Square Feet
2015-16	208	245,355
2016-17	299	59,468
2017-18	322	161,485
2018-19	434	239,485
2019-20	475	137,985
2021-25	590	3,040,141
2026-30	673	3,685,553
Totals	3,001	7,569,472

Finance Department staff prepare financial forecasting schedules to ensure that funding will be sufficient 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 again evaluated and recommendations are made to resolve the discrepancies.

About 3,000 residential units are still planned over the next 15 years, or longer, and it is currently estimated that the city is about 94 percent built out.

Residential development for FY 2015-16 is projected at 208 units, and, over the next five years should average 348 units per year. This is compared to an average of over 274 units per year for the previous five-year period. This is a short term spike due to the timing of some of the larger remaining projects, and development is expected to decline after these projects are completed.

The amount of non-residential development is projected at about 844,000 square feet over the next five years, a significant decrease from the prior five years at \$1,847,000 square feet.

Projects include several neighborhood commercial/retail developments including an auto dealership, a winery and culinary center, a senior care facility, a floral trade center, timeshares, and other office and mixed use projects.

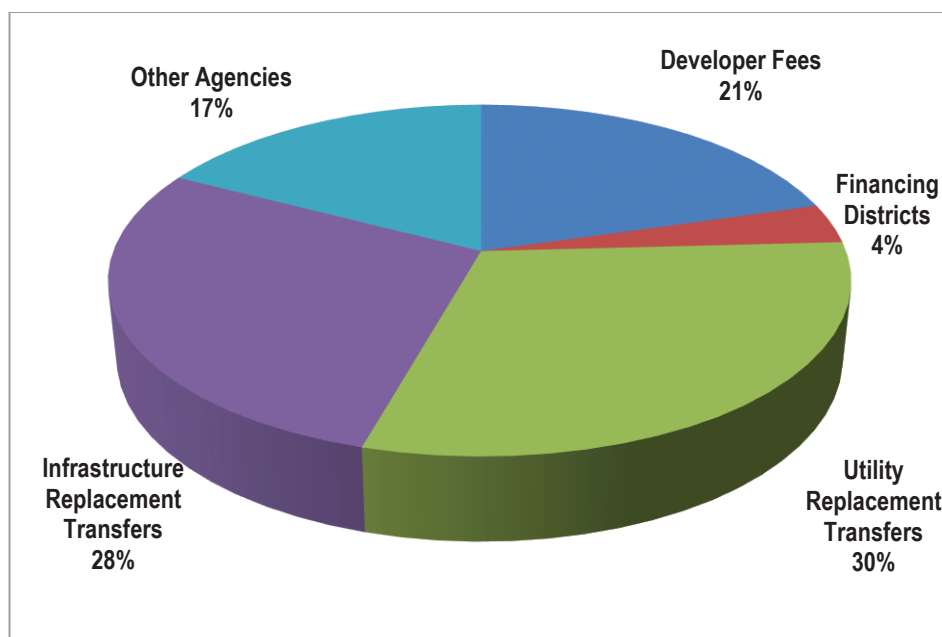
Development estimates provide the data and basis for estimating future fee revenues, which are calculated by multiplying each applicable development fee by the estimated number of dwelling units and/or square feet of construction expected during each year.

2015-16 CAPITAL IMPROVEMENT PROGRAM

REVENUES

Over the next 15 years, revenues for Capital Projects are an estimated \$570 million and are segregated into five major funding sources: (1) fees generated by development in Carlsbad, (2) special district fees and taxes (Community Facilities Districts and Bridge and Thoroughfare Benefit Districts), (3) water and wastewater replacement funds, (4) infrastructure replacement funds (other than wastewater and water), and (5) other sources, including grants, bond issues, and contributions from other agencies.

Capital Improvement Program Revenues FY2015-16 to FY2029-30 \$570 million



Approximately 21 percent of all capital revenue is received as a result of development, and is dependent upon assumptions made about the city's annual growth in dwelling units and commercial/industrial square feet. Development revenues include Public Facilities Fees (PFF), Traffic Impact Fees (TIF), Park-In-Lieu Fees (PIL), Planned Local Drainage (PLD) Fees, Water Connection Fees (MFF), and Sewer Connection charges. Revenue from special districts, such as Community Facilities Districts (CFD) and Bridge and Thoroughfare Benefit Districts (BTD) comprise 4 percent of the total. Water and wastewater replacement revenues generated by user fees equal approximately 30 percent of total revenues, and are used to pay for replacement of existing water and sewer facilities. Infrastructure replacement revenues, equal to 28 percent, 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. The remaining 17 percent consists of revenues from other agencies and include federal and state grants, the county sales tax program (TransNet) and contributions from cities, developers, and other agencies.

CALCULATION OF FUTURE FEES

The revenue projections in the Capital Improvement Program 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 multi-family and single-family residential units is assumed to be 35 percent and 65 percent, respectively, and reflects the

2015-16 CAPITAL IMPROVEMENT PROGRAM

anticipated mix of residential development for each Local Facilities Management Zone. The building permit valuation used for computing Public Facilities Fees is \$180,437 per multi-family dwelling unit, and \$319,912 per single-family dwelling unit. A building permit valuation of \$42 per square foot of construction is used to calculate non-residential Public Facilities Fees.

In order 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 either eight or six 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/industrial building can vary widely depending on the ultimate land use.

Community Facilities District No. 1 is a citywide district established to finance various civic facilities required under the city's Growth Management Plan. CFD No. 3 was established for the Faraday Avenue and Melrose Drive Extensions east of El Camino Real, as well as the extension of El Fuerte.

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.

Bridge and Thoroughfare Fee Districts are formed by property owners to finance specific road construction projects located within the district boundaries. Poinsettia Lane - Aviara Parkway (BTD No. 2) was formed to finance the construction of Poinsettia Lane between Aviara Parkway and El Camino Real and Aviara Parkway between Palomar Airport Road and Poinsettia Lane.

SUMMARY

The FY 2015-16 CIP is being driven by the city's commitment to ensure that facilities are available to serve the developing areas as well as the current residents. Carlsbad's philosophy has been to build quality capital facilities, which meet and, at times, exceed Growth Management standards, in addition to reflecting the needs and wants of all who live, work and play in Carlsbad. Phasing projects over a period of years to match funding availability for construction and operations is often used to meet the needs of growth management. The FY 2015-16 Capital Improvement Program reflects the commitment of Carlsbad's City Council and staff to continue providing its residents with a better quality of life.

2015-16 CAPITAL IMPROVEMENT PROGRAM

GROWTH MANAGEMENT PLAN

The Growth Management Plan was developed and voted into law by the citizens of Carlsbad 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 has established precise standards for 11 public facilities. Standards must be met at all times as growth occurs. Facilities for which standards have been established are as follows:

- City Administrative
- Wastewater Treatment
- Circulation
- Fire
- Schools
- Water Distribution
- Library
- Parks
- Drainage
- Open Space
- Sewer Collection

The plan requires that appropriate public facilities be available, in conformance with the adopted performance standards, as development occurs. Unless all of the 11 public facility standards have been met, no new development can occur.

The Growth Management Plan impacts both the Operating Budget and the Capital Improvement Program. The detailed level of planning required by Growth Management has allowed Carlsbad's Capital Improvement Program to anticipate the funding needed for capital improvements in the next 15 years. The timing of construction of facilities is governed by the rate of development and the 11 performance standards. New public facilities often require additional staffing and other resources, which affects the Operating Budget. Facilities such as community centers, parks, and fire stations have been constructed and opened to the public under this program.

The Capital Improvement Program 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 FY 2015-16 CIP, compliance with the Growth Management Plan is continued.

**CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2014-15**

FUND	JULY 1, 2014	PROJECTED REVENUES	PROJECTED EXPENDITURES	PROJECTED	JUNE 30, 2015
	UNRESERVED BALANCE			DEBT SERVICE LOANS & OTHER	
BTD#2 - POINSETTIA LANE/AVIARA PKWY	10,568,389	197,184	0	0	10,765,573
BTD#3 - CANNON ROAD WEST	327,601	109,841	0	0	437,442
CFD #1 - CITYWIDE	70,189,516	1,943,625	0	145,916	71,987,225
GAS TAX	18,097,130	3,357,247	1,526,825	610,000	19,317,552
GENERAL CAPITAL CONST.	47,701,309	5,829,141	2,979,069	0	50,551,381
GRANTS - FEDERAL	(22,030)	1,375,438	531,299	0	822,109
INFRASTRUCTURE REPLACEMENT	83,985,862	8,941,934	3,347,767	5,385,484	84,194,545
OTHER	2,714,323	153,605	0	0	2,867,928
PARK FEE ZONES 5,13,16	2,831,398	52,677	0	0	2,884,075
PARK-IN-LIEU NE	907,096	28,059	0	0	935,155
PARK-IN-LIEU NW	466,082	542,120	0	0	1,008,202
PARK-IN-LIEU SE	1,421,936	609,768	0	0	2,031,704
PARK-IN-LIEU SW	1,764,213	53,479	0	0	1,817,692
PLANNED LOCAL DRAINAGE	5,948,710	221,644	133,882	182,972	5,853,500
PUBLIC FACILITIES FEE	30,756,379	2,065,356	7,959,676	20,000	24,842,059
RANCHO SANTA FE ROAD PROJECT	1,849,953	6,953	45,883	1,212,568	598,455
SEWER CONNECTION	18,126,844	39,127,705	3,727,356	925,191	52,602,002
SEWER REPLACEMENT	30,229,414	4,808,660	4,156,016	0	30,882,058
TDA	(30,992)	66,652	32,950	2,710	0
TRAFFIC IMPACT FEE	20,483,696	2,852,842	7,333,336	60,000	15,943,202
TRANSNET/BIKE	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0
TRANSNET/LOCAL	19,400,943	3,754,759	5,496,447	0	17,659,255
TRANSNET/STP	374,688	2,516	305,906	0	71,298
WATER - MAJOR FACILITY	26,745,906	811,359	4,982	0	27,552,283
WATER - RECYCLED WATER	0	16,100,000	15,152	0	16,084,848
WATER - REPLACEMENT	60,034,725	9,688,798	4,199,000	0	65,524,523
TOTAL	454,873,091	102,701,363	41,795,546	8,544,841	507,234,067

**CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2015-16**

FUND	JULY 1, 2015 PROJECTED BALANCE	ESTIMATED REVENUES	6/30/2015 CONTINUING APPROPR.	7/1/2015 NEW APPROPR.	2015-16 TOTAL CIP APPROPR.	JUNE 30, 2016 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	10,765,573	211,800	388,342	1,436,000	1,824,342	9,153,031
BTD#3 - CANNON ROAD WEST	437,442	80,386	0	0	0	517,828
CFD #1 - CITYWIDE	71,987,225	1,413,281	13,332,013	1,034,000	14,366,013	59,034,494
GAS TAX	19,317,552	2,328,279	13,526,765	4,636,530	18,163,295	3,482,536
GENERAL CAPITAL CONST.	50,551,381	0	16,469,356	13,689,955	30,159,311	20,392,070
GRANTS - FEDERAL	822,109	130,622	822,109	130,622	952,731	0
INFRASTRUCTURE REPLACEMENT	84,194,545	8,952,000	7,416,723	5,797,500	13,214,223	79,932,322
OTHER	2,867,928	567,000	1,664,231	567,000	2,231,231	1,203,697
PARK FEE ZONES 5,13,16	2,884,075	71,552	0	0	0	2,955,627
PARK-IN-LIEU NE	935,155	0	0	0	0	935,155
PARK-IN-LIEU NW	1,008,202	985,597	0	1,957,000	1,957,000	36,799
PARK-IN-LIEU SE	2,031,704	155,028	0	959,100	959,100	1,227,632
PARK-IN-LIEU SW	1,817,692	1,164,150	219,100	2,791,100	3,010,200	(28,358)
PLANNED LOCAL DRAINAGE	5,853,500	346,784	2,985,349	0	2,985,349	3,214,936
PUBLIC FACILITIES FEE	24,842,059	1,039,146	1,876,150	15,411,660	17,287,810	8,593,395
RANCHO SANTA FE ROAD PROJECT	598,455	0	520,170	0	520,170	78,285
SEWER CONNECTION	52,602,002	1,214,486	47,923,767	992,000	48,915,767	4,900,721
SEWER REPLACEMENT	30,882,058	4,225,000	19,563,911	6,241,116	25,805,027	9,302,031
TDA	0	0	0	0	0	0
TRAFFIC IMPACT FEE	15,943,202	1,034,547	12,638,719	696,000	13,334,719	3,643,030
TRANSNET/BIKE	0	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0	0
TRANSNET/LOCAL	17,659,255	3,802,459	6,770,761	2,516,923	9,287,684	12,174,030
TRANSNET/STP	71,298	0	39,092	0	39,092	32,206
WATER - MAJOR FACILITY	27,552,283	816,246	2,585,923	460,000	3,045,923	25,322,606
WATER - RECYCLED WATER	16,084,848	11,035,000	16,084,848	10,600,000	26,684,848	435,000
WATER - REPLACEMENT	65,524,523	5,633,000	39,178,880	3,563,075	42,741,955	28,415,568
TOTAL	507,234,067	45,206,364	204,006,209	73,479,581	277,485,790	274,954,641

**CITY OF CARLSBAD
CAPITAL FUNDS
REVENUES ACTUAL AND ESTIMATED**

FUND	2011-12 ACTUAL REVENUE	2012-13 ACTUAL REVENUE	2013-14 ACTUAL REVENUE	2014-15 PROJECTED REVENUE	2015-16 ESTIMATED REVENUE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	754,248	978,413	781,080	197,184	211,800
BTD#3 - CANNON ROAD WEST	1,933	121,728	40,415	109,841	80,386
CFD #1 - CITYWIDE	3,382,863	2,738,841	3,616,943	1,943,625	1,413,281
GAS TAX	3,246,871	2,572,724	3,713,486	3,357,247	2,328,279
GENERAL CAPITAL CONST.	2,226,470	147,721	2,023,514	193,657	0
GRANTS - FEDERAL	158,153	298,019	99,540	7,010,922	130,622
INFRASTRUCTURE REPLACEMENT	8,267,968	7,718,901	8,929,319	8,941,934	8,952,000
OTHER	25,185	7,325	33,555	153,605	567,000
PARK FEE ZONES 5,13,16	121,800	96,849	79,981	52,677	71,552
PARK-IN-LIEU NE	10,419	1,471	12,326	28,059	0
PARK-IN-LIEU NW	145,792	239,643	76,543	542,120	985,597
PARK-IN-LIEU SE	284,214	13,434	199,290	609,768	155,028
PARK-IN-LIEU SW	881,352	65,918	23,977	53,479	1,164,150
PLANNED LOCAL DRAINAGE	225,052	498,903	229,892	221,644	346,784
PUBLIC FACILITIES FEE	3,224,274	2,253,212	2,937,401	2,065,356	1,039,146
RANCHO SANTA FE ROAD PROJECT	57,471	2,951,512	1,442,457	6,953	0
SEWER CONNECTION	1,107,247	542,008	835,100	39,127,705	1,214,486
SEWER REPLACEMENT	4,022,001	4,772,543	4,524,527	4,808,660	4,225,000
TDA	208,672	0	599,862	66,652	0
TRAFFIC IMPACT FEE	1,719,138	1,488,403	1,069,174	2,852,842	1,034,547
TRANSNET/BIKE	396	122	629	0	0
TRANSNET/HIGHWAY	16,490	1,575	0	0	0
TRANSNET/LOCAL	1,807,535	761,273	3,085,462	3,754,759	3,802,459
TRANSNET/STP	4,301	608	5,089	2,516	0
WATER - MAJOR FACILITY	1,516,854	1,232,974	1,058,370	811,359	816,246
WATER - RECYCLED WATER	-	0	0	16,100,000	11,035,000
WATER - REPLACEMENT	5,992,152	5,821,417	6,379,020	9,688,798	5,633,000
TOTAL CAPITAL FUNDS	39,408,851	35,325,537	41,796,952	102,701,363	45,206,364

Note: Revenues include loans, advances and transfers.

**CITY OF CARLSBAD
CAPITAL FUNDS
BUDGET EXPENDITURE SCHEDULE**

FUND	2012-13 ACTUAL EXPENSE	2013-14 ACTUAL EXPENSE	2014-15 ESTIMATED EXPENSE	2014-15 CONTINUING APPROPR.	2015-16 NEW APPROPR.	2015-16 TOTAL CIP APPROPR.
BTD#2 - POINSETTIA LANE/AVIARA PKWY	252,991	0	0	388,342	1,436,000	1,824,342
BTD#3 - CANNON ROAD WEST	0		0	0	0	0
CFD #1 - CITYWIDE	100,950	143,775	145,916	13,332,013	1,034,000	14,366,013
GAS TAX	1,798,131	1,633,865	2,136,825	13,526,765	4,636,530	18,163,295
GENERAL CAPITAL CONST.	8,766,191	(28,719)	2,979,069	16,469,356	13,689,955	30,159,311
GRANTS - FEDERAL	257,085	108,371	531,299	822,109	130,622	952,731
INFRASTRUCTURE REPLACEMENT	704,485	1,215,143	8,733,251	7,416,723	5,797,500	13,214,223
OTHER	12,318	0	0	1,664,231	567,000	2,231,231
PARK FEE ZONES 5,13,16	0	0	0	0	0	0
PARK-IN-LIEU NE	0	0	0	0	0	0
PARK-IN-LIEU NW	0	0	0	0	1,957,000	1,957,000
PARK-IN-LIEU SE	0	0	0	0	959,100	959,100
PARK-IN-LIEU SW	0	0	0	219,100	2,791,100	3,010,200
PLANNED LOCAL DRAINAGE	251,900	99,351	316,854	2,985,349	0	2,985,349
PUBLIC FACILITIES FEE	11,931,075	11,805,511	7,979,676	1,876,150	15,411,660	17,287,810
RANCHO SANTA FE ROAD PROJECT	58,203	45,390	1,258,451	520,170	0	520,170
SEWER CONNECTION	2,384,830	1,682,966	4,652,547	47,923,767	992,000	48,915,767
SEWER REPLACEMENT	4,510,826	5,334,292	4,156,016	19,563,911	6,241,116	25,805,027
TDA	22,111	639,864	35,660	0	0	0
TRAFFIC IMPACT FEE	286,710	430,113	7,393,336	12,638,719	696,000	13,334,719
TRANSNET/BIKE	0	0	0	0	0	0
TRANSNET/HIGHWAY	1,417,708	0	0	0	0	0
TRANSNET/LOCAL	4,220,724	2,897,024	5,496,447	6,770,761	2,516,923	9,287,684
TRANSNET/STP	0	0	305,906	39,092	0	39,092
WATER - MAJOR FACILITY	27,323	0	4,982	2,585,923	460,000	3,045,923
WATER - RECYCLED WATER	0	0	15,152	16,084,848	10,600,000	26,684,848
WATER - REPLACEMENT	2,752,969	3,252,302	4,199,000	39,178,880	3,563,075	42,741,955
TOTAL CAPITAL FUNDS	39,756,530	29,259,248	50,340,387	204,006,209	73,479,581	277,485,790

Note: Expenditures include loans, advances and transfers.



Capital Proj



2015-16 Final Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD
CIVIC PROJECTS				
ADMINISTRATIVE FACILITIES				
CIVIC CENTER	CFD#1	30,019,000	-	100,000
MAINTENANCE AND OPERATIONS CENTER	CFD#1	17,861,264	3,848,251	13,232,013
MAINTENANCE AND OPERATIONS CENTER - ART	CFD#1	143,000		
MAINTENANCE AND OPERATIONS CENTER	WATER REPL	7,674,000	-	7,170,000
MAINTENANCE AND OPERATIONS CENTER	SEWER REPL	4,113,000	5,000	3,856,000
DOWNTOWN AREA PROJECTS				
BARRIO STREET LIGHTING	GCC	100,000		100,000
BARRIO STREET LIGHTING	OTHER	137,500	85,500	52,000
VILLAGE AND BARRIO BIKE & PEDESTRIAN WAYFINDING	GCC	250,000	20,150	229,850
VILLAGE AND BARRIO TRAFFIC CIRCLES	GCC	315,000	45,070	269,930
VILLAGE DECORATIVE LIGHTING	GCC	177,800	75,797	102,003
VILLAGE PARKING WAYFINDING	GCC	105,000	68,312	36,688
VILLAGE SAFETY LIGHTING	GCC	234,678	233,743	935
VILLAGE AND BEACH STREETScape	GCC	635,000	254,018	35,982
POLICE & FIRE FACILITIES				
CARLSBAD SAFETY TRAINING FACILITY - FIREARMS RANGE NOISE MITIGATION	GCC	350,500		
FIRE STATION NO. 3 RELOCATION	PFF	9,352,000	8,588,537	763,463
FIRE STATION NO. 6 (PERMANENT)	PFF	5,324,100	5,237,610	86,490
POLICE CAD IMPLEMENTATION	GCC	2,312,228	2,285,622	26,606
SAFETY CENTER IMPROVEMENTS	IRF	1,400,000		200,000
SAFETY CENTER IMPROVEMENTS	GCC	2,013,500		
LIBRARY FACILITIES				
COLE LIBRARY EXPANSION	CFD#1	5,481,000	-	-
COLE LIBRARY EXPANSION	PFF	10,922,000	-	-
COLE LIBRARY EXPANSION (BROWNLEY DONATION)	GCC	1,000,000		
COLE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	GCC	5,300,000	575,085	4,724,915
DOVE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	GCC	6,046,529	686,918	5,359,611
TRAILS				
ARROYO VISTA TRAIL EXTENSION (PROP C)	GCC	303,000	29,534	273,466
COASTAL RAIL TRAIL REACH 1	GAS TAX	899,000	828,103	70,897
COASTAL RAIL TRAIL REACH 1	TRANSNET-LOC	133,486	133,455	31
COASTAL RAIL TRAIL REACH 1	TDA	666,514	666,514	-
COASTAL RAIL TRAIL REACH 1	GCC	100,000	100,000	-
LAKE CALAVERA SOUTH TRAIL IMPROVEMENTS	GCC	131,000	126,177	4,823
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION (PROP C)	GCC	1,063,250	641,922	198,828
MISCELLANEOUS CITYWIDE PROJECTS				
CFD#1 ADMINISTRATION	CFD#1	550,000		
OPEN SPACE AND TRAILS (PROP C)	GCC	3,767,955	-	-
SUBTOTAL CIVIC PROJECTS		118,881,304	24,535,318	36,894,531

FACILITIES MAINTENANCE

AVIARA COMMUNITY PARK SOCCER FIELD SYNTHETIC TURF REPLACEMENT	IRF	868,000		
BEACH ACCESS REPAIR/UPGRADES	IRF	517,500	278,095	239,405
CITY HALL COMPLEX REFURBISHMENT	IRF	919,000		
CITY HALL EXTERIOR REFURBISHMENT	GCC	2,250,000		
EMERGENCY CENTER RECONFIGURATION	GCC	1,658,000		
EMERGENCY CENTER RECONFIGURATION	IRF	200,000		
FARADAY EXTERIOR REFURBISHMENT	IRF	40,000	22,764	17,236
FARADAY REHABILITATION	IRF	939,000		
FIRE STATION NO. 1 REFURBISHMENT	IRF	150,000		
FIRE STATION NO. 2 REFURBISHMENT	IRF	375,000	30,472	344,528
FLEET MAINTENANCE REFURBISHMENT	IRF	975,000		885,000
FUTURE FACILITIES MAINTENANCE PROJECTS	IRF	14,000,000		
HARDING CENTER REFURBISHMENT	IRF	115,000		100,000
HOLIDAY PARK FACILITIES MAINTENANCE	IRF	50,000		50,000
MAERKLE RESERVOIR SOLAR PROJECT	GCC	250,000		
MISCELLANEOUS BUILDING IMPROVEMENTS	IRF	250,000		

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YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-10 2021-25	YEAR 11 -15 2026-30
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29,919,000
781,000
143,000
504,000
252,000

345,000

350,500
1,200,000
2,013,500

5,481,000
10,922,000
1,000,000

32,500 190,000

110,000	110,000	110,000	110,000	110,000		
3,767,955						
9,499,455	300,000	110,000	110,000	110,000	29,919,000	17,403,000

868,000					
919,000					
2,250,000					
1,658,000					
200,000					
939,000					
150,000					
90,000					
1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
15,000					
250,000					
250,000					

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PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD
MONROE STREET POOL REPLACEMENT	IRF	100,000		
PARK ATHLETIC FIELD LIGHTING RETROFITS	IRF	756,000	660,882	95,118
POINSETTIA COMMUNIT PARK SOCCER FIELD SYNTHETIC TURF REPLACEMENT	IRF	665,500	651,623	13,877
ROOF RENOVATION/REPLACEMENT - DOVE LIBRARY AND LAS PALMAS	IRF	450,000	390,025	59,975
SAFETY TRAINING CENTER SOLAR PHOTOVOLTAIC INSTALLATION	GCC	451,000		451,000
SENIOR CENTER CONFERENCE ROOM REFURBISHMENT	IRF	52,000		52,000
SUBTOTAL FACILITIES MAINTENANCE		26,031,000	2,033,861	2,308,139

PARK PROJECTS

NORTHWEST QUADRANT PARKS

BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	ZONE 5	4,355,000	-	-
OUTDOOR ADVENTURE PARK FEASIBILITY STUDY	GCC	122,500		
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	PIL-NW	1,957,000	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	PFF	8,343,000	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS) - ART	PFF	103,000		
VETERAN'S MEMORIAL PARK (ALL QUADRANTS)	CFD#1	23,240,000	-	-

NORTHEAST QUADRANT PARKS

CALAVERA PARK GATEWAY IMPROVEMENTS	GCC	582,500	24,625	7,875
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	PIL-NE	2,700,000	-	

SOUTHWEST QUADRANT PARKS

AVIARA COMMUNITY PARK - WARMING KITCHEN / RESTROOMS	PFF	9,134,000	-	-
AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS	PIL-SW	2,760,500	-	-
AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS - ART	PIL-SW	30,600		
AVIARA REIMBURSEMENT AGREEMENT	PIL-SW	238,000	18,900	219,100
MULTI-USE, MULTIGENERATIONAL INDOOR COMMUNITY CENTER (STUDY)	GCC	90,000		90,000
POINSETTIA COMMUNITY PARK - PHASE 3	PFF	16,676,000	-	-
POINSETTIA COMMUNITY PARK - PHASE 3 - ART	PFF	38,500		

SOUTHEAST QUADRANT PARKS

ALGA NORTE PARK - PHASE 1 PARK	PFF	22,107,511	22,106,886	625
ALGA NORTE PARK - PHASE 1	PFF	6,099,694	6,072,143	27,551
ALGA NORTE PARK - PHASE 1 (PROP C FUNDS)	GCC	7,804,217	7,004,217	800,000
ALGA NORTE PARK - PHASE 2	GCC	6,556,000	-	
ALGA NORTE PARK - PHASE 2 (PROP C FUNDS)	GCC	4,770,498	676,498	
LEO CARRILLO PARK - PHASE 3	PFF	1,057,000	-	200,000
LEO CARRILLO PARK - PHASE 3 - ART	PFF	20,160		
LEO CARRILLO PARK - PHASE 3	PIL-SE	959,100	-	-

SUBTOTAL PARK PROJECTS

119,744,780 35,903,269 1,345,151

DRAINAGE PROJECTS

AGUA HEDIONDA CREEK STORM DRAIN OUTFALL (FAROL COURT)	IRF	411,700	48,313	316,887
BUENA VISTA CREEK CHANNEL FENCING	GCC	200,000	32,260	167,740
CMP REPLACEMENT PROGRAM	IRF	2,859,360	1,960,831	898,529
DMP FACILITY AAA (JEFFERSON STREET)	PLD	289,534	-	-
DMP FACILITY AAAA (MADISON STREET)	PLD	416,500	-	-
DMP FACILITY AC (HIGHLAND DRIVE)	PLD	992,913	71,504	58,496
DMP FACILITY AFB (HIDDEN VALLEY DRAINAGE RESTORATION)	PLD	91,608	-	-
DMP FACILITY AFB (CALAVERA HILLS DRAINAGE RESTORATION)	PLD	163,164	-	-
DMP FACILITY B & BN (AGUA HEDIONDA AND CALAVERA CREEK PLDA "B")	GCC	975,340	-	975,340
DMP FACILITY B & BN (AGUA HEDIONDA AND CALAVERA CREEK PLDA "B")	PLD	4,598,066	3,455,516	1,142,550
DMP FACILITY BB 1 and 2 (WASHINGTON STREET)	PLD	1,086,065	-	-
DMP FACILITY BCA (PARK DRIVE AND TAMARACK AVENUE PLDA "B")	PLD	1,068,613	299	1,068,314
DMP FACILITY BCB (MAGNOLIA AVENUE)	PLD	468,096	-	-
DMP FACILITY BFA (COUNTRY STORE)	PLD	963,673	-	-
DMP FACILITY BFB-L & BFB-1 (TAMARACK AND EL CAMINO REAL PLDA "B")	PLD	904,329	-	-
DMP FACILITY BFB-U (EL CAMINO REAL)	PLD	138,220	-	-
DMP FACILITY BJ B, BNB AND BJ-1 (COLLEGE BOULEVARD/CANNON ROAD)	PLD	2,761,644	2,249,448	512,196
DMP FACILITY BL-L (COLLEGE BLVD. BRIDGE REIMB. PLDA "B")	PLD	1,816,101	-	-
DMP FACILITY BL-U (COLLEGE BOULEVARD)	PLD	384,509	-	-
DMP FACILITY BM (CANTARINI/COLLEGE BOULEVARD BOX CULVERT)	PLD	204,077	-	-
DMP FACILITY BQ (SUNNY CREEK)	PLD	131,355	-	-
DMP FACILITY BR (CANTARINI/COLLEGE BOULEVARD PIPE DRAINAGE)	PLD	180,773	-	-
DMP FACILITY C1 - CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE PLDA "C")	PLD	2,539,565	2,335,772	203,793
DMP FACILITY C2 (PASEO DEL NORTE)	PLD	727,730	-	-

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YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-10 2021-25	YEAR 11 -15 2026-30
100,000						
7,689,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000

	4,355,000
122,500	
1,957,000	
8,343,000	
103,000	
	23,240,000

550,000	
	2,700,000

300,000	8,834,000
2,760,500	
30,600	
3,850,000	12,826,000
38,500	

					6,556,000	
					4,094,000	
857,000						
20,160						
959,100						
19,891,360	0	0	0	0	23,476,000	39,129,000

46,500						
						289,534
						416,500
						862,913
						91,608
						163,164
						1,086,065
						468,096
						963,673
						904,329
						138,220
					1,816,101	
						384,509
						204,077
						131,355
						180,773
						727,730

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PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD
DMP FACILITY CA (AVENIDA ENCINAS)	PLD	529,402	-	-
DMP FACILITY DBA (POINSETTIA VILLAGE)	PLD	167,215	-	-
DMP FACILITY DBB (AVENIDA ENCINAS)	PLD	429,108	-	-
DMP FACILITY DFA (BATIQUITOS LAGOON STORMWATER TREATMENT)	PLD	256,423	-	-
DMP FACILITY DH (ALTIVE PLACE CANYON RESTORATION)	PLD	232,812	-	-
DMP FACILITY DQB (LA COSTA TOWN CENTER)	PLD	745,842	-	-
DMP FACILITY DZ (POINSETTIA LANE)	PLD	642,063	-	-
FIRE STATION DRAINAGE IMPROVEMENTS	GCC	225,000	-	225,000
KELLY DRIVE CHANNEL REPAIR	IRF	1,161,000	305,990	855,010
KELLY DRIVE CHANNEL REPLACEMENT	IRF	1,934,000	-	-
LA COSTA AVENUE DRAINAGE IMPROVEMENTS	IRF	492,150	147,032	345,118
MARCA PLACE DRAINAGE IMPROVEMENTS	GAS TAX	65,000	1,071	63,929
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GAS TAX	6,090,592	3,235,852	2,117,740
PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	GCC	243,000	47,210	195,790
ROMERIA DRAINAGE IMPROVEMENTS	GAS TAX	348,000	75,114	272,886
ROMERIA DRAINAGE IMPROVEMENTS	GCC	299,000	119,086	179,914
STORM DRAIN CONDITION ASSESSMENT	IRF	1,000,000	-	-
SUBTOTAL DRAINAGE PROJECTS		39,233,542	14,085,298	9,599,232

SEWER PROJECTS

ENCINA WATER POLLUTION CONTROL FACILITY

ENCINA CAPITAL PROJECTS	SEWER REPL	59,535,791	11,045,910	3,349,194
PHASE V EXPANSION	SEWER CONN	10,910,358	10,559,811	350,547

SEWER COLLECTION SYSTEM

BATIQUITOS LIFT STATION PUMP REPLACEMENT	SEWER REPL	905,000	754,880	150,120
BUENA INTERCEPTOR REHAB AT ENCINA PLANT (REIMB)	SEWER REPL	100,000	-	100,000
BUENA INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	SEWER REPL	250,000	-	-
BUENA INTERCEPTOR SEWER IMPROVEMENTS	SEWER REPL	3,326,000	211,302	1,150,698
BUENA INTERCEPTOR SEWER IMPROVEMENTS	SEWER CONN	500,000	-	500,000
BUENA INTERCEPTOR SEWER REALIGNMENT - EAST SEGMENT	SEWER REPL	1,987,000	-	-
CALAVERA HILLS TREATMENT PLANT - DEMOLITION	SEWER REPL	723,500	235,120	488,380
CHINQUAPIN LIFT STATION FORCE MAIN OUTFALL REALIGNMENT	SEWER REPL	212,000	-	-
CREST DRIVE SEWER EXTENSION	OTHER	350,000	-	-
FARADAY & EL CAMINO REAL SEWER REPLACEMENT - ORION TO PAR	SEWER CONN	1,540,000	-	-
FLOW METER REPLACEMENTS	SEWER REPL	150,000	44,691	55,309
FOXES LANDING LIFT STATION FORCEMAIN REHABILITATION	SEWER REPL	225,000	838	224,162
FOXES LANDING LIFT STATION WETWELL AND PUMP REPLACEMENT	SEWER REPL	3,050,000	376,092	2,673,908
GATESHEAD LIFT STATION REMOVAL	SEWER REPL	150,000	-	74,000
HOME PLANT PIPELINE AND LIFT STATION REPLACEMENT	SEWER REPL	4,139,000	4,097,231	41,769
LAS PALMAS TRUNK SEWER	SEWER CONN	2,420,000	-	-
LEUCADIA TRUNK SEWER REHABILITATION	SEWER REPL	150,000	-	150,000
MARRON ROAD SEWER REPLACEMENT	SEWER CONN	350,000	-	-
NORTH AGUA HEDIONDA INTERCEPTOR - WEST SEGMENT	SEWER REPL	5,854,000	5,321,379	532,621
NORTH AGUA HEDIONDA TRUNK SEWER REACH NAHT1A (SBA "B")	SEWER REPL	2,862,000	1,627,715	1,234,285
NORTH BATIQUITOS INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	SEWER REPL	250,000	-	-
NORTH BATIQUITOS LIFT STATION FORCEMAIN REHABILITATION	SEWER REPL	550,000	-	115,000
NORTHWEST QUADRANT CIPP SEWER REHABILITATION	SEWER REPL	700,000	-	700,000
OCCIDENTAL SEWER IMPROVEMENTS	SEWER REPL	849,000	691,686	157,314
ODOR AND CORROSION PREVENTION ASSESSMENT	SEWER REPL	200,000	15,821	84,179
POINSETTIA LANE LIFT STATION EMERGENCY OVERFLOW BASIN	SEWER REPL	1,200,000	105,032	214,968
QUARRY CREEK SEWER EXTENSION (SBA "A" - REIMB. AGREEMENT)	OTHER	567,000	-	-
SEWER EASEMENT ACCESS PROGRAM	SEWER REPL	400,000	263	399,737
SEWER LIFT STATION REPAIRS AND UPGRADES	SEWER REPL	3,860,380	1,485,829	124,551
SEWER LINE CONDITION ASSESSMENT	SEWER REPL	633,000	64,933	488,067
SEWER LINE REFURBISHMENTS AND REPLACEMENT	SEWER REPL	8,547,896	2,600,370	1,457,526
SEWER MONITORING PROGRAM	SEWER CONN	634,000	154,627	149,373
SIMSBURY SEWER EXTENSION	SEWER REPL	301,000	20,360	140,640
TAMARACK SEWER RELOCATION AT RAILROAD RIGHT-OF-WAY	SEWER REPL	252,000	-	252,000
TERRAMAR LIFT STATION REPLACEMENT	SEWER REPL	987,000	919,035	67,965
TERRAMAR SEWER REPLACEMENT - EL ARBOL AND LOS ROBLES	SEWER REPL	1,250,000	-	1,250,000
VANCOUVER SEWER EXTENSION	SEWER REPL	1,006,000	974,482	31,518
VISTA CARLSBAD INTERCEPTOR - REHABILITATION (VC1 & VC2)	SEWER REPL	141,000	-	-
VISTA CARLSBAD INTERCEPTOR - AGUA HEDIONDA LS & FORCEMAIN (VC12-VC13)	SEWER CONN	29,200,000	5,319,955	23,880,045
VISTA CARLSBAD INTERCEPTOR - BUENA VISTA LIFT STATION & FORCEMAIN (VC-4)	SEWER CONN	5,725,000	4,778,623	946,377
VISTA CARLSBAD INTERCEPTOR - BUENA VISTA LIFT STATION IMPROVEMENTS	SEWER CONN	1,125,000	-	100,000
VISTA CARLSBAD INTERCEPTOR - LAGOON BRIDGE REPLACEMENT (VC11B)	SEWER CONN	6,930,000	794,083	6,135,917
VISTA CARLSBAD INTERCEPTOR - REACH VC14 TO VC15	SEWER CONN	18,600,000	2,738,492	15,861,508

2015-16 Final Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD
VISTA CARLSBAD INTERCEPTOR - REACH VC3	SEWER CONN	2,688,200	-	-
SUBTOTAL SEWER PROJECTS		186,286,125	54,938,560	63,631,678
WATER DISTRIBUTION SYSTEM				
AVIARA PARKWAY AND PLUM TREE WATERLINE	WATER REPL	815,000	-	-
BUENA VISTA PUMP STATION AND FOREBAY REMOVAL	WATER REPL	150,000		150,000
CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	WATER REPL	950,000	-	-
CATHODIC PROTECTION PROGRAM	WATER REPL	1,246,700	203,049	1,043,651
COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (375 ZONE)	WATER CONN	1,060,000	183	1,059,817
COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (490 ZONE)	WATER CONN	1,090,000	-	1,090,000
CRESTVIEW DRIVE TRANSMISSION MAIN	WATER REPL	240,000	-	-
DESALINATED WATER FLOW CONTROL FACILITY	WATER CONN	90,000		90,000
DESALINATED WATER FLOW CONTROL FACILITY	WATER REPL	180,000	29,281	150,719
E TANK DECOMMISSION (THE CROSSINGS ROAD)	WATER REPL	150,000		150,000
EL FUERTE AND CORINTIA STREET PRESSURE REDUCING STATION	WATER REPL	800,000	-	500,000
ELLERY PUMP STATION DECOMMISSION	WATER REPL	250,000	70,399	179,601
ELLERY WATER PUMP PROJECT	WATER REPL	275,000	-	275,000
FIRE FLOW SYSTEM IMPROVEMENTS	WATER REPL	2,449,000		720,000
HYDROELECTRIC GENERATOR AT MAERKLE RESERVOIR	WATER REPL	2,000,000	1,990,195	9,805
HYDROELECTRIC GENERATOR AT PALOMAR AIRPORT ROAD/WHITE SANDS	WATER REPL	2,160,000		
KELLY RANCH DOMESTIC WATER PRESSURE REDUCING STATION	WATER REPL	560,000	-	560,000
LA COSTA HIGH RESERVOIR INLET PIPELINE	WATER REPL	2,150,000		
LAKE CALAVERA RESERVOIR IMPROVEMENTS	WATER REPL	6,396,908	6,117,081	279,827
LIMITED ACCESS PIPELINE RELOCATION PROGRAM	WATER REPL	1,940,000	31,724	1,423,276
MAERKLE FACILITY IMPROVEMENTS	WATER REPL	2,135,200	1,126,304	1,008,896
MAERKLE PUMP STATION IMPROVEMENTS	WATER CONN	1,955,200	4,982	205,018
MAERKLE RESERVOIR FLOATING COVER REPLACEMENT	WATER REPL	10,000,000		270,000
MAERKLE RESERVOIR TRANSMISSION MAIN	WATER REPL	6,330,000	388,588	5,941,412
MISCELLANEOUS PIPELINE REPLACEMENTS	WATER REPL	1,433,000	372,441	1,060,559
OCEANSIDE WATER INTERTIE UPGRADE	WATER REPL	115,000	-	-
PARK DRIVE WATER LINE AND STREET IMPROVEMENTS	WATER REPL	1,092,000	1,045,323	46,677
POINSETTIA LANE - CASSIA ROAD TO SKIMMER COURT	WATER CONN	300,000	-	-
PRESSURE REDUCING STATION PROGRAM	WATER REPL	1,102,000	333,167	768,833
RANCHO CARLSBAD GROUNDWATER SUPPLY	WATER CONN	1,750,000		
RANCHO CARLSBAD GROUNDWATER SUPPLY	WATER REPL	1,750,000		
RESERVOIR REPAIR AND MAINTENANCE PROGRAM	WATER REPL	6,000,000	2,479,127	1,520,873
ROBERTSON RANCH WATER TRANSMISSION MAIN	WATER REPL	1,200,000		1,200,000
SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	WATER CONN	8,527,500		27,500
SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	WATER REPL	8,527,500		27,500
SANTA FE II INLET PIPELINE	WATER REPL	2,838,000		
SANTA FE II RESERVOIR SITE DRAINAGE	WATER REPL	645,000	491,431	153,569
SANTA FE II RESERVOIR SITE ELECTRICAL IMPROVEMENTS	WATER REPL	100,000		
TRI-AGENCY WATER TRANSMISSION PIPELINE REPLACEMENT	WATER REPL	6,455,000	428,259	6,026,741
WATER MASTER PLAN UPDATE	WATER CONN	700,000	586,412	113,588
WATER SYSTEM INTERTIE CONNECTION	WATER REPL	405,000	-	-
WATER VALVE REPAIR/REPLACEMENT PROGRAM	WATER REPL	2,450,000	161,034	388,966
SUBTOTAL WATER DISTRIBUTION SYSTEM		90,763,008	15,858,980	26,441,828
RECYCLED WATER SYSTEM				
RECYCLED WATER PROJECTS: ENCINA FACILITY LOCATION				
CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	WATER REPL	4,715,390	125,752	504,563
RECYCLED WATER SYSTEM				
ABANDON POTABLE SERVICES (NEW RECYCLED SERVICES)	WATER REPL	390,000	49,690	340,310
CWRF - CHLORINE CONTACT TANK COVERS	WATER REPL	765,000	8,136	756,864
EL CAMINO REAL AND TAMARACK PUMP STATION REMOVAL	WATER REPL	100,000	-	-
RECYCLED WATER LINE - EL CAMINO REAL TO LA COSTA AVENUE	WATER REPL	1,915,000	1,536,989	378,011
RECYCLED WATER LINE - PALOMAR BUISNESS PARK	WATER REPL	1,245,000	2,371	1,242,629
RECYCLED WATER LINE - CWRF TO CHINQUAPIN	WATER REPL	2,900,000	232,382	2,667,618
RECYCLED WATER MASTER PLAN UPDATE	WATER REPL	672,470	627,246	45,224
RECYCLED WATER PHASE 3 - PIPELINES	RECL WATER	18,700,000	752	8,099,248
RECYCLED WATER PHASE 3 - PIPELINES	WATER REPL	2,000,000	394,756	1,605,244
RECYCLED WATER PHASE 3 - CWRF EXPANSION	RECL WATER	6,500,000	14,400	6,485,600
RECYCLED WATER PHASE 3 - CWRF EXPANSION	WATER REPL	640,000	617,629	22,371
RECYCLED WATER PHASE 3 - RESERVOIR	RECL WATER	1,500,000		1,500,000
RECYCLED WATER PHASE 3 - RESERVOIR	WATER REPL	300,000	655	299,345

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YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-10 2021-25	YEAR 11-15 2026-30
-	596,200	2,092,000				
7,548,116	10,734,867	7,735,399	3,215,104	3,210,396	16,887,229	18,384,776

815,000						
280,000						
670,000						
240,000						
300,000						
720,000						
1,009,000						
85,000						
275,000						
1,800,000						
250,000						
1,900,000						
485,000						
160,000						
1,585,200						
1,000,000						
8,730,000						
115,000						
300,000						
325,000						
1,425,000						
325,000						
1,425,000						
150,000						
1,850,000						
8,500,000						
8,500,000						
470,000						
2,368,000						
100,000						
405,000						
300,000						
300,000						
100,000						
100,000						
100,000						
500,000						
500,000						
3,440,000	13,350,200	5,313,000	1,900,000	100,000	4,009,000	20,350,000

79,075	106,000	300,000	300,000	300,000	1,500,000	1,500,000
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100,000
10,600,000

2015-16 Final Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD
SUBTOTAL RECYCLED WATER PROJECTS		42,342,860	3,610,758	23,947,027
CIRCULATION SYSTEM				
TRAFFIC SIGNAL PROJECTS				
PEDESTRIAN CROSSINGS - CARLSBAD BOULEVARD/VILLAGE	GAS TAX	200,000	66,559	133,441
TRAFFIC SIGNAL - ALGA ROAD AND CAZADERO DRIVE	GAS TAX	210,000	-	-
TRAFFIC SIGNAL - ARMADA DRIVE AND FLEET STREET SOUTH	GAS TAX	190,000	-	-
TRAFFIC SIGNAL - ARMADA DRIVE AND GRAND PACIFIC RESORTS	GAS TAX	190,000	-	-
TRAFFIC SIGNAL - CAMINO DE LOS COCHES AND LA COSTA AVENUE	GAS TAX	190,000	-	190,000
TRAFFIC SIGNAL - CAMINO VIDA ROBLE AND YARROW DRIVE	GAS TAX	190,000	-	-
TRAFFIC SIGNAL - CANNON ROAD AND AVENIDA ENCINAS (REIMBURSEMENT)	PFF	150,000	300	149,700
TRAFFIC SIGNAL - EL CAMINO REAL AND CHESTNUT AVENUE SIGNAL REPAIRS	IRF	276,000	276,000	-
TRAFFIC SIGNAL - EL CAMINO REAL AND TAMARACK AVENUE SIGNAL REPAIRS	IRF	200,000	172,500	27,500
TRAFFIC SIGNAL - EL FUERTE STREET AND LOKER AVENUE	GAS TAX	210,000	187,606	22,394
TRAFFIC SIGNAL - EL FUERTE STREET AND RANCHO PANCHO	GAS TAX	190,000	-	-
TRAFFIC SIGNAL - FARADAY AVENUE AND CAMINO HILLS DRIVE	GAS TAX	190,000	-	-
TRAFFIC SIGNAL - FARADAY AVENUE AND PALMER WAY	GAS TAX	190,000	-	-
TRAFFIC SIGNAL - LA COSTA AVENUE AND LEVANTE STREET	GAS TAX	210,000	-	-
TRAFFIC SIGNAL - MONROE STREET AND HOSP WAY	GAS TAX	210,000	-	-
TRAFFIC SIGNAL - POINSETTIA LANE AND BRIGANTINE ROAD	GAS TAX	190,000	-	-
TRAFFIC SIGNAL - TAMARACK AVENUE AND VALLEY STREET	GAS TAX	190,000	-	-
TRAFFIC SIGNAL PROGRAM	GCC	912,000	911,674	326
TRAFFIC SIGNAL PROGRAM	IRF	4,772,974	2,706,122	2,066,852
SUBTOTAL TRAFFIC SIGNAL PROJECTS		9,060,974	4,320,761	2,590,213
STREET PROJECTS				
ACTIVE VILLAGE CAMPAIGN	TRANSNET-LOC	271,211	236,755	34,456
ADA IMPROVEMENT PROGRAM	TRANSNET-LOC	1,670,000	1,317	498,683
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	TIF	5,402,000	169,750	55,250
CAMINO HILLS AND JACKSPAR DRIVE SLOPE STABILIZATION	GCC	859,400	24,878	834,522
CARLSBAD ACTIVE TRANSPORTATION STRATEGIC PLAN	TRANSNET-LOC	150,000	150,000	-
CARLSBAD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS	GAS TAX	1,000,000	-	1,000,000
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	FED GRNT	896,366	248,014	648,352
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	TRANSNET-LOC	116,134	16,538	99,596
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD	FED GRNT	726,146	552,389	173,757
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD (LOCAL MATCH)	TRANSNET-LOC	543,154	399,420	143,734
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	GCC	338,455	-	338,455
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	TRANSNET-LOC	16,923	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	FED GRNT	130,622	-	-
CARLSBAD BLVD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	GAS TAX	2,529,000	-	-
CARLSBAD BLVD REALIGNMENT	TRANSNET-LOC	3,000,000	1,688,597	1,311,403
CARLSBAD BLVD REALIGNMENT	GCC	250,000	-	250,000
CARLSBAD BLVD REALIGNMENT - CANNON TO MANZANO (SEGMENT 1)	TIF	6,050,000	-	6,050,000
CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	TIF	853,000	-	-
CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP / 20%)	TIF	3,369,000	-	-
CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20%)	TIF	900,000	-	-
CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP/20%)	TIF	1,166,000	-	-
CARLSBAD STATE BEACH BLUFF RESTORATION	GCC	499,830	420,802	79,028
CARLSBAD STATE BEACH GREENWAY IMPROVEMENTS	GCC	400,000	272,294	127,706
CARLSBAD VILLAGE DRIVE WIDENING - PONTIAC DRIVE TO VICTORIA AVENUE	TIF	2,839,000	-	-
CARLSBAD VILLAGE DR. & GRAND AVE. PEDESTRIAN AND CROSSING IMP.	TRANSNET-LOC	1,320,000	-	-
CHESTNUT AVENUE ROAD DIET AND TRAFFIC CALMING	TRANSNET-LOC	1,080,000	-	-
COASTAL CORRIDOR MULTI-MODAL INFRASTRUCTURE PLAN	GCC	100,000	-	100,000
COLLEGE BLVD REACH A AND CANNON ROAD REACH 4A	OTHER	1,713,000	418,409	1,294,591
COLLEGE/CANNON ASSESSMENT DISTRICT	OTHER	10,314,481	9,996,841	317,640
CONCRETE REPAIR/REPLACEMENT PROGRAM	GAS TAX	5,500,000	1,237,335	512,665
EL CAMINO REAL AND AGUA HEDIONDA CREEK BRIDGE RAILING & SIDEWALK	IRF	210,000	-	210,000
EL CAMINO REAL AND CANNON ROAD INTERSECTION IMPROVEMENTS	TIF	849,000	43,164	545,836
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	TIF	1,036,000	-	-
EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	GAS TAX	515,000	-	-
EL CAMINO REAL LEFT TURN LANE TO WESTBOUND TAMARACK AVENUE	TIF	286,000	-	286,000
EL CAMINO REAL MEDIANS	GAS TAX	1,984,530	-	1,135,000
EL CAMINO REAL MEDIANS	PFF	909,500	261,179	648,321
EL CAMINO REAL RIGHT TURN LANE TO EAST BOUND ALGA ROAD	TIF	401,000	-	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	TRANSNET-LOC	2,820,000	-	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	TIF	1,925,000	-	-

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PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	TIF	625,000	-	450,000
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DRIVE	OTHER	2,322,000	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	TIF	5,641,022	5,641,022	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE (RTCIP)	TIF	2,922,000	2,922,000	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	TRANSNET-LOC	3,925,885	3,818,490	107,395
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	TRANSNET-STP	344,400	305,308	39,092
KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	TRANSNET-LOC	3,875,000	-	-
LA COSTA AVENUE - TRAFFIC CALMING	GAS TAX	863,000	-	-
LA COSTA AVENUE SLOPE REPAIR WEST OF ROMERIA STREET	GAS TAX	209,000	69,014	139,986
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	TIF	1,132,000	-	-
MELROSE DRIVE RIGHT TURN LANE TO WEST BOUND PALOMAR AIRPORT ROAD	TIF	561,000	95,632	465,368
MUTCD STREET NAME SIGN REPLACEMENT PROGRAM	GAS TAX	756,187	671,147	85,040
PALOMAR AIRPORT ROAD AND COLLEGE BLVD IMPROVEMENTS	TIF	495,500	343,989	151,511
PALOMAR AIRPORT ROAD AND COLLEGE BLVD IMPROVEMENTS	GCC	405,500	405,059	441
PALOMAR AIRPORT ROAD WIDENING AT PASEO DEL NORTE	TIF	1,676,019	1,263,103	412,916
PALOMAR AIRPORT ROAD/EL CAMINO REAL RIGHT TURN LANE	TIF	591,000	-	591,000
PALOMAR AIRPORT ROAD/EL FUERTE STREET RIGHT TURN LANE	TIF	1,096,000	-	-
PALOMAR AIRPORT ROAD/PASEO DEL NORTE LEFT TURN LANE	GAS TAX	233,000	-	233,000
PALOMAR AIRPORT ROAD/PASEO DEL NORTE RIGHT TURN LANE	GAS TAX	564,000	-	564,000
PARKING LOT MAINTENANCE PROGRAM	IRF	1,530,000	45,312	639,688
PAVEMENT MANAGEMENT PROGRAM	GAS TAX	26,138,128	2,481,024	4,907,104
PAVEMENT MANAGEMENT PROGRAM	TRANSNET-LOC	38,946,375	12,842,533	3,603,842
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	TRANSNET-LOC	16,282,474	4,060,853	971,621
POINSETTIA LANE - REACH E CASSIA ROAD TO SKIMMER COURT	BTD#2	15,204,000	261,658	388,342
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	BTD#2	1,534,000	-	-
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS DRIVE (RTCIP)	TIF	951,000	-	-
PUBLIC BEACH ACCESS IMPROVEMENTS AT GRAND AND CVD	GCC	2,100,000	-	70,000
PUBLIC BEACH ACCESS IMPROVEMENTS AT GRAND AND CVD	IRF	500,000	-	-
RAILROAD DOUBLE TRACKING	GCC	250,000	37,418	212,582
RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	RSF ROAD	20,671,000	20,150,830	520,170
RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	GAS TAX	2,320,000	21,317	2,078,683
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	WATER REPL	291,000	204	290,796
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	TIF	1,674,237	95,322	1,578,915
SIDEWALK/STREET CONSTRUCTION PROGRAM	TIF	4,100,000	407,350	1,592,650
STREET LIGHTING REPLACEMENT PROGRAM	GCC	3,645,000	-	-
TRAILS ROADWAY CROSSINGS (CATS)	GAS TAX	380,000	-	-
TRAFFIC IMPACT FEE UPDATE	TIF	200,000	-	200,000
TRAFFIC MONITORING PROGRAM	TIF	2,102,900	691,627	259,273
VALLEY STREET ROAD DIET AND TRAFFIC CALMING	TRANSNET-LOC	1,645,000	-	-
WAYFINDING SIGN REPLACEMENT PROGRAM	GAS TAX	150,000	-	-
SUBTOTAL STREETS PROJECTS		233,792,379	72,767,894	37,248,410
LOANS TO OTHER FUNDS				
LOAN - CFD #1 TO TIF	CFD#1	2,329,636	2,329,636	-
LOAN - SEWER REPL TO SEWER CONN	SEWER REPL	4,700,000	4,700,000	-
LOAN - PFF TO PIL-NW	PFF	800,000	-	-
LOAN - PFF TO PIL-SW	PFF	1,100,000	-	-
PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	PFF	4,550,000	4,550,000	-
SUBTOTAL FUTURE LOANS TO OTHER FUNDS		13,479,636	11,579,636	-
REPAYMENTS/TRANSFERS				
GAS TAX TRANSFER TO GENERAL FUND (TRANSPORTATION OPERATING BUDGET)	GAS TAX	5,400,000	-	-
LOAN: PIL-NE TO PFF FOR PARK SITE ACQUISITION	PIL-NE	4,550,000	-	-
LOAN REPAY - SEWER CONN TO SEWER REPL	SEWER CONN	4,700,000	-	-
LOAN REPAY - PIL-NW TO PFF	PIL-NW	800,000	-	-
LOAN REPAY - PIL-SW TO PFF	PIL-SW	1,100,000	-	-
TIF TO CFD #1	TIF	2,329,636	-	-
SUBTOTAL LOAN REPAYMENTS		18,879,636	-	-
GRAND TOTAL ALL FUNDED PROJECTS		898,495,244	239,634,335	204,006,209

2015-16 Final Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD
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UNFUNDED PROJECTS*				
AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)		4,600,000		
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)		6,600,000		
CANNON LAKE PARK (6.7 ACRES)		2,243,000		
CANNON ROAD REACH 4 (PARTIAL FUNDING)		27,000,000		
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (PARTIAL FUNDING)		6,905,600		
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (PARTIAL FUNDING)		14,109,600		
CARLSBAD BOULEVARD REALIGNMENT - SEGMENTS 3-5		26,100,000		
HOSP GROVE/BUENA VISTA LAGOON REC'L IMPROVEMENTS		1,280,000		
PINE AVENUE PARK - MADISION PROPERTY, PHASE 2		2,320,000		
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)		7,800,000		
TOTAL UNFUNDED PROJECTS		98,958,200		

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE

	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	10,377,231	9,153,031	10,723,171	10,878,491	11,875,991	12,873,491
REVENUES							
DEVELOPER FEES/FEDERAL GRANT		211,800	1,570,140	155,320	997,500	997,500	2,582,712
TOTAL REVENUES	N/A	211,800	1,570,140	155,320	997,500	997,500	2,582,712
CAPITAL PROJECTS							
POINSETTIA LANE - REACH E CASSIA ROAD TO SKIMMER COURT	650,000	1,436,000	-	-	-	-	13,118,000
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	-	-	-	-	-	-	1,534,000
TOTAL PROJECT EXPENDITURES	650,000	1,436,000	-	-	-	-	14,652,000
ENDING FUND BALANCE	N/A	9,153,031	10,723,171	10,878,491	11,875,991	12,873,491	804,203

BTD NO. 3 CANNON ROAD WEST

	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	437,442	517,828	598,214	624,196	650,178	676,160
REVENUES							
DEVELOPER FEES		80,386	80,386	25,982	25,982	25,982	4,115,942
TOTAL REVENUES	N/A	80,386	80,386	25,982	25,982	25,982	4,115,942
CAPITAL PROJECTS							
N/A	-	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	517,828	598,214	624,196	650,178	676,160	4,792,102

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)

	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	58,655,212	59,034,494	59,753,396	60,250,783	60,750,685	61,485,072
REVENUES							
DEVELOPER SPECIAL TAXES		1,413,281	828,902	607,387	609,902	844,387	5,198,239
TOTAL REVENUES	N/A	1,413,281	828,902	607,387	609,902	844,387	5,198,239
CAPITAL PROJECTS							
CFD#1 ADMINISTRATION	-	110,000	110,000	110,000	110,000	110,000	-
CIVIC CENTER	100,000	-	-	-	-	-	29,919,000
COLE LIBRARY EXPANSION	-	-	-	-	-	-	5,481,000
LOAN - CFD #1 TO TIF	2,329,636	-	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	17,080,264	781,000	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER - ART	-	143,000	-	-	-	-	-
VETERAN'S MEMORIAL PARK (ALL QUADRANTS)	-	-	-	-	-	-	23,240,000
TOTAL PROJECT EXPENDITURES	19,509,900	1,034,000	110,000	110,000	110,000	110,000	58,640,000
ENDING FUND BALANCE	N/A	59,034,494	59,753,396	60,250,783	60,750,685	61,485,072	8,043,311

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	5,790,787	3,482,536	1,843,011	1,581,486	1,109,961	1,038,436
REVENUES							
GAS TAX AND PROP 42 FUNDS		2,328,279	2,228,475	2,228,475	2,228,475	2,228,475	22,284,750
TOTAL REVENUES	N/A	2,328,279	2,228,475	2,228,475	2,228,475	2,228,475	22,284,750
CAPITAL PROJECTS							
CARLSBAD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS	1,000,000	-	-	-	-	-	-
CARLSBAD BLVD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	-	-	-	-	-	-	2,529,000
COASTAL RAIL TRAIL REACH 1	899,000	-	-	-	-	-	-
CONCRETE REPAIR/REPLACEMENT PROGRAM	1,750,000	250,000	250,000	250,000	250,000	250,000	2,500,000
EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	-	-	515,000	-	-	-	-
EL CAMINO REAL MEDIANS	1,135,000	849,530	-	-	-	-	-
GAS TAX TRANSFER TO GENERAL FUND (TRANSPORTATION OPERATING BUDGET)	-	600,000	600,000	600,000	600,000	600,000	2,400,000
LA COSTA AVENUE - TRAFFIC CALMING	-	-	863,000	-	-	-	-
LA COSTA AVENUE SLOPE REPAIR WEST OF ROMERIA STREET	209,000	-	-	-	-	-	-
MARCA PLACE DRAINAGE IMPROVEMENTS	65,000	-	-	-	-	-	-
MUTCD STREET NAME SIGN REPLACEMENT PROGRAM	756,187	-	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	5,353,592	737,000	-	-	-	-	-
PALOMAR AIRPORT ROAD/PASEO DEL NORTE LEFT TURN LANE	233,000	-	-	-	-	-	-
PALOMAR AIRPORT ROAD/PASEO DEL NORTE RIGHT TURN LANE	564,000	-	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	7,388,128	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	11,500,000
PEDESTRIAN CROSSINGS - CARLSBAD BOULEVARD/VILLAGE	200,000	-	-	-	-	-	-
RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	2,100,000	220,000	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	348,000	-	-	-	-	-	-
TRAFFIC SIGNAL - ALGA ROAD AND CAZADERO DRIVE	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - ARMADA DRIVE AND FLEET STREET SOUTH	-	-	-	-	-	-	190,000
TRAFFIC SIGNAL - ARMADA DRIVE AND GRAND PACIFIC RESORTS	-	-	-	-	-	-	190,000
TRAFFIC SIGNAL - CAMINO DE LOS COCHES AND LA COSTA AVENUE	190,000	-	-	-	-	-	-
TRAFFIC SIGNAL - CAMINO VIDA ROBLE AND YARROW DRIVE	-	-	-	-	-	-	190,000
TRAFFIC SIGNAL - EL FUERTE STREET AND LOKER AVENUE	210,000	-	-	-	-	-	-
TRAFFIC SIGNAL - EL FUERTE STREET AND RANCHO PANCHO	-	-	190,000	-	-	-	-
TRAFFIC SIGNAL - FARADAY AVENUE AND CAMINO HILLS DRIVE	-	-	-	190,000	-	-	-
TRAFFIC SIGNAL - FARADAY AVENUE AND PALMER WAY	-	-	-	-	190,000	-	-
TRAFFIC SIGNAL - LA COSTA AVENUE AND LEVANTE STREET	-	-	-	-	210,000	-	-
TRAFFIC SIGNAL - MONROE STREET AND HOSP WAY	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - POINSETTIA LANE AND BRIGANTINE ROAD	-	-	-	-	-	-	190,000
TRAFFIC SIGNAL - TAMARACK AVENUE AND VALLEY STREET	-	-	-	-	-	-	190,000
TRAILS ROADWAY CROSSINGS (CATS)	-	380,000	-	-	-	-	-
WAYFINDING SIGN REPLACEMENT PROGRAM	-	150,000	-	-	-	-	-
	22,400,907	4,636,530	3,868,000	2,490,000	2,700,000	2,300,000	20,299,000
ENDING FUND BALANCE	N/A	3,482,536	1,843,011	1,581,486	1,109,961	1,038,436	3,024,186

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	34,082,025	20,392,070	19,352,070	18,527,070	17,702,070	16,877,070
REVENUES							
TRANSFERS, REPAYMENTS, OTHER		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
ALGA NORTE PARK - PHASE 1 (PROP C FUNDS)	7,804,217	-	-	-	-	-	-
ALGA NORTE PARK - PHASE 2	-	-	-	-	-	-	6,556,000
ALGA NORTE PARK - PHASE 2 (PROP C FUNDS)	676,498	-	-	-	-	-	4,094,000
ARROYO VISTA TRAIL EXTENSION (PROP C)	303,000	-	-	-	-	-	-
BARRIO STREET LIGHTING	100,000	-	-	-	-	-	-
BUENA VISTA CREEK CHANNEL FENCING	200,000	-	-	-	-	-	-
CALAVERA PARK GATEWAY IMPROVEMENTS	32,500	550,000	-	-	-	-	-
CAMINO HILLS AND JACKSPAR DRIVE SLOPE STABILIZATION	859,400	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	338,455	-	-	-	-	-	-
CARLSBAD BLVD REALIGNMENT	250,000	-	-	-	-	-	-
CARLSBAD SAFETY TRAINING FACILITY - FIREARMS RANGE NOISE MITIGATION	-	350,500	-	-	-	-	-
CARLSBAD STATE BEACH BLUFF RESTORATION	499,830	-	-	-	-	-	-
CARLSBAD STATE BEACH GREENWAY IMPROVEMENTS	400,000	-	-	-	-	-	-
CITY HALL EXTERIOR REFURBISHMENT	-	2,250,000	-	-	-	-	-
COASTAL CORRIDOR MULTI-MODAL INFRASTRUCTURE PLAN	100,000	-	-	-	-	-	-
COASTAL RAIL TRAIL REACH 1	100,000	-	-	-	-	-	-
COLE LIBRARY EXPANSION (BROWNLEY DONATION)	-	-	-	-	-	-	1,000,000
COLE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	5,300,000	-	-	-	-	-	-
DMP FACILITY B & BN (AGUA HEDIONDA AND CALAVERA CREEK PLDA "B")	975,340	-	-	-	-	-	-
DOVE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	6,046,529	-	-	-	-	-	-
EMERGENCY CENTER RECONFIGURATION	-	1,658,000	-	-	-	-	-
FIRE STATION DRAINAGE IMPROVEMENTS	225,000	-	-	-	-	-	-
LAKE CALAVERA SOUTH TRAIL IMPROVEMENTS	131,000	-	-	-	-	-	-
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION (PROP C)	840,750	32,500	190,000	-	-	-	-
MAERKLE RESERVOIR SOLAR PROJECT	-	250,000	-	-	-	-	-
MONROE STREET POOL REPLACEMENT	-	-	-	-	-	-	-
MULTI-USE, MULTIGENERATIONAL INDOOR COMMUNITY CENTER (STUDY)	90,000	-	-	-	-	-	-
OPEN SPACE AND TRAILS (PROP C)	-	3,767,955	-	-	-	-	-
OUTDOOR ADVENTURE PARK FEASIBILITY STUDY	-	122,500	-	-	-	-	-
PALOMAR AIRPORT ROAD AND COLLEGE BLVD IMPROVEMENTS	405,500	-	-	-	-	-	-
PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	243,000	-	-	-	-	-	-
POLICE CAD IMPLEMENTATION	2,312,228	-	-	-	-	-	-
PUBLIC BEACH ACCESS IMPROVEMENTS AT GRAND AND CVD	70,000	2,030,000	-	-	-	-	-
RAILROAD DOUBLE TRACKING	250,000	-	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	299,000	-	-	-	-	-	-
SAFETY CENTER IMPROVEMENTS	-	2,013,500	-	-	-	-	-
STREET LIGHTING REPLACEMENT PROGRAM	-	320,000	850,000	825,000	825,000	825,000	-
TRAFFIC SIGNAL PROGRAM	912,000	-	-	-	-	-	-
SAFETY TRAINING CENTER SOLAR PHOTOVOLTAIC INSTALLATION	451,000	-	-	-	-	-	-
VILLAGE AND BARRIO BIKE & PEDESTRIAN WAYFINDING	250,000	-	-	-	-	-	-
VILLAGE AND BARRIO TRAFFIC CIRCLES	315,000	-	-	-	-	-	-
VILLAGE DECORATIVE LIGHTING	177,800	-	-	-	-	-	-
VILLAGE PARKING WAYFINDING	105,000	-	-	-	-	-	-
VILLAGE SAFETY LIGHTING	234,678	-	-	-	-	-	-
VILLAGE AND BEACH STREETScape	290,000	345,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	31,587,725	13,689,955	1,040,000	825,000	825,000	825,000	11,650,000
	N/A	20,392,070	19,352,070	18,527,070	17,702,070	16,877,070	5,227,070

GRANTS - FEDERAL							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
GRANT REVENUE		130,622	-	-	-	-	-
TOTAL REVENUES	N/A	130,622	-	-	-	-	-
CAPITAL PROJECTS							
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	896,366	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD	726,146	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	-	130,622	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,622,512	130,622	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

INFRASTRUCTURE MAINTENANCE & REPLACEMENT (IM&R)							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	76,777,822	79,932,322	87,527,322	95,913,322	104,677,322	113,886,322
REVENUES							
GENERAL FUND TRANSFER		8,952,000	9,120,000	9,486,000	9,864,000	10,309,000	113,408,000
TOTAL REVENUES	N/A	8,952,000	9,120,000	9,486,000	9,864,000	10,309,000	113,408,000
CAPITAL PROJECTS							
AGUA HEDIONDA CREEK STORM DRAIN OUTFALL (FAROL COURT)	365,200	46,500	-	-	-	-	-
AVIARA COMMUNITY PARK SOCCER FIELD SYNTHETIC TURF REPLACEMENT	-	868,000	-	-	-	-	-
BEACH ACCESS REPAIR/UPGRADES	517,500	-	-	-	-	-	-
CITY HALL COMPLEX REFURBISHMENT	-	919,000	-	-	-	-	-
CMP REPLACEMENT PROGRAM	2,859,360	-	-	-	-	-	-
EL CAMINO REAL AND AGUA HEDIONDA CREEK BRIDGE RAILING & SIDEWALK	210,000	-	-	-	-	-	-
EMERGENCY CENTER RECONFIGURATION	-	200,000	-	-	-	-	-
FARADAY EXTERIOR REFURBISHMENT	40,000	-	-	-	-	-	-
FARADAY REHABILITATION	-	939,000	-	-	-	-	-
FIRE STATION NO. 1 REFURBISHMENT	-	150,000	-	-	-	-	-
FIRE STATION NO. 2 REFURBISHMENT	375,000	-	-	-	-	-	-
FLEET MAINTENANCE REFURBISHMENT	885,000	90,000	-	-	-	-	-
FUTURE FACILITIES MAINTENANCE PROJECTS	-	-	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
HARDING CENTER REFURBISHMENT	100,000	15,000	-	-	-	-	-
HOLIDAY PARK FACILITIES MAINTENANCE	50,000	-	-	-	-	-	-
KELLY DRIVE CHANNEL REPAIR	1,161,000	-	-	-	-	-	-
KELLY DRIVE CHANNEL REPLACEMENT	-	-	-	-	-	-	1,934,000
LA COSTA AVENUE DRAINAGE IMPROVEMENTS	492,150	-	-	-	-	-	-
MISCELLANEOUS BUILDING IMPROVEMENTS	-	250,000	-	-	-	-	-
MONROE STREET POOL REPLACEMENT	-	100,000	-	-	-	-	-
PARK ATHLETIC FIELD LIGHTING RETROFITS	756,000	-	-	-	-	-	-
PARKING LOT MAINTENANCE PROGRAM	685,000	420,000	425,000	-	-	-	-
POINSETTIA COMMUNIT PARK SOCCER FIELD SYNTHETIC TURF REPLACEMENT	665,500	-	-	-	-	-	-
PUBLIC BEACH ACCESS IMPROVEMENTS AT GRAND AND CVD	-	500,000	-	-	-	-	-
ROOF RENOVATION/REPLACEMENT - DOVE LIBRARY AND LAS PALMAS	450,000	-	-	-	-	-	-
SAFETY CENTER IMPROVEMENTS	200,000	1,200,000	-	-	-	-	-
SENIOR CENTER CONFERENCE ROOM REFURBISHMENT	52,000	-	-	-	-	-	-
STORM DRAIN CONDITION ASSESSMENT	-	100,000	100,000	100,000	100,000	100,000	500,000
TRAFFIC SIGNAL - EL CAMINO REAL AND CHESTNUT AVENUE SIGNAL REPAIRS	276,000	-	-	-	-	-	-
TRAFFIC SIGNAL - EL CAMINO REAL AND TAMARACK AVENUE SIGNAL REPAIRS	200,000	-	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM	4,772,974	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	15,112,684	5,797,500	1,525,000	1,100,000	1,100,000	1,100,000	12,434,000
ENDING FUND BALANCE	N/A	79,932,322	87,527,322	95,913,322	104,677,322	113,886,322	214,860,322

OTHER							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	1,203,697	1,203,697	1,203,697	1,203,697	1,203,697	1,203,697
REVENUES							
OTHER FINANCING SOURCES		567,000	350,000	-	-	-	2,322,000
TOTAL REVENUES	N/A	567,000	350,000	-	-	-	2,322,000
CAPITAL PROJECTS							
BARRIO STREET LIGHTING	137,500	-	-	-	-	-	-
COLLEGE BLVD REACH A AND CANNON ROAD REACH 4A	1,713,000	-	-	-	-	-	-
COLLEGE/CANNON ASSESSMENT DISTRICT	10,314,481	-	-	-	-	-	-
CREST DRIVE SEWER EXTENSION	-	-	350,000	-	-	-	-
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DRIVE	-	-	-	-	-	-	2,322,000
QUARRY CREEK SEWER EXTENSION (SBA "A" - REIMB. AGREEMENT)	-	567,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	12,164,981	567,000	350,000	-	-	-	2,322,000
ENDING FUND BALANCE	N/A	1,203,697	1,203,697	1,203,697	1,203,697	1,203,697	1,203,697

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	935,155	935,155	1,501,810	2,298,334	3,399,569	4,671,869
REVENUES							
DEVELOPER FEES		-	566,655	796,524	1,101,235	1,272,300	2,592,713
TOTAL REVENUES	N/A	-	566,655	796,524	1,101,235	1,272,300	2,592,713
CAPITAL PROJECTS							
LOAN: PIL-NE TO PFF FOR PARK SITE ACQUISITION	-	-	-	-	-	-	4,550,000
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	-	-	-	-	-	-	2,700,000
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	7,250,000
ENDING FUND BALANCE	N/A	935,155	1,501,810	2,298,334	3,399,569	4,671,869	14,582

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	1,008,202	36,799	229,535	429,408	622,144	22,018
REVENUES							
DEVELOPER FEES/LOANS		985,597	192,735	199,874	192,735	199,874	3,390,716
TOTAL REVENUES	N/A	985,597	192,735	199,874	192,735	199,874	3,390,716
CAPITAL PROJECTS							
LOAN REPAY - PIL-NW TO PFF	-	-	-	-	-	800,000	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	-	1,957,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	-	1,957,000	-	-	-	800,000	-
ENDING FUND BALANCE	N/A	36,799	229,535	429,408	622,144	22,018	3,412,734

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	2,031,704	1,227,632	1,318,511	1,318,511	1,318,511	1,318,511
REVENUES							
DEVELOPER FEES		155,028	90,879	-	-	-	5,346
TOTAL REVENUES	N/A	155,028	90,879	-	-	-	5,346
CAPITAL PROJECTS							
LEO CARRILLO PARK - PHASE 3	-	959,100	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	-	959,100	-	-	-	-	-
ENDING FUND BALANCE	N/A	1,227,632	1,318,511	1,318,511	1,318,511	1,318,511	1,323,857

PARK-IN-LIEU SW							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	1,598,592	(28,358)	19,754	67,866	447,418	821,624
REVENUES							
DEVELOPER FEES/LOANS		1,164,150	48,112	48,112	379,552	374,206	400,935
TOTAL REVENUES	N/A	1,164,150	48,112	48,112	379,552	374,206	400,935
CAPITAL PROJECTS							
AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS	-	2,760,500	-	-	-	-	-
AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS - ART	-	30,600	-	-	-	-	-
AVIARA REIMBURSEMENT AGREEMENT	238,000	-	-	-	-	-	-
LOAN REPAY - PIL-SW TO PFF	-	-	-	-	-	-	1,100,000
TOTAL PROJECT EXPENDITURES	238,000	2,791,100	-	-	-	-	1,100,000
ENDING FUND BALANCE	N/A	(28,358)	19,754	67,866	447,418	821,624	122,559

PARK FEE ZONES 5,13,16,17,18

	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	2,884,075	2,955,627	2,969,486	2,973,966	3,019,645	3,024,125
REVENUES							
DEVELOPER FEES		71,552	13,860	4,480	45,680	4,480	1,914,234
TOTAL REVENUES	N/A	71,552	13,860	4,480	45,680	4,480	1,914,234
CAPITAL PROJECTS							
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	-	-	-	-	-	-	4,355,000
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	4,355,000
ENDING FUND BALANCE	N/A	2,955,627	2,969,486	2,973,966	3,019,645	3,024,125	583,359

PLANNED LOCAL DRAINAGE AREA FEES (PLDA)

	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	2,868,151	3,214,936	3,580,299	4,056,361	4,665,567	5,221,125
REVENUES							
DEVELOPER FEES		346,784	365,363	476,062	609,206	555,558	7,482,383
TOTAL REVENUES	N/A	346,784	365,363	476,062	609,206	555,558	7,482,383
CAPITAL PROJECTS							
DMP FACILITY AAA (JEFFERSON STREET)	-	-	-	-	-	-	289,534
DMP FACILITY AAAA (MADISON STREET)	-	-	-	-	-	-	416,500
DMP FACILITY AC (HIGHLAND DRIVE)	130,000	-	-	-	-	-	862,913
DMP FACILITY AFA (HIDDEN VALLEY DRAINAGE RESTORATION)	-	-	-	-	-	-	91,608
DMP FACILITY AFB (CALAVERA HILLS DRAINAGE RESTORATION)	-	-	-	-	-	-	163,164
DMP FACILITY B & BN (AGUA HEDIONDA AND CALAVERA CREEK PLDA "B")	4,598,066	-	-	-	-	-	-
DMP FACILITY BB 1 and 2 (WASHINGTON STREET)	-	-	-	-	-	-	1,086,065
DMP FACILITY BCA (PARK DRIVE AND TAMARACK AVENUE PLDA "B")	1,068,613	-	-	-	-	-	-
DMP FACILITY BCB (MAGNOLIA AVENUE)	-	-	-	-	-	-	468,096
DMP FACILITY BFA (COUNTRY STORE)	-	-	-	-	-	-	963,673
DMP FACILITY BFB-L & BFB-1 (TAMARACK AND EL CAMINO REAL PLDA "B")	-	-	-	-	-	-	904,329
DMP FACILITY BFB-U (EL CAMINO REAL)	-	-	-	-	-	-	138,220
DMP FACILITY BJ B, BNB AND BJ-1 (COLLEGE BOULEVARD/CANNON ROAD)	2,761,644	-	-	-	-	-	-
DMP FACILITY BL-L (COLLEGE BLVD. BRIDGE REIMB. PLDA "B")	-	-	-	-	-	-	1,816,101
DMP FACILITY BL-U (COLLEGE BOULEVARD)	-	-	-	-	-	-	384,509
DMP FACILITY BM (CANTARINI/COLLEGE BOULEVARD BOX CULVERT)	-	-	-	-	-	-	204,077
DMP FACILITY BQ (SUNNY CREEK)	-	-	-	-	-	-	131,355
DMP FACILITY BR (CANTARINI/COLLEGE BOULEVARD PIPE DRAINAGE)	-	-	-	-	-	-	180,773
DMP FACILITY C1 - CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE PLDA "C")	2,539,565	-	-	-	-	-	-
DMP FACILITY C2 (PASEO DEL NORTE)	-	-	-	-	-	-	727,730
DMP FACILITY CA (AVENIDA ENCINAS)	-	-	-	-	-	-	529,402
DMP FACILITY DBA (POINSETTIA VILLAGE)	-	-	-	-	-	-	167,215
DMP FACILITY DBB (AVENIDA ENCINAS)	-	-	-	-	-	-	429,108
DMP FACILITY DFA (BATIQUITOS LAGOON STORMWATER TREATMENT)	-	-	-	-	-	-	256,423
DMP FACILITY DH (ALTIVE PLACE CANYON RESTORATION)	-	-	-	-	-	-	232,812
DMP FACILITY DQB (LA COSTA TOWN CENTER)	-	-	-	-	-	-	745,842
DMP FACILITY DZ (POINSETTIA LANE)	-	-	-	-	-	-	642,063
TOTAL PROJECT EXPENDITURES	11,097,888	-	-	-	-	-	11,831,512
ENDING FUND BALANCE	N/A	3,214,936	3,580,299	4,056,361	4,665,567	5,221,125	871,996

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	22,965,909	8,593,395	10,181,986	11,962,038	14,354,316	17,603,414
REVENUES							
DEVELOPER FEES		1,039,146	1,588,590	1,780,053	2,392,277	3,249,098	17,022,690
TOTAL REVENUES	N/A	1,039,146	1,588,590	1,780,053	2,392,277	3,249,098	17,022,690
CAPITAL PROJECTS							
ALGA NORTE PARK - PHASE 1 PARK	22,107,511	-	-	-	-	-	-
ALGA NORTE PARK - PHASE 1	6,099,694	-	-	-	-	-	-
AVIARA COMMUNITY PARK - WARMING KITCHEN / RESTROOMS	-	300,000	-	-	-	-	8,834,000
COLE LIBRARY EXPANSION	-	-	-	-	-	-	10,922,000
EL CAMINO REAL MEDIANS	909,500	-	-	-	-	-	-
FIRE STATION NO. 3 RELOCATION	9,352,000	-	-	-	-	-	-
FIRE STATION NO. 6 (PERMANENT)	5,324,100	-	-	-	-	-	-
LOAN - PFF TO PIL-NW	-	800,000	-	-	-	-	-
LOAN - PFF TO PIL-SW	-	1,100,000	-	-	-	-	-
LEO CARRILLO PARK - PHASE 3	200,000	857,000	-	-	-	-	-
LEO CARRILLO PARK - PHASE 3 - ART	-	20,160	-	-	-	-	-
PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	4,550,000	-	-	-	-	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	-	8,343,000	-	-	-	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS) - ART	-	103,000	-	-	-	-	-
POINSETTIA COMMUNITY PARK - PHASE 3	-	3,850,000	-	-	-	-	12,826,000
POINSETTIA COMMUNITY PARK - PHASE 3 - ART	-	38,500	-	-	-	-	-
TRAFFIC SIGNAL - CANNON ROAD AND AVENIDA ENCINAS (REIMBURSEMENT)	150,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	48,692,805	15,411,660	-	-	-	-	32,582,000
ENDING FUND BALANCE	N/A	8,593,395	10,181,986	11,962,038	14,354,316	17,603,414	2,044,104

RANCHO SANTA FE ROAD PROJECT							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	78,285	78,285	411,665	411,665	411,665	411,665
REVENUES							
DEVELOPER SPECIAL TAXES/OTHER AGENCIES		-	333,380	-	-	-	-
TOTAL REVENUES	N/A	-	333,380	-	-	-	-
CAPITAL PROJECTS							
RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	20,671,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	20,671,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	78,285	411,665	411,665	411,665	411,665	411,665

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	4,678,235	4,900,721	3,334,390	805,358	1,229,976	1,672,473
REVENUES							
DEVELOPER FEES AND MISC.		206,486	258,241	334,969	446,618	464,496	2,859,554
OTHER AGENCY CONTRIBUTIONS (CITY OF VISTA)		1,008,000	2,408,627	-	-	-	-
TOTAL REVENUES	N/A	1,214,486	2,666,868	334,969	446,618	464,496	2,859,554
CAPITAL PROJECTS							
BUENA INTERCEPTOR SEWER IMPROVEMENTS	500,000	-	-	-	-	-	-
FARADAY & EL CAMINO REAL SEWER REPLACEMENT - ORION TO PAR		140,000	1,400,000	-	-	-	-
LAS PALMAS TRUNK SEWER		430,000	1,990,000	-	-	-	-
LOAN REPAY - SEWER CONN TO SEWER REPL		-	-	-	-	-	4,700,000
MARRON ROAD SEWER REPLACEMENT		350,000	-	-	-	-	-
PHASE V EXPANSION	10,910,358	-	-	-	-	-	-
SEWER MONITORING PROGRAM	304,000	22,000	22,000	22,000	22,000	22,000	220,000
VISTA CARLSBAD INTERCEPTOR - BUENA VISTA LIFT STATION IMPROVEMENTS	100,000	50,000	225,000	750,000	-	-	-
VISTA CARLSBAD INTERCEPTOR - BUENA VISTA LIFT STATION & FORCEMAIN (VC-4)	5,725,000	-	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - AGUA HEDIONDA LS & FORCEMAIN (VC12-VC13)	29,200,000	-	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - LAGOON BRIDGE REPLACEMENT (VC11B)	6,930,000	-	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - REACH VC14 TO VC15	18,600,000	-	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - REACH VC3	-	-	596,200	2,092,000	-	-	-
TOTAL PROJECT EXPENDITURES	72,269,358	992,000	4,233,200	2,864,000	22,000	22,000	4,920,000
ENDING FUND BALANCE	N/A	4,900,721	3,334,390	805,358	1,229,976	1,672,473	(387,973)

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	11,318,147	9,302,031	7,506,339	7,125,950	8,576,551	10,199,033
REVENUES							
TRANSFER FROM OPERATING FUND		4,225,000	4,355,975	4,491,010	4,643,705	4,810,878	58,509,938
TOTAL REVENUES	N/A	4,225,000	4,355,975	4,491,010	4,643,705	4,810,878	58,509,938
CAPITAL PROJECTS							
LEUCADIA TRUNK SEWER REHABILITATION	150,000	-	-	-	-	-	-
BATIQUITOS LIFT STATION PUMP REPLACEMENT	905,000	-	-	-	-	-	-
BUENA INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	-	250,000	-	-	-	-	-
BUENA INTERCEPTOR SEWER REALIGNMENT - EAST SEGMENT	-	-	507,000	1,480,000	-	-	-
BUENA INTERCEPTOR SEWER IMPROVEMENTS	1,362,000	-	1,964,000	-	-	-	-
BUENA INTERCEPTOR REHAB AT ENCINA PLANT (REIMB)	100,000	-	-	-	-	-	-
CALAVERA HILLS TREATMENT PLANT - DEMOLITION	723,500	-	-	-	-	-	-
CHINQUAPIN LIFT STATION FORCE MAIN OUTFALL REALIGNMENT	-	60,000	152,000	-	-	-	-
ENCINA CAPITAL PROJECTS	14,395,104	3,668,116	3,028,667	2,891,399	2,592,104	2,708,396	30,252,005
FLOW METER REPLACEMENTS	100,000	50,000	-	-	-	-	-
FOXES LANDING LIFT STATION WETWELL AND PUMP REPLACEMENT	3,050,000	-	-	-	-	-	-
FOXES LANDING LIFT STATION FORCEMAIN REHABILITATION	-	-	-	-	-	-	-
GATESHEAD LIFT STATION REMOVAL	74,000	76,000	-	-	-	-	-
HOME PLANT PIPELINE AND LIFT STATION REPLACEMENT	4,139,000	-	-	-	-	-	-
LOAN - SEWER REPL TO SEWER CONN	4,700,000	-	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	3,861,000	252,000	-	-	-	-	-
NORTH AGUA HEDIONDA INTERCEPTOR - WEST SEGMENT	5,854,000	-	-	-	-	-	-
NORTH AGUA HEDIONDA TRUNK SEWER REACH NAHT1A (SBA "B")	2,862,000	-	-	-	-	-	-
NORTH BATIQUITOS INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	-	-	250,000	-	-	-	-
NORTH BATIQUITOS LIFT STATION FORCEMAIN REHABILITATION	115,000	435,000	-	-	-	-	-
NORTHWEST QUADRANT CIPP SEWER REHABILITATION	700,000	-	-	-	-	-	-
OCCIDENTAL SEWER IMPROVEMENTS	849,000	-	-	-	-	-	-
ODOR AND CORROSION PREVENTION ASSESSMENT	100,000	100,000	-	-	-	-	-
POINSETTIA LANE LIFT STATION EMERGENCY OVERFLOW BASIN	320,000	880,000	-	-	-	-	-
SEWER EASEMENT ACCESS PROGRAM	400,000	-	-	-	-	-	-
SEWER LIFT STATION REPAIRS AND UPGRADES	1,610,380	150,000	150,000	150,000	150,000	150,000	1,500,000
SEWER LINE REFURBISHMENTS AND REPLACEMENT	4,057,896	100,000	100,000	330,000	330,000	330,000	3,300,000
SEWER LINE CONDITION ASSESSMENT	553,000	80,000	-	-	-	-	-
SIMSBURY SEWER EXTENSION	161,000	140,000	-	-	-	-	-
TAMARACK SEWER RELOCATION AT RAILROAD RIGHT-OF-WAY	-	252,000	-	-	-	-	-
TERRAMAR LIFT STATION REPLACEMENT	987,000	-	-	-	-	-	-
TERRAMAR SEWER REPLACEMENT - EL ARBOL AND LOS ROBLES	1,250,000	-	-	-	-	-	-
VANCOUVER SEWER EXTENSION	1,006,000	-	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - REHABILITATION (VC1 & VC2)	-	-	-	20,000	121,000	-	-
TOTAL PROJECT EXPENDITURES	54,861,880	6,241,116	6,151,667	4,871,399	3,193,104	3,188,396	35,052,005
ENDING FUND BALANCE	N/A	9,302,031	7,506,339	7,125,950	8,576,551	10,199,033	33,656,966

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	3,304,483	3,643,030	(336,502)	(2,236,491)	(892,310)	342,125
REVENUES							
DEVELOPER FEES		1,034,547	987,468	1,282,011	1,780,181	1,670,435	18,755,761
TOTAL REVENUES	N/A	1,034,547	987,468	1,282,011	1,780,181	1,670,435	18,755,761
CAPITAL PROJECTS							
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	225,000	-	2,431,000	2,746,000	-	-	-
CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	-	-	-	-	-	-	853,000
CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP / 2)	-	-	-	-	-	-	3,369,000
CARLSBAD BLVD REALIGNMENT - CANNON TO MANZANO (SEGMENT 1)	6,050,000	-	-	-	-	-	-
CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20%)	-	-	-	-	-	-	900,000
CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP/2)	-	-	-	-	-	-	1,166,000
CARLSBAD VILLAGE DRIVE WIDENING - PONTIAC DRIVE TO VICTORIA AVENUE	-	-	-	-	-	-	2,839,000
EL CAMINO REAL AND CANNON ROAD INTERSECTION IMPROVEMENTS	589,000	260,000	-	-	-	-	-
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	-	-	-	-	-	-	1,036,000
EL CAMINO REAL LEFT TURN LANE TO WESTBOUND TAMARACK AVENUE	286,000	-	-	-	-	-	-
EL CAMINO REAL RIGHT TURN LANE TO EAST BOUND ALGA ROAD	-	-	-	-	-	-	401,000
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	-	-	1,925,000	-	-	-	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	450,000	-	175,000	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	5,641,022	-	-	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE (RTCIP)	2,922,000	-	-	-	-	-	-
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	-	-	-	-	-	-	1,132,000
MELROSE DRIVE RIGHT TURN LANE TO WEST BOUND PALOMAR AIRPORT ROAD	561,000	-	-	-	-	-	-
PALOMAR AIRPORT ROAD AND COLLEGE BLVD IMPROVEMENTS	495,500	-	-	-	-	-	-
PALOMAR AIRPORT ROAD/EL FUERTE STREET RIGHT TURN LANE	-	-	-	-	-	-	1,096,000
PALOMAR AIRPORT ROAD/EL CAMINO REAL RIGHT TURN LANE	591,000	-	-	-	-	-	-
PALOMAR AIRPORT ROAD WIDENING AT PASEO DEL NORTE	1,676,019	-	-	-	-	-	-
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS DRIVE (RTCIP)	-	-	-	-	-	-	951,000
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	1,674,237	-	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION PROGRAM	2,000,000	300,000	300,000	300,000	300,000	300,000	600,000
TIF TO CFD #1	-	40,000	40,000	40,000	40,000	40,000	2,189,636
TRAFFIC IMPACT FEE UPDATE	200,000	-	-	-	-	-	-
TRAFFIC MONITORING PROGRAM	950,900	96,000	96,000	96,000	96,000	96,000	672,000
TOTAL PROJECT EXPENDITURES	24,311,678	696,000	4,967,000	3,182,000	436,000	436,000	17,204,636
ENDING FUND BALANCE	N/A	3,643,030	(336,502)	(2,236,491)	(892,310)	342,125	1,893,250

TRANSNET - LOCAL							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	10,888,494	12,174,030	10,769,630	6,998,142	5,783,884	7,661,181
REVENUES							
TRANSPORTATION TAXES		3,802,459	3,780,600	3,948,512	4,120,742	4,297,297	42,128,673
TOTAL REVENUES	N/A	3,802,459	3,780,600	3,948,512	4,120,742	4,297,297	42,128,673
CAPITAL PROJECTS							
ACTIVE VILLAGE CAMPAIGN	271,211	-	-	-	-	-	-
ADA IMPROVEMENT PROGRAM	500,000	250,000	250,000	250,000	250,000	170,000	-
CARLSBAD ACTIVE TRANSPORTATION STRATEGIC PLAN	150,000	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	116,134	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD (LOCAL MATCH)	543,154	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	-	16,923	-	-	-	-	-
CARLSBAD BLVD REALIGNMENT	3,000,000	-	-	-	-	-	-
CARLSBAD VILLAGE DR. & GRAND AVE. PEDESTRIAN AND CROSSING IMP.	-	-	-	-	1,320,000	-	-
CHESTNUT AVENUE ROAD DIET AND TRAFFIC CALMING	-	-	-	1,080,000	-	-	-
COASTAL RAIL TRAIL REACH 1	133,486	-	-	-	-	-	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	-	-	325,000	2,495,000	-	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	3,925,885	-	-	-	-	-	-
KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	-	-	2,360,000	-	1,515,000	-	-
PAVEMENT MANAGEMENT PROGRAM	16,446,375	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	15,000,000
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	5,032,474	750,000	750,000	750,000	750,000	750,000	7,500,000
VALLEY STREET ROAD DIET AND TRAFFIC CALMING	-	-	-	1,645,000	-	-	-
TOTAL PROJECT EXPENDITURES	30,118,719	2,516,923	5,185,000	7,720,000	5,335,000	2,420,000	22,500,000
ENDING FUND BALANCE	N/A	12,174,030	10,769,630	6,998,142	5,783,884	7,661,181	27,289,854

WATER - MAJOR FACILITY FEE FUND							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	24,966,360	25,322,606	24,710,250	26,008,286	27,735,115	29,511,567
REVENUES							
DEVELOPER FEES		816,246	972,844	1,298,036	1,726,829	1,776,452	12,783,640
TOTAL REVENUES	N/A	816,246	972,844	1,298,036	1,726,829	1,776,452	12,783,640
CAPITAL PROJECTS							
COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (490 ZONE)	1,090,000	-	-	-	-	-	-
COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (375 ZONE)	1,060,000	-	-	-	-	-	-
DESALINATED WATER FLOW CONTROL FACILITY	90,000	-	-	-	-	-	-
MAERKLE PUMP STATION IMPROVEMENTS	210,000	160,000	1,585,200	-	-	-	-
POINSETTIA LANE - CASSIA ROAD TO SKIMMER COURT	-	300,000	-	-	-	-	-
RANCHO CARLSBAD GROUNDWATER SUPPLY	-	-	-	-	-	-	1,750,000
SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	27,500	-	-	-	-	-	8,500,000
WATER MASTER PLAN UPDATE	700,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	3,177,500	460,000	1,585,200	-	-	-	10,250,000
ENDING FUND BALANCE	N/A	25,322,606	24,710,250	26,008,286	27,735,115	29,511,567	32,045,206

WATER - RECYCLED WATER FUND							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	-	435,000	435,000	435,000	435,000	435,000
REVENUES							
RECYCLED WATER REVENUE		11,035,000	-	-	-	-	-
TOTAL REVENUES	N/A	11,035,000	-	-	-	-	-
CAPITAL PROJECTS							
RECYCLED WATER PHASE 3 - PIPELINES	8,100,000	10,600,000	-	-	-	-	-
RECYCLED WATER PHASE 3 - CWRF EXPANSION	6,500,000	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - RESERVOIR	1,500,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	16,100,000	10,600,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	435,000	435,000	435,000	435,000	435,000	435,000

WATER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2015-16	YEAR 2 2016-17	YEAR 3 2017-18	YEAR 4 2018-19	YEAR 5 2019-20	YEAR 6-15 2021-2030
BEGINNING FUND BALANCE (1)	N/A	26,345,643	28,415,568	22,151,203	22,394,061	26,207,307	31,997,081
REVENUES							
TRANSFER FROM OPERATING FUND, LOANS AND GRANTS		5,633,000	5,706,635	5,855,858	6,013,246	6,189,774	61,897,740
TOTAL REVENUES	N/A	5,633,000	5,706,635	5,855,858	6,013,246	6,189,774	61,897,740
CAPITAL PROJECTS							
ABANDON POTABLE SERVICES (NEW RECYCLED SERVICES)	390,000	-	-	-	-	-	-
AVIARA PARKWAY AND PLUM TREE WATERLINE	-	-	815,000	-	-	-	-
BUENA VISTA PUMP STATION AND FOREBAY REMOVAL	150,000	-	-	-	-	-	-
CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	-	-	280,000	670,000	-	-	-
CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	630,315	79,075	106,000	300,000	300,000	300,000	3,000,000
CATHODIC PROTECTION PROGRAM	1,246,700	-	-	-	-	-	-
CRESTVIEW DRIVE TRANSMISSION MAIN	-	240,000	-	-	-	-	-
CWRF - CHLORINE CONTACT TANK COVERS	765,000	-	-	-	-	-	-
DESALINATED WATER FLOW CONTROL FACILITY	180,000	-	-	-	-	-	-
E TANK DECOMMISSION (THE CROSSINGS ROAD)	150,000	-	-	-	-	-	-
EL CAMINO REAL AND TAMARACK PUMP STATION REMOVAL	-	-	100,000	-	-	-	-
EL FUERTE AND CORINTIA STREET PRESSURE REDUCING STATION	500,000	300,000	-	-	-	-	-
ELLERY PUMP STATION DECOMMISSION	250,000	-	-	-	-	-	-
ELLERY WATER PUMP PROJECT	275,000	-	-	-	-	-	-
FIRE FLOW SYSTEM IMPROVEMENTS	720,000	-	720,000	-	-	-	1,009,000
HYDROELECTRIC GENERATOR AT MAERKLE RESERVOIR	2,000,000	-	-	-	-	-	-
HYDROELECTRIC GENERATOR AT PALOMAR AIRPORT ROAD/WHITE SANDS	-	-	85,000	275,000	1,800,000	-	-
KELLY RANCH DOMESTIC WATER PRESSURE REDUCING STATION	560,000	-	-	-	-	-	-
LA COSTA HIGH RESERVOIR INLET PIPELINE	-	-	250,000	1,900,000	-	-	-
LAKE CALAVERA RESERVOIR IMPROVEMENTS	6,396,908	-	-	-	-	-	-
LIMITED ACCESS PIPELINE RELOCATION PROGRAM	1,455,000	485,000	-	-	-	-	-
MAERKLE FACILITY IMPROVEMENTS	2,135,200	-	-	-	-	-	-
MAERKLE RESERVOIR FLOATING COVER REPLACEMENT	270,000	1,000,000	8,730,000	-	-	-	-
MAERKLE RESERVOIR TRANSMISSION MAIN	6,330,000	-	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	7,170,000	504,000	-	-	-	-	-
MISCELLANEOUS PIPELINE REPLACEMENTS	1,433,000	-	-	-	-	-	-
OCEANSIDE WATER INTERTIE UPGRADE	-	-	115,000	-	-	-	-
PARK DRIVE WATER LINE AND STREET IMPROVEMENTS	1,092,000	-	-	-	-	-	-
PRESSURE REDUCING STATION PROGRAM	1,102,000	-	-	-	-	-	-
RANCHO CARLSBAD GROUNDWATER SUPPLY	-	-	-	-	-	-	1,750,000
RECYCLED WATER LINE - CWRF TO CHINQUAPIN	2,900,000	-	-	-	-	-	-
RECYCLED WATER LINE - EL CAMINO REAL TO LA COSTA AVENUE	1,915,000	-	-	-	-	-	-
RECYCLED WATER LINE - PALOMAR BUSINESS PARK	1,245,000	-	-	-	-	-	-
RECYCLED WATER MASTER PLAN UPDATE	672,470	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - CWRF EXPANSION	640,000	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - PIPELINES	2,000,000	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - RESERVOIR	300,000	-	-	-	-	-	-
RESERVOIR REPAIR AND MAINTENANCE PROGRAM	4,000,000	150,000	-	-	-	-	1,850,000
ROBERTSON RANCH WATER TRANSMISSION MAIN	1,200,000	-	-	-	-	-	-
SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	27,500	-	-	-	-	-	8,500,000
SANTA FE II INLET PIPELINE	-	-	470,000	2,368,000	-	-	-
SANTA FE II RESERVOIR SITE DRAINAGE	645,000	-	-	-	-	-	-
SANTA FE II RESERVOIR SITE ELECTRICAL IMPROVEMENTS	-	100,000	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	291,000	-	-	-	-	-	-
TRI-AGENCY WATER TRANSMISSION PIPELINE REPLACEMENT	6,455,000	-	-	-	-	-	-
WATER SYSTEM INTERTIE CONNECTION	-	405,000	-	-	-	-	-
WATER VALVE REPAIR/REPLACEMENT PROGRAM	550,000	300,000	300,000	100,000	100,000	100,000	1,000,000
TOTAL PROJECT EXPENDITURES	58,042,093	3,563,075	11,971,000	5,613,000	2,200,000	400,000	17,109,000
ENDING FUND BALANCE	N/A	28,415,568	22,151,203	22,394,061	26,207,307	31,997,081	76,785,821

GLOSSARY OF CAPITAL PROJECT FUNDING SOURCES

Bridge and Thoroughfare Districts (BTD) – Bridge and Thoroughfare District No. 3 developer fees to partially fund Cannon Road improvements. Bridge and Thoroughfare District No. 2 developer fees to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

CFD #1 – The City of Carlsbad Community Facilities District No. 1 (Mello-Roos) funds civic projects, I-5 interchange projects, and road segments.

Gas Tax – Gas Tax revenues for street projects are received under the Streets & Highways Code of the State of California.

General Capital Const. (GCC) – 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.

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 (SEWER CONN) – Development fees include Sewer Connection charges for expansion of sewer lines and facilities.

Sewer Replacement (SEWER REPL) – Sewer Replacement is part of sewer user fees and pays for repair and replacement of the City's existing sewer system.

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.

TransNet (TRNSNT/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 (WATER CONN) – Development fees include Major Facility Fees used to fund expansion of water lines and ancillary water facilities.

Water Replacement (WATER REPL) – Water Replacement funds are included in water utility rates and pay for the repair and replacement of existing water lines and facilities.

Water Recycled (RECL WATER) – Revenues used to fund Recycled Water projects; revenues for Phase III expansion includes grant and loan funds.

Zone 5, 13, 16, 17, 18 Park Fee (ZONE 5) – Fees paid by development in Local Facilities Management Zones 5, 13, and 16 to fund a Business Park Recreational Facility in the City's industrial corridor.



**CITY OF CARLSBAD
 PLANNED MAJOR CAPITAL OUTLAY ITEMS 2015-16
 (Greater than \$10,000)**

0011510	Human Resources	Modular Furniture Reconfiguration	1	10,000
		HUMAN RESOURCES		10,000
1212110	Police	Computers - various quantities	1	20,000
		Lidar Speed Detectors	10	37,816
		Speed Sentry Devices	3	17,316
		POLICE SUBTOTAL		75,132
0012221	Fire / Police	Regional Communications System Radios		1,469,604
		FIRE SUBTOTAL		1,469,604
0014010	Library & Cultural Arts	Exterior Waste Receptacles for Libraries	21	53,136
0014065		Replacement Stage for TGIF Concerts	1	149,051
		PEM SUBTOTAL		202,187
0012510	Community & Economic Development	Vehicle for Code Compliance Specialist	1	30,000
		PEM SUBTOTAL		30,000
1381010	Communications / Local Cable Infrastructure	Schulman Auditorium Video Production Facility Replacement	1	389,988
		COMM/LOCAL CABLE INFRASTRUCTURE		389,988
5016310	Utilities	AMI Metering Equipment	1	59,856
		UTILITIES		59,856
6205460	Property & Fleet	Gantry Crane	1	32,400
0015310		Pick-up Truck for PW Superintendent	1	29,160
		PROPERTY & FLEET		61,560

6215461 Fleet Replacement	Building: Sedan Compact Hybrid	2	64,320
	Fire: Mobile Intensive Care Unit	1	150,443
	Fire: Pickup Truck 3/4 Ton 4x4	1	65,000
	Fire: Sedan Intermediate	2	66,000
	Fire: Truck Fire Rescue	1	946,066
	Fire: Van Mini	1	36,200
	Housing: Sedan Intermediate	1	33,000
	M&O Water: Skiploader 4 3.9L	1	80,500
	Park Plan & Rec Mgmt: Van Mini	1	32,200
	Parks Maint: Pick Truck Compact	1	29,000
	PD: Motorcycle Full Size BMW	2	64,280
	PD: Sedan Intermediate Police	21	941,600
	PD: Van Mini	1	26,200
	Recreation / Harding: Van Mini	1	26,200
	Recreation: Pickup Truck 1/2 ton	1	33,330
	Trans-Admin: Sedan Full Size	1	32,000
	Trans-Admin: SUV Intermediate 4x4	1	30,000
	Trans-Streets: Backhoe 4 3.92	1	95,500
	Trans-Streets: Paver 2 3232	1	52,000
	Trans-Streets: Pickup Truck 1/2 Ton	1	27,200
	Trans-Streets: Truck 1 Ton Utility	1	65,000
	Trans-Streets: Truck 10 CY Dump	1	133,668
	Trans-Streets: Truck Patch	1	269,350
	Water Ops: Compressor Trailer Mount 3 2.1L	2	51,000
	Water Ops: Pickup Truck Compact	1	29,000
	Water Ops: Truck 5 CY Dump	1	80,000
	FLEET REPLACEMENT SUBTOTAL		
6411710 Information Technology	Replacement Laptops	20	40,759
	Replacement Ruggedized Laptops	25	122,877
	Replacement Desktop Computers	273	369,729
	Replace Edge Network Equipment & Firewalls		62,102
	Replace Safety Center Servers		28,300
INFORMATION TECHNOLOGY SUBTOTAL			623,767
GRAND TOTAL MAJOR CAPITAL OUTLAY			6,381,151

*Major Capital Outlay only includes items of \$10,000 or greater.

CITY OF CARLSBAD
OUT OF STATE TRAVEL BUDGET 2015-16

GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2015-16 BUDGET
0010110	CITY COUNCIL	National League of Cities Conference	3	Washington, DC	\$9,900
CITY COUNCIL TOTAL					\$9,900
0010210	CITY CLERK	International Institute of Municipal Clerks	1	Lincoln, NE	\$2,500
CITY CLERK TOTAL					\$2,500
0010310	TREASURY	Association of Public Treasurers	1	Chicago, IL	\$2,650
TREASURY TOTAL					\$2,650
0011010	CITY MANAGER	ICMA Annual Conference	3	Seattle, WA	\$5,700
		Legislative Meetings to Washington DC	2	Washington, DC	\$1,925
		TLG Conference	2	TBD	\$5,500
		Senior Executive Institute	3	Charlottesville, VA	\$15,000
CITY MANAGER TOTAL					\$28,125
001101X	COMMUNICATION	National Communication Conference	2	TBD	\$6,000
		National Public Involvement Conference	1	TBD	\$3,000
COMMUNICATION TOTAL					\$9,000
0011310	FINANCE	OneSolution User Group Annual Conference	1	TBD	\$3,700
		Kronos Conference	1	Nashville, TN	\$3,200
		APA Conference	1	Las Vegas, NV	\$3,200
		Payroll Conference	1	Las Vegas, NV	\$3,500
FINANCE TOTAL					\$13,600
0011510	HUMAN RESOURCES	NeoGov Conference	3	Las Vegas, NV	\$4,335
		SHRM Conference	2	TBD	\$7,000
0011550		Executive Development	2	TBD	\$15,000
HUMAN RESOURCES TOTAL					\$26,335
0011610	RECORDS MANAGEMENT	Association of Imaging & Information Management	1	New Orleans, LA	\$3,500
		ARMA International Conference	1	Washington, DC	\$3,500
		ARMA Leadership Conference	1	TBD	\$3,000
		Managing Electronic Records	1	Chicago, IL	\$3,500
RECORDS MANAGEMENT TOTAL					\$13,500
0012136	POLICE - VIOLENT CRIMES	California Homicide Investigators Association	3	Las Vegas, NV	\$1,800
0012147	POLICE - INFORMATION TECHNOLOGY	Kronos Works Telestaff Training Conference	3	Las Vegas, NV	\$2,000
0012120	POLICE	FBI National Academy	2	Quantico, VA	\$4,200
POLICE TOTAL					\$8,000
0012226	EMERGENCY OPS TRAINING	Practical Kinesic Interview and Interrogation	1	Las Vegas, NV	\$1,385
		International Association of Fire Fighters	1	TBD	\$2,500
		Fire Industry Equipment Research Organization	1	TBD	\$2,250
		Sepcial Operations Medical Association Scientific	1	Charlotte, NC	\$2,250
		EMS Leadership Conference	1	Jacksonville, FL	\$2,800
		Fire Department Instructors Conference	3	TBD	\$8,550
		International Association of Fire Chiefs	2	Atlanta, GA	\$4,200
		International Code Council	1	TBD	\$1,600
		International Code Council	1	Kansas City, MO	\$2,450
		National Fire Academy	7	Emmetsburg, MD	\$1,704
		National Fire Protection Annual Conference	1	Las Vegas, NV	\$2,255
0012260	FIRE PREVENTION	Fire Prevention Course	3	TBD	
FIRE TOTAL					\$31,944
0012510	HNS - NEIGHBORHOOD SERVICES	Neighborhoods USA Conference	2	Memphis, TN	\$3,300
		Volunteer Management Conference	1	TBD	\$2,000
HNS NEIGHBORHOOD SERVICES TOTAL					\$5,300
0013020	CED - ECONOMIC DEVELOPMENT	IEDC Real Estate Development and Reuse	1	Chapel Hill, NC	\$2,225
		IEDC Economic Development Credit Analysis	1	Atlanta, GA	\$2,500
		IEDC Annual Conference	1	Anchorage, AK	\$2,500
0013010	CED - ADMINISTRATION	Energov Conference	2	Atlanta, GA	\$5,000
COMMUNITY & ECONOMIC DEVELOPMENT TOTAL					\$12,225

**CITY OF CARLSBAD
OUT OF STATE TRAVEL BUDGET 2015-16**

0014010	LIBRARY & CULTURAL ARTS	Americans For The Arts Annual Meeting	2	Denver, CO	\$4,500
		Association of American Museums	1	Washington, DC	\$2,500
		SirsiDynix Library Systems Users Conference	1	Buena Vista, FL	\$2,300
		PLA Conference	3	Denver, CO	\$6,900
		ALA Conference	1	Orlando, FL	\$2,750
LIBRARY & CULTURAL ARTS TOTAL					\$18,950
0014510	PARKS & RECREATION	National Recreation and Parks Assoc. Conference	10	Las Vegas, NV	\$10,000
		Active Net Conference	3	Dallax, TX	\$5,000
		ASLA Annual Meeting and Expo	2	Chicago, IL	\$4,000
PARKS & RECREATION TOTAL					\$19,000
0015010	PROPERTY & FLEET	Commercial Real Estate Development Association	2	TBD	\$6,000
0015110	ENVIRONMENTAL MANAGEMENT	National League of Cities	2	St. Louis, MO	\$2,050
0015310	PROPERTY AND FLEET - FACILITIES	CMAA	1	TBD	\$1,500
		Living Future Conference	1	TBD	\$1,500
		International Facility Maintenance Conference	1	TBD	\$1,500
0015320	SAFETY TRAINING CENTER	Shot Show	1	Las Vegas, NV	\$3,300
PROPERTY & FLEET TOTAL					\$15,850
0018310	PUBLIC WORKS ADMINISTRATION	APWA Conference	4	Phoenix, AZ	\$14,025
0018410	PW - TRANSPORTATION AND STREETS	APWA Conference	2	Minneapolis, MN	\$4,000
		Storm Con	5	Austin, TX	\$13,925
TRANSPORTATION TOTAL					\$31,950
0019003	STRATGIC CHANGE TEAM - NON-DEPT'L	ICMA Transforming Local Government Conference	3	St. Paul, MN	\$7,500
TRANSPORTATION TOTAL					\$7,500
GENERAL FUND SUBTOTAL					\$256,329
NON-GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	PEOPLE	DESTINATION	BUDGET
5016310	WATER OPERATIONS	AWWA CA-NV Conference	1	Las Vegas, NV	\$1,000
		AWWA ACE Conference	2	Chicago, IL	\$5,000
		Tri State Seminar	4	Las Vegas, NV	\$3,600
		WaterSmart Innovations Conference	1	Las Vegas, NV	\$1,000
		AWWA CA-NV 2016 Conference	3	Reno, NV	\$6,500
WATER OPERATIONS TOTAL					\$17,100
5026310	RECYCLED WATER	Tri State Seminar	1	Las Vegas, NV	\$1,600
		Water Reuse Annual Conference	2	Seattle, WA	\$4,800
		Western Regional Backflow Conference	1	Las Vegas, NV	\$1,600
RECYCLED WATER TOTAL					\$8,000
5116310	WASTEWATER	Tri State Seminar	2	Las Vegas, NV	\$3,200
		WEFTEC Conference	2	Chicago, IL	\$3,500
		APWA Annual Conference	1	Phoenix, AZ	\$2,000
WASTEWATER TOTAL					\$8,700
6205460	PROPERTY & FLEET MANAGEMENT	Assetworks Conference	2	TBD	\$4,000
		Government Fleet Expo	1	TBD	\$2,500
PROPERTY & FLEET MAINTENANCE TOTAL					\$6,500
640171X	INFORMATION TECHNOLOGY	Business Intelligence Conference	2	TBD	\$2,400
		ESI - Taking Charge of Organizational Change	1	TBD	\$2,600
		ETL Training	2	TBD	\$2,400
		Front-end Tool Training	2	TBD	\$2,400
		Gartner Business Intelligence and Analysis Summit	1	TBD	\$2,600
		Gartner Application Architecture, Development & Integration	1	Las Vegas, NV	\$3,500
		Gartner BPM / Change Management	1	Southeast US	\$3,500
		Gartner CIO Conference	1	Western US	\$3,500
		Informix/Lawson Conference	1	TBD	\$3,000
		IT Financial Management	1	Atlanta, GA	\$2,000
		IT PMO Training	1	Western US	\$2,400
		Kronos Conference	1	Las Vegas, NV	\$2,700
		NAGW Conference	1	Albuquerque, NM	\$2,100
		Sunguard Conference	1	TBD	\$1,000
		Tyler Conference	1	TBD	\$2,300
		Tyler Technology User Conference	1	Atlanta, GA	\$1,350
INFORMATION TECHNOLOGY TOTAL					\$39,750
NON GENERAL FUND SUBTOTAL					\$80,050
GRAND TOTAL OUT OF STATE TRAVEL					\$336,379

MISCELLANEOUS STATISTICAL INFORMATION FY 2015-16



Date of Incorporation	July 16, 1952
Type of City	Charter
Form of Government	Council/Manager
Area	39.18 sq. miles
Population	110,653
Net Assessed Valuation	\$26,924,891,169

Streets:

Number of Street Lights	7,864
Miles of Streets	347.48

Fire Protection:

Number of Stations	6
Number of Firefighters & Officers	80

Police Protection:

Number of Stations	1
Number of Sworn Police Officers	115

Water System:

Number of Water Connections	29,190
Average Daily Consumption (in Millions of Gallons)	12.5
Miles of Lines and Mains	534

Sewer System:

Number of Sewer Connections	23,431
Average Daily Flows (in Millions of Gallons)	6.2
Miles of Sewers	288

Recreation and Culture:

Number of Community Parks, Special Use Areas, Preserves & Urban Forests	56
Acres of Community Parks, Special Use Areas, Preserves & Urban Forests	926
Number of Pools	3
Number of Libraries	3
Number of Materials in Library Collections	563,581

Total Number of Authorized Full-Time City Employees	669.75
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Source: City of Carlsbad, Finance Department

ACCOUNTING SYSTEMS AND BUDGETARY CONTROL

The city's accounting system and related budgets are designed around a few basic principles:

1. The city is not one single entity. It is the total of many entities, each with its separate function and legal restrictions on the use of resources. In the private sector, a corporation may have many "subsidiaries" which make up the parent corporation; in the public sector, a city government may have a variety of "funds" that provide the basis for separately recording the financial data related to a specific entity. A fund is an accounting entity with a complete set of self-balancing accounting records. Each fund has been established because of some restriction on the use of resources received by that fund. This report includes the transactions of all entities over which the City Council of the City of Carlsbad have authority (as defined by the Governmental Accounting Standards Board).
2. The city's accounting system operates on a modified accrual basis for all governmental type funds, which is also the basis for budgeting. Governmental funds include the General, Special Revenue, Debt Service, and Capital Projects funds. A modified accrual system is one where (a) revenues are recognized when they are both measurable and collectable within the accounting period, or soon enough after the end of the period to pay liabilities of the period; and (b) expenditures, other than principal and interest on long-term debt, are recorded when liabilities are incurred.
3. The proprietary fund types (the Enterprise funds and the Internal Service funds) use the accrual method of accounting. Revenues are recognized in the period earned and expenses are recognized in the period incurred.
4. Internal controls exist with the accounting system to ensure safety of assets from misappropriation, unauthorized use or disposition, and to maintain the accuracy of financial record keeping. These internal controls must be established consistent with the sound management practices based on the cost/benefit of the controls imposed. The cost of a control should not be excessive in relation to its benefit as viewed by city management. The internal controls in existence within the city's system are sufficient to ensure, in all material aspects, both the safety of the city's assets and the accuracy of the financial record keeping system.
5. The legal level of budgetary control is the fund level, and expenditures should not exceed budgeted amounts at the fund level. Budgetary control is maintained through the city's accounting system, as well as through monthly reporting on all revenue and expenditure accounts and other special reports summarizing the financial position of the city. The City Council adopts the formal budget for all funds prior to the beginning of each fiscal year and may amend the budget, as necessary, throughout the year. All appropriations expire at year-end unless specifically carried into the new fiscal year by Council actions. The Carlsbad Municipal Code requires that the Financial Management Director annually prepares the budget for the City Manager showing estimated revenues and expenditures.
6. Controls on the use and transfers of budget funds are outlined in the adopted budget resolution in the appendix of this document.

GLOSSARY

Appropriation - A specific amount of money authorized by the City Council for an approved work program or individual project.

Assessed Valuation - A dollar value placed on real estate or other property by San Diego County as a basis for levying property taxes.

Balanced Budget - A budget in which planned expenditures do not exceed planned funds available.

Beginning/Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

Bond - A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Budget - An annual financial plan that identifies revenues, types and levels of services to be provided, and the amount of funds that can be spent. Carlsbad's Operating Budget encompasses one fiscal year, as does the Capital Improvement Program appropriation.

Capital Improvement Program - A multi-year financial plan containing proposed construction of physical assets such as park, street, sewerage, and recreation facilities. This program has identified all projects which are the responsibility of the City between the present to buildout.

Capital Outlay - Equipment (fixed assets) with a value \$1,000 or more and an estimated useful life of more than one year, such as automobiles and office furniture, which appear in the Operating budget.

Cost Allocation - A method used to charge General fund overhead costs to other funds, such as Enterprise funds and Internal Service funds.

Debt Service - The payment of principal and interest on borrowed funds such as bonds.

Department - An organizational unit comprised of programs or divisions. Examples include the Police Department, Library Department, and Human Resources Department.

Encumbrance - A legal obligation to pay funds, an expenditure of which has not yet occurred.

Enterprise Fund - A fund type established to account for the total costs of selected governmental facilities and services that are operated similar to private enterprises. These programs are entirely self-supported, and include the Water and Sanitation Departments.

Expenditure - The actual spending of funds set aside by appropriation for identified goods and services.

Fee - A general term used for any charge levied by government for providing a service or permitting an activity.

Fiscal Year - A twelve-month period of time designated as the budget year. Carlsbad's fiscal year is from July 1 to June 30.

Fund - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance - The amount of financial resources available for use.

General Fund - The primary fund used by the City for which revenues and expenditures are not legally restricted for use. Examples of departments operating within the General fund include Fire, Library, and the City Manager's Office.

Grant - Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity, or facility.

Growth Management Plan - A comprehensive approach to land-use planning ensuring controlled and managed growth within the City, while providing designated public facilities.

Growth Management Standards - Standards for acceptable service levels that have been established for eleven public facility categories.

Interfund Transfers - Payments from one fund to another fund, primarily for work or services provided.

Internal Service Fund - A fund that provides services to all City departments, and bills the various other funds for services rendered. Examples of Internal Service funds include Fleet Maintenance, Information Systems, and Workers' Compensation Insurance.

Maintenance and Operation - A general category used for classifying expenditures for materials, supplies, and services that are normally used within the fiscal year.

Operating Budget - The annual appropriation of funds for ongoing program costs, which include salaries, benefits, maintenance, operation, and capital outlay items.

Operating Costs - Estimated expenses that can be expected to occur following the construction of a Capital Improvement Project.

Personnel - Costs associated with providing the staff necessary to provide the desired levels of services. Included are both salary and benefit costs.

Revenues - Amount of funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

Special Revenue Funds - A fund that collects revenues that are restricted by the City, State, or federal government as the method by which they may be spent.

RESOLUTION NO. 2015-171

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2015-16 FOR THE CITY OF CARLSBAD AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR THE VARIOUS FUNDS.

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the proposed final Operating Budget and Capital Improvement Program for FY 2015-16 and has held such public hearings as are necessary prior to adoption of the final budgets,

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 certain documents now on file in the office of the City Clerk of the City of Carlsbad entitled, "City of Carlsbad, FY 2015-16 Preliminary Operating Budget and FY 2015-16 to FY 2029-30 Capital Improvement Program – Preliminary" as amended in accordance with Exhibits 3-A through 3-C attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the City of Carlsbad for FY 2015-16 along with the Program Options, if any, determined by the City Council as set forth in the minutes of the Council meeting of Tuesday, June 30, 2015.
3. That the amounts reflected as estimated revenues for FY 2015-16 as shown in Exhibits 3-A and 3-B are hereby adopted as the budgeted revenues for 2015-16.
4. That the amounts designated as the 2015-16 Budget request in Exhibits 3-A and 3-B are hereby appropriated to the department or fund for which they are

1 designated and such appropriation shall not be increased except as provided herein.

2 5. That total appropriations for each fund may only be increased or
3 decreased by the City Council by passage of a resolution amending the budget except
4 as provided herein.

5 6. That the following controls are hereby placed on the use and transfers of
6 budget funds:

7 A. No expenditure of funds shall be authorized unless sufficient funds
8 have been appropriated by the City Council or City Manager as described below.

9 i. The City Manager may authorize all transfers of funds from
10 account to account within any department.

11 ii. The City Manager may authorize transfers of funds between
12 departments within the same fund in an amount up to \$100,000 per transfer.

13 iii. The City Manager may delegate any of the authority given to
14 him/her under this resolution.

15 iv. The City Manager may authorize budget adjustments involving
16 offsetting revenues and expenditures; the City Manager may authorize increases
17 in an appropriation for a specific purpose where the appropriation is offset by
18 unbudgeted revenue, which is designated for said specific purpose.

19 v. The City Manager may authorize the transfer of appropriations
20 between accounts and/or capital projects up to \$1,000,000 for the costs
21 associated with the Encina Wastewater Facility (Encina) as authorized by the
22 Encina Wastewater Authority's staff and/or Board. Any increase to the total
23 appropriations for Encina's operating budget and capital program must be
24 approved by the City Council.

25 vi. The City Manager may authorize budget adjustments to increase
26 the appropriations for Workers Compensation, Risk, Self Insured Benefits and
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Liability Funds operating budgets in an amount equal to the increases in costs of claims expenses.

vii. The City Council must authorize all transfers of funds from the Council's Contingency Account.

B. The City Manager may authorize emergency out of state travel for public safety or emergency services purposes.

C. The City Council must authorize any increase in the number of authorized permanent personnel positions above the level identified in Exhibit 3-C.

D. The City Manager may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above.

7. That the legal level of budgetary control is the fund level. Budgets may not legally be exceeded at the fund level without appropriate authorization by the City Council.

8. That interest earned on grants may be appropriated during the year for the purpose for which the grant was received.

9. That the City Manager may authorize budget adjustments to increase the appropriations in the Public Facilities Fee Fund in an amount equal to the utility expenses for the City of Carlsbad's Las Palmas facility, while the building remains vacant.

10. That all appropriations in the Operating Budget and in Capital Improvement Program remaining unexpended at June 30, 2015, are hereby appropriated to FY 2015-16.

11. That all appropriations for outstanding encumbrances as of June 30, 2015, are hereby continued into FY 2015-16 for such contracts or obligations.

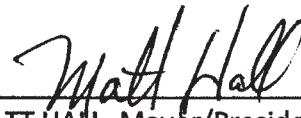
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority, Community Development Commission and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:

AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and Packard.

NOES: None.

ABSENT: None.



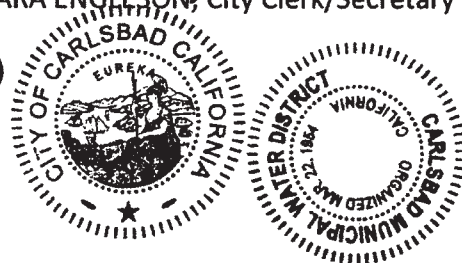
MATT HALL, Mayor/President/Chairman

ATTEST:



BARBARA ENGLERSON, City Clerk/Secretary

(SEAL)



RESOLUTION NO. 1528**A RESOLUTION OF THE BOARD OF DIRECTORS OF CARLSBAD MUNICIPAL WATER DISTRICT, CALIFORNIA (CMWD), ADOPTING THE WATER DISTRICT FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2015-16.**

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District, California, has reviewed the proposed final Operating Budget and Capital Improvement Program for Fiscal Year 2015-16 and has held such public hearings as are necessary prior to the adoption of the final budgets,

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

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the Secretary entitled "City of Carlsbad, FY 2015-16 Preliminary Operating Budget and FY 2015-16 to FY 2029-30 Capital Improvement Program - Preliminary," as amended in accordance with Exhibits 4-A and 4-B, attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the Carlsbad Municipal Water District for the Fiscal Year 2015-16 along with the Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 30, 2015.
3. That the amounts reflected as estimated revenues for FY 2015-16 are hereby adopted as the budgeted revenues for FY 2015-16.
4. That the amount designated as FY 2015-16 Budget in Exhibit 4-B is hereby appropriated to the fund for which it is designated and such appropriation shall not be increased except as provided herein.
5. That total appropriations may only be increased or decreased by the Board of Directors by passage of a resolution amending the budget except as provided herein.

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6. That the following controls are hereby placed on the use and transfers of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Water Board or Executive Manager as described below.

i. The Executive Manager may authorize all transfers of funds from account to account within the same fund in an amount up to \$100,000 per transfer.

ii. The Executive Manager may delegate the authority to make budget transfers.

iii. The Executive Manager may authorize budget adjustments involving offsetting revenues and expenditures; the Executive Manager may authorize increases in an appropriation for a specific purpose where the appropriation is offset by unbudgeted revenue which is designated for said specific purpose.

iv. The Executive Manager may authorize increases in purchased water appropriations in an amount equal to the same percent that water sales exceed the amount of the original revenue estimate.

B. The Board of Directors must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The Executive Manager may authorize the hiring of temporary or part time staff as necessary, within the limits imposed by the controls listed above.

7. That all appropriations and outstanding encumbrances as of June 30, 2015 are hereby continued into FY 2015-16 for such contracts and obligations.

8. All appropriations for Capital Improvement Projects remaining unexpended at June 30, 2015, are hereby appropriated for such capital projects for Fiscal Year 2015-16.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad
Municipal Water District Board, City Council, Carlsbad Public Financing Authority, Community
Development Commission and City of Carlsbad as Successor Agency to the Redevelopment
Agency on the 30th day of June, 2015, by the following vote to wit:

AYES: Board/Council/Commission Members Hall, Blackburn, Schumacher, Wood and
Packard.

NOES: None.

ABSENT: None.


MATT HALL, President/Mayor/Chairman

ATTEST:


BARBARA ENGLERSON, Secretary/City Clerk

(SEAL)



RESOLUTION NO. 533

A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY FOR FISCAL YEAR 2015-16.

WHEREAS, the Community Development Commission of the City of Carlsbad, California (the Commission) has reviewed the Operating Budget for the Carlsbad Housing Authority Section 8 Programs, for FY 2015-16; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budgets.

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 certain documents now on file in the office of the City Clerk entitled "City of Carlsbad, FY 2015-16 Preliminary Operating Budget and FY 2015-16 to FY 2029-30 Capital Improvement Program – Preliminary," as amended in accordance with Exhibit 5-A attached hereto and incorporated by reference herein, is hereby adopted as the Operating Budget for the Carlsbad Housing Authority Section 8 Programs for FY 2015-16, along with any Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 30, 2015, and that all funding for planning and administrative expenses has been determined to be necessary and appropriate for implementation of Authority activities in FY 2015-16.

3. That the amounts reflected as estimated revenues for FY 2015-16 are hereby adopted as the budgeted revenues for FY 2015-16.

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4. That the amount designated as FY 2015-16 Budget request in Exhibit 5-A is hereby appropriated to the fund for which it is designated, and such appropriation shall not be increased except as provided herein.

5. That the following controls are hereby placed on the use and transfers of budget funds:

A. No expenditure of funds shall be authorized unless sufficient funds have been appropriated by the Commission or Executive Director as described below.

i. The Executive Director may authorize all transfers of funds from account to account within the same fund in an amount up to \$100,000 per transfer.

ii. The Executive Director may delegate the authority to make budget transfers and adjustments.

iii. The Executive Director may authorize budget adjustments involving offsetting revenues and expenditures; the Executive Director is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose.

B. The Commission must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The Executive Director may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above.

6. That all appropriations and outstanding encumbrances as of June 30, 2015, are hereby continued into FY 2015-16 for such contracts and obligations.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad
Community Development Commission, City Council, Carlsbad Municipal Water District Board,
Carlsbad Public Financing Authority, and City of Carlsbad as Successor Agency to the
Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:

AYES: Commission/Council/Board Members Hall, Blackburn, Schumacher, Wood and
Packard.

NOES: None.

ABSENT: None.


MATT HALL, Chairman/Mayor/President

ATTEST:


KATHRYN B. DODSON, Interim Secretary

(SEAL)



RESOLUTION NO. 2015-172

**A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF CARLSBAD, CALIFORNIA,
ESTABLISHING THE 2015-16 APPROPRIATION
LIMIT AS REQUIRED BY ARTICLE XIII B OF THE
CALIFORNIA STATE CONSTITUTION AND STATE
LAW**

WHEREAS, Article XIII B of the California State Constitution requires that governments annually establish a limit on the appropriation of proceeds of taxes; and

WHEREAS, State law requires that this limit be presented to the governing body of each entity each fiscal year; and

WHEREAS, State law also requires that this limit be published in a newspaper of general circulation to allow public response to the limit as adopted.

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, California, does hereby establish and adopt the 2015-16 appropriation limit of three hundred and eighty nine million, nine hundred and ninety nine thousand, and ninety seven dollars (\$389,999,097) as computed in Exhibit 6-A attached hereto.
3. That the City Clerk is directed to publish this Resolution in a newspaper of general circulation.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority, Community Development Commission and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:


AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and Packard.

NOES: None.

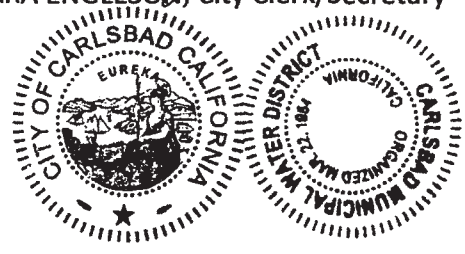
ABSENT: None.


MATT HALL, Mayor/President/Chairman

ATTEST:


BARBARA ENGLERSON, City Clerk/Secretary

(SEAL)



**CITY OF CARLSBAD
GANN APPROPRIATIONS LIMIT**

The Appropriations Limitation imposed by Proposition 4 and modified by Proposition 111 creates a restriction on the amount of revenue which can be appropriated in any fiscal year. The revenues which are subject to the Limitation are those considered "proceeds of taxes." The basis for calculating the Limit began in fiscal year 1978-79 and is increased based on population growth and inflation.

The major change made by Proposition 111 allows the City to annually choose among the following options for calculating its Gann Limit:

- Population growth of Carlsbad, **OR**
- Population growth within San Diego County, **AND**
- Growth in California per capita income, **OR**
- Growth in non-residential assessed valuation due to new construction in the City.

The factors used to calculate the 2015-16 Limit were:

- Population growth in San Diego County, **AND**
- Growth in California per capita income

The formula is outlined below:

2014-15 Expenditure Limit	<u>\$371,250,924</u>
% San Diego County Population Growth	1.0118
Growth in California per capita income	<u>X 1.0382</u>
Net Increase Factor	1.0505
2015-16 Limit (2014-15 Limit X Factor)	<u>\$389,999,097</u>
Current Appropriation of Proceeds of Taxes (Subject to the Limit)	\$122,067,146

The spending limit for the City of Carlsbad for 2015-16 is \$390.0 million, with appropriations of "proceeds of taxes" of \$122.1 million. The result of the calculation provides the City with an operating margin of \$267.9 million.

RESOLUTION NO. 2015-173

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING CHANGES TO THE MASTER FEE SCHEDULE.

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5 WHEREAS, the City Council of the City of Carlsbad has the authority to establish
6 fees for City services; and

7 WHEREAS, from time-to-time said fees are reviewed and evaluated to maintain
8 an adequate fee structure recovering costs for City services; and

9 WHEREAS, the City Council has determined the cost of providing general and
10 development-related services; and

11 WHEREAS, the City Council believes it is necessary for the City Manager to
12 have the authority to adjust the parks and recreation and library and arts program and
13 classes fees from time to time to remain competitive and within the market pricing for
14 like programs and classes; and

15 WHEREAS, the City Council finds it necessary to recover the costs for City
16 services; and

17 WHEREAS, the City Council has held the necessary public hearing and allowed
18 for public comment on the establishment of said fees.

19 NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of
20 Carlsbad, California, as follows:
21

- 22
- 23 1. That the above recitations are true and correct.
 - 24 2. That the changes to the Master Fee Schedule are for the fees shown in
25 Exhibit 7-A attached hereto, and as amended by determinations of the City
26 Council at its meeting of Tuesday, June 30, 2015, as set forth in the minutes
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of that meeting, and as memorialized by subsequent resolution of the City Council.

- 3. The City Council hereby authorizes the City Manager or his/her designee to set parks and recreation and library and cultural arts program, rental, and class fees that are included in the Community Services Guide. The fee shall not exceed the fully burdened (direct and indirect) costs of providing the program, rental, and class but shall be no less (except in the case of introductory, discount or promotional pricing) than the lowest fee charged for like kind programs or classes in similarly benchmarked Southern California cities.
- 4. The City Council hereby authorizes the City Manager or his/her designee to change parking violation fees at the time, and by the same amount, as the state changes their portion of the fee. Any changes to these fees will be made to the current Master Fee Schedule.
- 5. This resolution shall become effective on August 1, 2015 for General city fees, and September 1, 2015 for the Development-related service fees and Development impact fees.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority, Community Development Commission and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:


AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and Packard.

NOES: None.

ABSENT: None.


MATT HALL, Mayor/President/Chairman

ATTEST:


BARBARA ENGLESON, City Clerk/Secretary

(SEAL)



RESOLUTION NO. 2015-174

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, DETERMINING THAT THE FY 2015-2016 CAPITAL IMPROVEMENT PROGRAM BUDGET IS CONSISTENT WITH THE GENERAL PLAN ON PROPERTY GENERALLY LOCATED CITYWIDE.

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the Capital Improvement Program for FY 2015-16 and has held such public hearings as are necessary prior to adoption of the Capital Improvement Program Budget; and

WHEREAS, on June 30, 2015 the City Council reviewed for consistency with the General Plan goals, objectives and policies for all Capital projects receiving an allocation of funds for FY 2015-16 pursuant to Carlsbad Municipal Code Section 2.24.065 (b); and

WHEREAS, at said hearing, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, said Council considered all factors relating to the City Council Determination; and

NOW, THEREFORE, BE IT HEREBY RESOLVED by the City Council as follows:

- A) That the foregoing recitations are true and correct.
- B) That based on the evidence presented at the hearing, the City Council determines that the Capital Improvement Program for FY 2015-16 is consistent with the General Plan based on the following findings:

Findings:

1. The projects are consistent with the goals, objectives, and implementing policies and action programs of the city's General Plan in that the projects are required to ensure the provision of adequate public facilities and services concurrent with or prior to need.

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2. The projects are consistent with applicable goals, objectives, policies and action programs of the Land Use, Circulation, Public Safety, Parks & Recreation, and Open Space and Conservation Elements of the General Plan, as described in Exhibit 8-A.

3. As required by the General Plan, the proposed improvements are consistent with the city's Growth Management Plan in that the projects ensure that the necessary improvements are provided for facility maintenance, parks, drainage, sewer, and street projects, in accordance with the performance standards contained in the city's Growth Management regulations.

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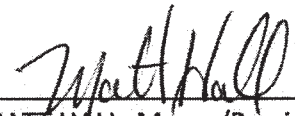
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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority, Community Development Commission and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:


AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and Packard.

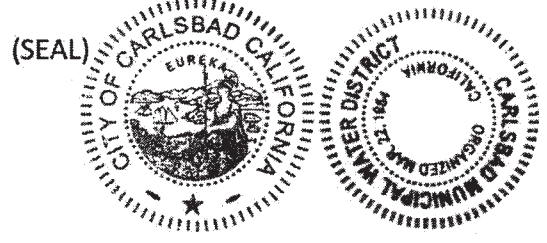
NOES: None.

ABSENT: None.


MATT HALL, Mayor/President/Chairman

ATTEST:


BARBARA ENGLESON, City Clerk/Secretary



RESOLUTION NO. 2015-175

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE FY 2015-16 OPERATING AND CAPITAL BUDGETS OF THE ENCINA WASTEWATER AUTHORITY

WHEREAS, the City of Carlsbad is a member agency to the Encina Joint Powers Agreement entered into on July 13, 1961, for the acquisition, construction, ownership, operation and maintenance of the Encina Joint Sewer System; and

WHEREAS, the Encina Agreement requires approval for the budget of the Encina Wastewater Authority (EWA) by the Member Agencies following the recommendation of the Joint Advisory Committee (JAC); and

WHEREAS, the City Council of the City of Carlsbad desires to approve said budget and provide for the payment of its share such expenses in accordance with the allocation provided in the Basic Agreement; and

WHEREAS, there are projected to be sufficient funds in the Sanitation fund for the payments as they become due.

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 of Carlsbad's share of the Fiscal Year 2015-16 Operating Budget of the EWA as approved by JAC on May 27, 2015, in the amount of \$3,349,024 for Wastewater Plant Operations and \$879,232 for the Carlsbad Water Recycling Facility Operations, and the Capital Budget of \$3,747,191 is hereby approved.

1 3. That the City Manager is hereby authorized to make payment on behalf of
2 the City of Carlsbad to EWA in accordance with the budget as approved by JAC
3 pursuant to the Encina Basic Agreement.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority, Community Development Commission and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:


AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and Packard.

NOES: None.

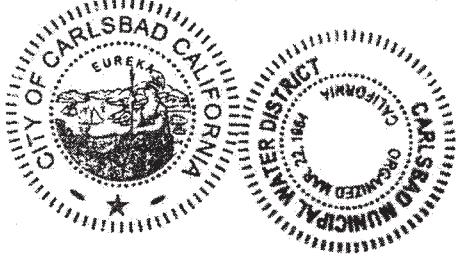
ABSENT: None.


MATT HALL, Mayor/President/Chairman

ATTEST:


BARBARA ENGLESON, City Clerk/Secretary

(SEAL)



RESOLUTION NO. 2015-176

**A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF CARLSBAD, CALIFORNIA, APPROVING
ADJUSTMENTS TO THE FY 2014-15 OPERATING
AND CAPITAL BUDGETS**

WHEREAS, administrative revenues for the Section 8 Housing Program were less than anticipated and a cash transfer of \$25,000 from the Affordable Housing Trust Fund to the Section 8 Housing Program Fund is recommended; and

WHEREAS, due to an increase in water expenditures over previously budgeted amounts, a transfer of cash in the amount of \$50,000 from the General Fund and appropriation to the Landscaping District #1 Median Fund is recommended; and

WHEREAS, funding for legal costs associated with miscellaneous citywide projects is not sufficient to pay for costs incurred, and an increase to the General Fund non-departmental legal budget in the amount of \$100,000 is recommended; and

WHEREAS, the annual budget for election expense was not sufficient to cover the costs incurred in FY 2014-15, and an increase of \$48,000 is recommended; and

WHEREAS, funding previously collected for the FY 2015-16 planned vehicle replacements is not sufficient based on the most recent cost estimates, and a cash transfer of \$300,000 from the General Fund balance to the Vehicle Replacement fund is recommended; and

WHEREAS, Community Development Block Grant expenditures of \$65,291 were made for a feasibility study for a pedestrian railway crossing, and staff has determined these expenditures should have been paid from the General Capital Construction fund; and

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

3 1. That the above recitations are true and correct.

4 2. That the City Council of the City of Carlsbad, California, does hereby
5 authorize an appropriation of \$25,000 from the Affordable Housing Trust Fund for
6 a transfer to the Section 8 Housing Program Special Revenue Fund to pay for
7 administrative costs of the program.
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9 3. That the City Council of the City of Carlsbad, California, does hereby
10 authorize an additional appropriation and transfer of \$50,000 from the General
11 Fund to the city's Landscape District #1 Median Fund and an appropriation in the
12 city's Landscape District #1 Median Fund of \$50,000.

13 4. That the City Council of the City of Carlsbad, California, does hereby
14 authorize an appropriation of \$100,000 from the General Fund to the non-
15 departmental budget, for increased legal expenses incurred.
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17 5. That the City Council of the City of Carlsbad, California, does hereby
18 authorize an appropriation of \$48,000 from the General Fund for election
19 expenses in excess of the amount budgeted.

20 6. That the City Council of the City of Carlsbad, California, does hereby
21 authorize an appropriation and transfer of \$300,000 from the General Fund to the
22 Fleet Replacement fund.

23 7. That the City Council of the City of Carlsbad, California, does hereby
24 authorize an appropriation of \$65,291 from the General Capital Construction fund
25 for feasibility study costs related to the pedestrian railway crossing project.
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City
2 Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority,
3 Community Development Commission and City of Carlsbad as Successor Agency to the
4 Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:

5 AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and
6 Packard.

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8 NOES: None.

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10 ABSENT: None.

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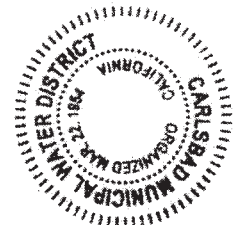
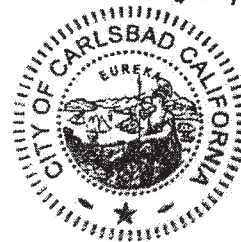
15 MATT HALL, Mayor/President/Chairman

16 ATTEST:

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20 BARBARA ENGLESON, City Clerk/Secretary

21 (SEAL)



RESOLUTION NO. 2015-177

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA ACTING AS SUCCESSOR AGENCY FOR THE CARLSBAD REDEVELOPMENT AGENCY, APPROVING THE OPERATING BUDGET OF THE SUCCESSOR AGENCY AND ENFORCEABLE OBLIGATIONS OF THE CITY OF CARLSBAD'S REDEVELOPMENT OBLIGATION RETIREMENT FUND FOR FISCAL YEAR 2015-16.

WHEREAS, the City Council of the City of Carlsbad, California has been designated as the Successor Agency for the Carlsbad Redevelopment Agency and, as such, is responsible for the administrative responsibilities required to complete the work of the former Carlsbad Redevelopment Agency and repay all enforceable obligations, and

WHEREAS, the City Council as the Successor Agency for the Carlsbad Redevelopment Agency and the appointed Oversight Board have reviewed the proposed Operating Budget for the Agency and previously approved the Enforceable Debt Obligations to be repaid from the Redevelopment Obligation Retirement Fund for FY 2015-16, and

WHEREAS, the Successor Agency finds that the proposed Operating Budget for the Agency and the Oversight Board approved debt obligations of the Redevelopment Obligation Retirement Fund is consistent with the Recognized Obligation Payment Schedule prepared by the Successor Agency and approved by the Oversight Board, and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budgets,

1 NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of
2 Carlsbad, California acting as Successor Agency for the Carlsbad Redevelopment
3 Agency as follows:

4 1. That the above recitations are true and correct.

5 2. That certain documents now on file in the office of the Carlsbad City Clerk
6 entitled "City of Carlsbad, FY 2015-16 Preliminary Operating Budget and FY 2015-16 to
7 2029-30 Capital Improvement Program – Preliminary," as amended in accordance with
8 Exhibit 12-A attached hereto and incorporated by reference herein, is hereby adopted
9 as the Operating Budget for the Carlsbad Redevelopment Obligation Retirement Fund
10 for FY 2015-16, along with any Program Options determined by the City Council as set
11 forth in the minutes of the Council's meeting of Tuesday, June 30, 2015.

12 3. That the amounts reflected as estimated revenues for FY 2015-16 are
13 hereby adopted as the budgeted revenues for FY 2015-16.

14 4. That the amount designated as FY 2015-16 Budget request in Exhibit 11-
15 A is hereby appropriated to the fund for which it is designated, and such appropriation
16 shall not be increased except as provided herein.

17 5. That the following controls are hereby placed on the use and transfers of
18 budget funds:

19 A. No expenditure of funds shall be authorized unless sufficient funds
20 have been appropriated by the Successor Agency or designee, as described below.

21 i. The City Manager, as Executive Director for the Successor
22 Agency, may authorize all transfers of funds from account to account within the same
23 fund in an amount up to \$100,000 per transfer.
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ii. The City Manager, as Executive Director of the Successor Agency, may delegate the authority to make budget transfers and adjustments.

iii. The City Manager, as Executive Director of the Successor Agency, may authorize budget adjustments involving offsetting revenues and expenditures; the City Manager, as Executive Director of the Successor Agency, is authorized to increase an appropriation for a specific purpose where said appropriation is offset by unbudgeted revenue which is designated for said specific purpose, and is approved in advance by the Oversight Board.

B. The Successor Agency must authorize any increase in the number of authorized permanent personnel positions above the level identified in the final Budget. The City Manager, as Executive Director of the Successor Agency, may authorize the hiring of temporary or part-time staff as necessary, within the limits imposed by the controls listed above and subject to the Operations Budget for the Successor Agency.

6. That all appropriations and outstanding encumbrances as of June 30, 2015, are hereby continued into FY 2015-16 for such contracts and obligations, as approved by the Oversight Board.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority, Community Development Commission and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:

AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and Packard.

NOES: None.

ABSENT: None.



MATT HALL, Mayor/President/Chairman

ATTEST:



BARBARA ENGLESON, City Clerk/Secretary

(SEAL)



RESOLUTION NO. 2015-178

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA ("CITY"), DISCONTINUING INTEREST ACCRUAL ON ADVANCE BETWEEN THE CITY AND THE CARLSBAD PUBLIC FINANCING AUTHORITY ("AUTHORITY")

WHEREAS, the City has agreed to advance (and has advanced) funds to the Authority from time to time for the purpose of designing, constructing, maintaining and operating a municipal Golf Course; and

WHEREAS, on November 21, 2006, the City and the Authority entered into an Advance Repayment Agreement (attached herein as Exhibit 12-A) for the eventual repayment of advances with interest to the City; and

WHEREAS, the City has consulted with its financial reporting audit firm (Mayer Hoffman McCann) regarding the likelihood of the advance repayment occurring within a reasonable period of time with continued interest accrual on the advance; and

WHEREAS, a determination is made that repayment of the advance with continued interest accrual is highly unlikely; and

WHEREAS, it is recommended that the City forego the continued accrual of interest on the advance between the City and the Authority effective retroactively to July 1, 2014.

NOW, THEREFORE, IT IS AGREED by and between the City Council of the City of Carlsbad, California, and the Carlsbad Public Financing Authority as follows:

1. The City Council of the City of Carlsbad approves discontinuance of the accrual of interest on the advance between the City and the Authority, effective retroactively to July 1, 2014.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority, Community Development Commission and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:

AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and Packard.

NOES: None.

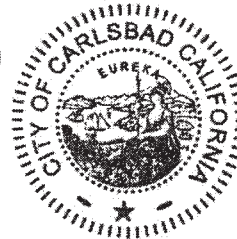
ABSENT: None.


MATT HALL, Mayor/President/Chairman

ATTEST:


BARBARA ENGLESON, City Clerk/Secretary

(SEAL)



GOLF COURSE ADVANCE REPAYMENT AGREEMENT

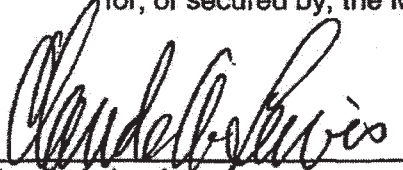
This Advance Repayment Agreement entered into between the City Council of the City of Carlsbad, California ("City"), and the Carlsbad Public Financing Authority, a public entity and joint powers authority ("Authority") on November 21, 2006, and shall be retroactive to March 31, 1997.

The City has agreed to advance (and has advanced) funds to the Authority from time to time for the purpose of designing, constructing, maintaining and operating a municipal Golf Course. The Municipal Golf Course consists of an 18-hole golf course as well as related facilities including a driving range, Clubhouse, pro shop and maintenance facilities. The City and Authority desire to make provisions for the eventual repayment of the Advances with interest to the City.


Now, therefore, it is agreed by and between the parties to this Agreement as follows:

1. The Authority is obligated to reimburse the City the full principal and all accrued interest on the existing Advances and any subsequent Advances to be made by the City to the Authority for the purpose of designing, constructing, maintaining and operating an 18-hole municipal Golf Course.

2. Interest shall accrue on all Advances from the date of the Advance to the date repaid to the City at an average annual rate of return earned on the City's pooled funds as determined by the City Treasurer for each fiscal year. Interest shall be compounded annually.
3. Repayment shall be made from available funds in the Authority's accounts as determined annually by the Authority Treasurer after providing for operating, capital and reserve needs of the Municipal Golf Course or as otherwise required under covenants for any debt issued for, or secured by, the Municipal Golf Course.

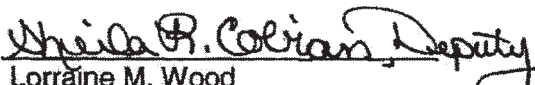


Claude A. Lewis
President of the Board – CPFA



Claude A. Lewis
Mayor – City of Carlsbad

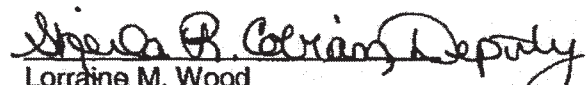
Attest:



Lorraine M. Wood
Secretary – CPFA
(Seal)



Attest:



Lorraine M. Wood
City Clerk – City of Carlsbad



RESOLUTION NO. 70

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A RESOLUTION OF THE CARLSBAD PUBLIC FINANCING AUTHORITY ("AUTHORITY"), DISCONTINUING INTEREST ACCRUAL ON ADVANCE BETWEEN THE CITY COUNCIL OF THE CITY OF CARLSBAD CALIFORNIA ("CITY") AND THE AUTHORITY

WHEREAS, the City has agreed to advance (and has advanced) funds to the Authority from time to time for the purpose of designing, constructing, maintaining and operating a municipal Golf Course; and

WHEREAS, on November 21, 2006, the City and the Authority entered into an Advance Repayment Agreement (attached herein as Exhibit 13-A) for the eventual repayment of advances with interest to the City; and

WHEREAS, the City has consulted with its financial reporting audit firm (Mayer Hoffman McCann) regarding the likelihood of the advance repayment occurring within a reasonable period of time with continued interest accrual on the advance; and

WHEREAS, a determination is made that repayment of the advance with continued interest accrual is highly unlikely; and

WHEREAS, it is recommended that the City forego the continued accrual of interest on the advance between the City and the Authority effective retroactively to July 1, 2014.

NOW, THEREFORE, IT IS AGREED by and between the City Council of the City of Carlsbad, California, and the Carlsbad Public Financing Authority as follows:

1. The Carlsbad Public Financing Authority approves discontinuance of the accrual of interest on the advance between the City and the Authority, effective retroactively to July 1, 2014.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad Public Financing Authority, City Council, Carlsbad Municipal Water District Board, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:

AYES: Board/Council/Commission Board Members Hall, Blackburn, Schumacher, Wood and Packard.

NOES: None.

ABSENT: None.



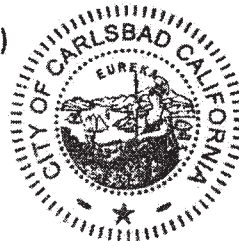
MATT HALL, Chairman/Mayor/President

ATTEST:



BARBARA ENGLESON, Secretary

(SEAL)



GOLF COURSE ADVANCE REPAYMENT AGREEMENT

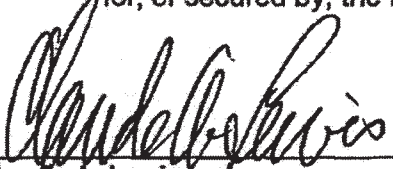
This Advance Repayment Agreement entered into between the City Council of the City of Carlsbad, California ("City"), and the Carlsbad Public Financing Authority, a public entity and joint powers authority ("Authority") on November 21, 2006, and shall be retroactive to March 31, 1997.

The City has agreed to advance (and has advanced) funds to the Authority from time to time for the purpose of designing, constructing, maintaining and operating a municipal Golf Course. The Municipal Golf Course consists of an 18-hole golf course as well as related facilities including a driving range, Clubhouse, pro shop and maintenance facilities. The City and Authority desire to make provisions for the eventual repayment of the Advances with interest to the City.

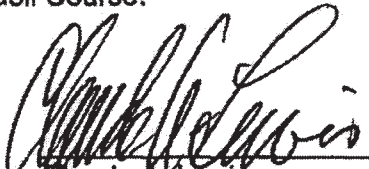
Now, therefore, it is agreed by and between the parties to this Agreement as follows:

1. The Authority is obligated to reimburse the City the full principal and all accrued interest on the existing Advances and any subsequent Advances to be made by the City to the Authority for the purpose of designing, constructing, maintaining and operating an 18-hole municipal Golf Course.

2. Interest shall accrue on all Advances from the date of the Advance to the date repaid to the City at an average annual rate of return earned on the City's pooled funds as determined by the City Treasurer for each fiscal year. Interest shall be compounded annually.
3. Repayment shall be made from available funds in the Authority's accounts as determined annually by the Authority Treasurer after providing for operating, capital and reserve needs of the Municipal Golf Course or as otherwise required under covenants for any debt issued for, or secured by, the Municipal Golf Course.




Claude A. Lewis
President of the Board – CPFA



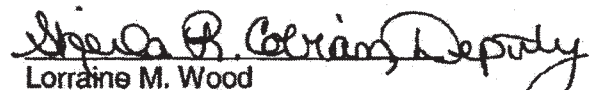
Claude A. Lewis
Mayor – City of Carlsbad

Attest:



Lorraine M. Wood
Secretary – CPFA
(Seal)

Attest:



Lorraine M. Wood
City Clerk – City of Carlsbad



RESOLUTION NO. 2015-179

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA ("CITY"), ESTABLISHING A GENERAL FUND ASSIGNMENT OF \$10,000,000 FOR ECONOMIC UNCERTAINTY

WHEREAS, the City has a General Fund Reserve Policy for one-time expenditures that may arise due to unseen emergencies; and

WHEREAS, during the last major recession, the City's top three revenues (property tax, sales tax, and transient occupancy tax) declined significantly, resulting in budget reductions to on-going expenditures, and

WHEREAS, it is recommended that a General Fund assignment of \$10,000,000 be established to mitigate revenue losses during periods of economic downturn.

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 directs the Finance Director to establish an assignment in the amount of \$10,000,000 of the General Fund balance to mitigate revenue losses during periods of economic downturn.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the City of Carlsbad City Council, Carlsbad Municipal Water District Board, Carlsbad Public Financing Authority, Community Development Commission and City of Carlsbad as Successor Agency to the Redevelopment Agency on the 30th day of June, 2015, by the following vote to wit:


AYES: Council/Board/Commission Members Hall, Blackburn, Schumacher, Wood and Packard.

NOES: None.

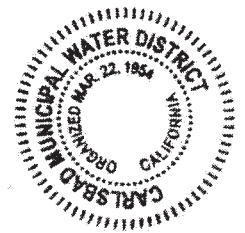
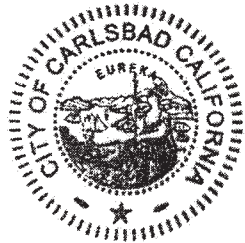
ABSENT: None.


MATT HALL, Mayor/President/Chairman

ATTEST:


BARBARA ENGLESON, City Clerk/Secretary

(SEAL)



Acronyms

AED	Automated External Defibrillator
ADA	American Disabilities Act
ADR	Average Daily Rates
AMR	Automated Meter Reader
APWA	American Public Works Association
ARJIS	Automated Regional Justice Information System
BLS	Bureau of Labor Statistics
BMP	Best Management Practice
BTD	Bridge and Thoroughfare Benefit District
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant Program
CDFW	California Department of Fish and Wildlife
CEQA	California Environmental Quality Act
CERT	Community Emergency Response Team
CFD	Community Facilities District
CIP	Capital Improvement Program
CM&I	Construction Management and Inspection
CMWD	Carlsbad Municipal Water District
COP	Certificates of Participation
COPS	Citizen's Option For Public Safety
CPFA	Carlsbad Public Finance Authority
CSMFO	California Society of Municipal Finance Officers
CTBID	Carlsbad Tourism and Business Improvement District
CY	Current Year
DMS	Document Management System
DUI	Driving Under the Influence
ECB	Expenditure Control Budgeting
ECM	Enterprise Content Management
EFT	Electronic Funds Transfer
EOC	Emergency Operations Center
ERAF	Educational Revenue Augmentation Fund
FEMA	Federal Emergency Management Agency
FOG	Fats, Oils and Grease
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GCC	General Capital Construction
GDP	Gross Domestic Product
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GUIDE	Greater Understanding through Intervention, Diversion and Education
HCMS	Human Capital Management System
HUD	Department of Housing and Urban Development
HVAC	Heating, Ventilation & Air Conditioning
ICDS	Integrated Community Development System
IFAS	Integrated Financial Accounting System
IMLA	International Municipal Lawyers Association
IRF	Infrastructure Replacement Fund
ISF	Internal Service Fund
IT	Information Technology
JAG	Justice Assistance Grant

JPA	Joint Powers Authority
JURMP	Jurisdictional Urban Runoff Management Plan
KSM	Kemper Sports Management
LAIF	Local Agency Investment Fund
LLC	Library Learning Center
M&O	Maintenance and Operations
MCC	Mortgage Credit Certificate
MFF	Major Facility Fee
MWD	Metropolitan Water District
NATOA	National Association of Telecommunications Officers and Advisors
NCTD	North County Transit District
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination Systems
NRPA	National Recreation and Park Association
OSHA	Occupational Safety & Health Acts
PACE	Property Assessed Clean Energy
PERS	Public Employees Retirement System
PEM	Property and Environmental Management
PFF	Public Facilities Fees
PIL	Park-In-Lieu Fees
PHA	Public Housing Agency
PLA	Public Library Association
PLD	Planned Local Drainage
POST	Police Officer Standards and Training
RONPAS	Reclaim Our Neighborhood Parking and Sanity
ROPS	Recognized Obligation Payments Schedule
RORF	Redevelopment Obligation Retirement Fund
SANDAG	San Diego Association of Governments
SDG&E	San Diego Gas & Electric
SEMAP	Section Eight Management Assessment Program
SFR	Single Family Residence
SHSG	State Homeland Security Grant
SRO	School Resource Officer
TIF	Traffic Impact Fees
TLG	Transforming Local Government
TMC	Traffic Management Center
TMDL	Total Maximum Daily Load
TOT	Transient Occupancy Tax (hotel tax)
VOIP	Voice Over Internet Protocol
VLF	Vehicle License Fee
WQIP	Water Quality Improvement Plan

